
ENTREPRENEURIAL DEVELOPMENT BARRIERS IN A DEVELOPING NATION

A Case Study of the Nigerian Printing SMEs



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ABSTRACT

Developing nations have been characterised with low standard of living, undeveloped industrial base, high rate of unemployment and low HDI (Human development Index- life expectancy, education and income). With these problems, foreign direct investment have been a great source of economic rescue; however, if these countries could develop their entrepreneurial capacity, they would do more for themselves. (Global Entrepreneurship Monitor –GEM 2011) On this note, this thesis investigated the barriers which affect entrepreneurial development in developing nation. Nigerian printing Small and Medium-size Enterprises (SMEs) were used as case study. The main goals of thesis were to provide practical information on these barriers as well as to propose possible solutions to the problems.

In order to achieve the above goals, qualitative research method was used. Interview was also used as research instrument. Twenty SMEs owners were interviewed. Findings shown that harsh government policy and bad leadership, poor educational system, poor infrastructures (electricity), financial incapacitation, near absent research and development (R&D), inadequate technical skill and aid misinformation, low entrepreneurial, administrative and bookkeeping skills, ineffective functional paper mill and high import tax duty were the industrial barriers facing Nigerian printing SMEs. The findings also revealed that individual's interest, personality, training, skills and working experience are essential in the entrepreneurial involvement in the Nigerian printing SMEs. The findings further revealed that the Nigerian government, Chartered Institute of Professional Printers of Nigeria (CIPPON), various printing/printers associations and individual printing SME owners are the key players in the entrepreneurial developmental activities for the Nigerian printing SMEs.

Furthermore, it was suggested that the aforementioned problems could be solved by sincere leadership and governance in Nigeria through implementing positive policy made, provision of business enabling infrastructures, revitalization of the paper mill, creation of special government agencies for the printing SMEs, education reform, skills development and training, collaboration with foreign investors to produce printing materials locally as well as tax reduction on the importation of printing equipment.

Therefore, this thesis contributes to the improvement of the entrepreneurial activities in the Nigerian printing SMEs. More importantly, it provides details of how the gathered knowledge could be applied in the real world.

Keywords Entrepreneurship, Entrepreneurial Development, Barrier, Developing Nation and SMEs

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ABBREVIATIONS

AED : Development according to Advanced English Dictionary
ADB : African Development Bank
APN : Association of Nigeria Printers
ASSPPON : Association of Professional Printers of Nigeria
BRIC : Brazil, Russia, India and China
CBN : Central Bank of Nigeria
CMD : Centre for Management Development
CIPPON : Chartered Institute of Professional Printers
ED :Entrepreneurial Development
EU : European Union
FEAP :Family Economic Advancement Programme
FIIRO : Federal Institute of Industrial Research, Oshodi
GDP : Gross Domestic Product
GEM : Global Entrepreneurship Monitor
GNI : Gross National Income
HDI : Human Development Index
HIPC : Heavy Indebted Poor Countries
IDC : Industrial Development Centre
IOPN : Institute of Printing Nigeria
ITF :Industrial Training Fund
LICUS : Low-Income Countries Under Stress
ME: Micro-sized Enterprises
MIC : Middle Income Countries
MINT : Mexico, Indonesia, Nigeria and Turkey
MSE : Medium Sized Enterprises
NAPEP : National Poverty Eradication Programme
NASSI: National Association of Small-scale Industries
NASME : National Association of Small and Medium Scale Enterprises
NBCI : Nigerian Bank for Commerce and Industry
NCI : National Council of Industry
ND : National Development
NDE : National Directorate of Employment
NERFUND : National Economic Reconstruction Fund
NIDB : Nigerian Industrial Development Bank
OPS : Organized Private Sector
RMRDC : Raw Materials Research and Development Council
PRODA : Project Development Agency
SAP :Structural Adjustment Program
SICC : Small Industries Credit Committee
SICF : Small Industries Credit Fund
SMEDAN : Small and Medium Enterprises Developmental Agency of Nigeria
SMEs : Small and Medium-sized Enterprises
SMIEIS : Small and Medium Industries Equity Investments Scheme
SSE: Small-Sized Enterprises
SSICS : Small Scale Industries Credit Scheme
SSM : Second Tier Securities Market
UNIDO : United Nations Industrial Development Organization
USD : United States Dollar

WFYP/EDP: Working for Yourself and Entrepreneurship Development
Programme

1 INTRODUCTION

1.1 Background

Although foreign direct investment contributes to the economic development of developing nations, entrepreneurial development and operations have been identified across the globe as viable mechanism and means of efficient economic progression. This argument has however been supported by the Global Entrepreneurship Monitor (GEM) analysis of its 54 members' economies alongside many scholarly literatures. Hence, considering the economic situation of developing nations with their characteristics -low standard of living, undeveloped industrial base, high rate of unemployment, low Human Development Index (HDI) and economic instability- it is quite empirical that self-development especially in terms of entrepreneurial development of Small and Medium Enterprises (SMEs), would be a viable and alternative rescue for such nations (GEM 2011).

An example and evidence of this is a report of the European Commission Responsible for Enterprise and Industry which states that SMEs are the engine of its economy representing 99% of all the available enterprises and employing 75 million people within the EU; thus, increasing the viability of the economy and the living standard of its people. More so, Ogbo and Agu (2012) add that the roles of SMEs in national development cannot be underestimated because they occupy an important position in every nation. Due to the imperative roles of the SMEs in the economy, they are globally often described as “the engine of growth” and “catalysts for socio-economic transformation of any country”, hence I call them the power house for national growth and socio-economic development.

Therefore, the claims of scholars, such as Bruyant and Julien (2001), Hindle and Yenchen (2004), and Hisrich *et al* (2005) seem to be right by stating that entrepreneurship is an important source of wealth for any countries. This is also supported by Adejumo and Olaoye (2012) who explain that the roles of SMEs in the national industrialization are eminent; they state further that small firms contribute significantly to the Gross Domestic Product (GDP). The authors add that the various government arms in Nigeria have made efforts to develop several policies and programs towards improving SMEs' activities in the country.

Unfortunately, developing nations and their industrial sectors encounter many barriers like inadequate resources and infrastructural amenities, political influences (instability and interferences) and poor readiness of entrepreneurs among others which make the achievement of their SMEs insignificant and insufficient to foster desirable economic and national development (Adejumo and Olaoye, 2012). Similarly, Agboli and Ukaegbu (2006) state that in the developing nations, the business environments are full of several challenges thereby make these situations frustrate entrepreneurs and render industrial development quite slow. These authors state further that lack of infrastructure, unnecessarily

cumbersome bureaucracy, inefficient access to credit facilities, corrupt practices by officials, and difficult regulation for new businesses and business expansion are among the problems facing SMEs in the developing nations. On this note, these authors concluded that these problems will not encourage positive attitude to entrepreneurial activities and also not allow for industrial development in these nations.

Nonetheless, Nigeria has now reached middle income status according to the World Bank analysis, with its abundant supply of natural resources, well-developed financial, legal, communications, transport sectors and stock exchange, and it is the second largest economy in Africa. It was ranked number 31st in the world in terms of GDP as of 2011 (the Nigerian Stock Exchange, 2012). Furthermore, Nigeria is also mentioned as one of the emerging economies known as 'MINT -Mexico, Indonesia, Nigeria and Turkey' (Business Insider, 2013). The famous economist, Jim O'Neill who proposed 'BRIC (Brazil, Russia, India and China)' explained that:

"I spent last week in Indonesia, working on a series for BBC Radio about four of the world's most populous non-BRIC emerging economies. The BRIC countries -- Brazil, Russia, India and China -- are already closely watched. The group I'm studying for this project -- let's call them the MINT economies -- deserve no less attention. Mexico, Indonesia, Nigeria and Turkey all have very favourable demographics for at least the next 20 years, and their economic prospects are interesting."

This is supported by the speech of the Nigerian Representative and Regional Director of the United Nations Industrial Development Organization (UNIDO) – Dr. Kormawa - who stated that Nigeria has high industrial potential following the number of companies emerging on annual basis yet there is still room to unlock several potentials as this country still has evident traces of low living standard and high level of unemployment among others. Thus, it is worthwhile to research how entrepreneurial development in such country (Nigeria) with consideration of the several opportunities therein has been deterred from fostering considerable economic development with respect to evident barriers.

Based on the above statements, this thesis emphasizes on entrepreneurial development at the SME level in Nigeria as a developing nation with a case study of the Nigerian printing SMEs, how these companies have been able to achieve in spite of barriers, and it presents possible opportunities as well as means to overcome the barriers for the SMEs. Nevertheless, the next subsection presents how the thesis is structured.

1.2 Structure of the Thesis

There are two parts in this thesis - theoretical and empirical parts. The theoretical part consists of introduction, literature and goals of the thesis and research question while the empirical part comprises of methodology, data analysis and results, discussions, and contribution; altogether, there are seven chapters in the thesis.

The first chapter, *introduction* provides general information about the study, structure of the thesis and the definition of terms and Chapter 2 presents the *literature review* with the following subtopics: entrepreneurship, entrepreneurial development, barriers of entrepreneurial development and printing industry in Nigeria; each of them also has few related subtopics.

Chapter 3 describes the “*goals of the thesis and research questions*”. Here, the list of the thesis objectives and research questions are presented as well as the scope and limitation of the study. *Research methodology* is in chapter 4 and it presents the research process of the thesis; thus, it has the following sections: research strategy and method, the study participants and data collection procedure. Chapter 5 is “*data analysis and result*”; the outcomes of the study, element and process of data analysis and results are presented. The next chapter is “*discussion*” where the issues of research validity and the reliability, qualitative research, answering research questions, outcome of research versus previous works and possible future reseaches are discussed. Chapter 7 is *contribution* and it is the last chapter; it summaries the findings, the benefits of the thesis and recommendations.

1.3 Definition of Terms

The following definitions of terms are used throughout the thesis and in case of any addition to their definitions, a note is given.

Entrepreneurship: entrepreneurship could be described as an act of how, by whom and with what effect opportunities to create future goods and services are discovered, evaluated and exploited (Scott and Venkataraman, 2000).

Entrepreneurial Development: This refers to every activities channelled towards creating and advancing the practice of entrepreneurship (Osemeke, 2012).

Developing Nation: This is referred to as a less-developed or under-developed nation following the evident level of the development in the economy and other national systems as well as the standard of living of the citizens (The World Bank, 2012).

National Development: National Development (ND) entails the development of the systems and sub-systems of a nation such as economic, political, social and other systems and institutions at the micro, intermediate and macro levels as these are evidence of even entrepreneurial development (Ogundele and Abiola, 2012).

Opportunities: These are possibilities due to favourable combination of circumstances that provide positive platform for the advancement of entrepreneurial activities (Ian, Ulf and Beverly, 2003).

Barriers: Barriers are conditions that lie in any operational situation making it quite difficult to make progress or achieve an objective following the system and environment of practice (OECD, 2008).

2 FRAMEWORK / THEORIES

This research work would not be based on one side view of entrepreneurship which considers the personality of entrepreneur and what he or she does but to the extent and view that entrepreneurship is an activity involving two phenomena: lucrative opportunity and enterprising individual; hence, it bases on the definition of the field of entrepreneurship as scholarly examination of how, by whom and with what effect opportunities to create future goods and services are discovered, evaluated and exploited (Shane and Venkataraman, 2000). In view of this, related theories and previous literary works are presented in this chapter.

2.1 Entrepreneurship

The term “entrepreneurship” has been discussed by several notable scholars and practitioners in the fields of business and social sciences at large. Therefore, there are many schools of thought in entrepreneurship (Bruyant and Julien, 2001; Hisrich, Peters and Shepherd, 2005; Low and MacMillan, 1988). Economic school of thought defines entrepreneurship as founding and operating a business for the purpose of making profit while psychology school of thought describes it as having certain personality or traits that enable a person to own and run a business successfully (Lumpkin and Gregory, 1996).

However, in this thesis, entrepreneurship is defined from two perspectives – venture creation and utilization of opportunity. Hence, entrepreneurship is a creation of businesses and such creation makes entrepreneurs differ from non-entrepreneurs because non-entrepreneurs do not establish companies (Gartner, 1988). In the same view, it is described as establishment of new businesses and the main goal of entrepreneurship is to create something new to either solve a problem or satisfy a need as well as to promote an economy (Low and MacMillan, 1988). Lumpkin and Gregory (1996) contribute to the definition by stating that it is a “new entry”; the new entry can be attained by going to a new market or create a market with new or existing offerings. It is further explained by Lumpkin and Gregory (1996) that a new entry also denotes that a new business is launched as a start-up or as a subsidiary (branch) of existing company. Bruyant and Julien (2001) add that entrepreneurship is a process or activity of establishing a new ventures by changing business resources such as materials and know-how. It is noted by Bruyant and Julien (2001) that such new firms are supposed to be value added to the satisfaction of needs or solution to certain problems.

For utilization of opportunity perspective, entrepreneurship is described as an activity to identify an opportunity, to initiate an action to utilize it, and to create a business to implement the actions purposely to make profit (Peverelli and Song, 2012). Similarly, entrepreneurship is alertness to an opportunity and action to make use of the opportunity. Alertness in the sense that entrepreneur sees something new which might not be noted by many people; so, such activity is known as “discovery”. Action is when

entrepreneur pool together his or her resources to utilize the opportunity. Therefore, combination of alertness and action is known as “entrepreneurship” (Acs and Audretsch, 2010). In this perspective, entrepreneurship is also described as a process or activity of combining resources that can have value or create impact in a market purposely to utilize an identified opportunity. Furthermore, it is a process of pursuing an opportunity by the people in an organization or outside their organization by controlling their little available resources (Wiklund, 1998 in Peverelli and Song 2012).

However, the principles, terms and practices of entrepreneurship have been changed these days due to different school of thoughts and perspectives. These changes are redefined by business, management and personal points of view (Hisrich et al., 2005). Nonetheless, the most common and recognized view is “personal view” because the entrepreneurs successfully identify an opportunity, initiate ideas to utilize, take an action to implement the idea and at end, establish a new business or product or service; therefore, it is important to concentrate on personal view. Meanwhile, it is worth noting that focusing on entrepreneurs should include environmental influences because these entrepreneurs operate in a society (Bruyant and Julien, 2001). To support this view, Carsrud and Brännback (2007) explain that it is reasonable to focus on the motivating factors of people that want to be entrepreneurs or those who do not want. From a study, it was found that the most common motivating factors for entrepreneurial oriented people are: personal growth or development, innovation, authority and flexibility. However, it should be noted that these factors vary from person to person and from country to another. Lumpkin and Gregory (1996) add that entrepreneurial oriented people have these characteristics - autonomy, innovativeness, risk taking, proactiveness, and competitive aggressiveness.

Nonetheless, these schools of thought, perspective and views were tested in the empirical part of this thesis. Furthermore, the following subsections present the details of “entrepreneur” in which this thesis bases on.

2.1.1 Entrepreneur

The body of knowledge surrounding the concept of entrepreneurship cannot be well described or understood without understanding the term “entrepreneur” as it forms the basis of understanding therein. Hence, the word ‘entrepreneur’ could be traced to and is derived from the French word ‘*enterprendre*’ meaning “to undertake” and literally translated to mean “between-taker” or “go-between”. In this view, Hisrich *et al* (2005) describe entrepreneur as an individual who takes risk and starts something. Ogundele and Abiola (2012) contribute further by describing entrepreneur as an originator or creator of a profit-seeking or economic organization, which is established for the purpose of providing goods, and services that satisfy needs.

Additionally, Low and MacMillan (1988) contribute that an entrepreneur is a person who creates new business or coordinates his or her resources to introduce new offering to the market or someone who uses his or her skills to develop an innovation to either a new business or an existing one. The person (entrepreneur) possesses certain personality or character such as risk taking, innovativeness, independence, autonomy and exercising of power. Therefore, an entrepreneur is an individual who is personally determined to make a business out of his or her unique, improved and fresh idea.

Furthermore, Schumpeter (1934, p.66 in Ogbo and Agu, 2012) describe an entrepreneur as the bearer of the mechanism for change and economic development. In this view, an entrepreneur is someone who uses creative destruction by creating a new product or business model or any business innovation to replace existing ones. More so, Morris et al (1994) add that an entrepreneur is the person who combines different resources uniquely to create value towards exploiting an opportunity. To sum up, an entrepreneur is also viewed by Kilby (1971 in Krueger, 2002) as an individual who assumes risk and provide management for a firm.

Considering the various scholarly definitions of entrepreneur, conclusions may be derived that an entrepreneur is a risk taker who turns problems into business opportunities as he combines required resources to meet needs. This definition is applied in this thesis.

2.1.2 Types of Entrepreneurs

Zimmerer and Scourborough (2006) find that too many people find their work boring, unchallenging and unexciting but not entrepreneurs as entrepreneurs view their works as an instrument of self-expression and self-actualization owing to the fact that their enthusiasm in the actualization of their vision, creativity and innovations. Although several scholars have identified various classes and types of entrepreneurs, in support of the view of Zimmerer and Scourborough, entrepreneurs may be said of various kinds especially in developing nations considering their peculiar attributes and functionalities as follows (based on zepedia.com: read 13.02.2014):

Innovating Entrepreneurs: As their name implies, these are the type of entrepreneurs who actually introduce new innovations into the economy and market or employ new techniques of production. The innovations have never been in existence anywhere.

Imitating Entrepreneurs: These are the direct opposite of the former as they imitating innovations originated by the innovative entrepreneurs. They are more suitable for developing countries that are not able to take up expensive research and production.

Fabian Entrepreneurs: These are a bit close to imitating entrepreneurs, as they are very cautious and sceptical in adopting and implementing any

change; they prefer doing the same thing the same way forever regardless of challenges and innovations. They are lazy, shy and lack the will to adopt new methods. They follow the old traditions and avoid risk taking.

Drone Entrepreneurs: This kind of entrepreneurs is the worst kind as they are inert and traditional; they are hurdles in economic development. They struggle to exist, not to grow.

2.1.3 Motivation to Becoming an Entrepreneur

Entrepreneurs are found in all industries and have different motives for starting their respective companies. It could however be described that the most common reason is the desire of entrepreneurs to control their own destiny. Related to this is a desire for job security as there are several large corporations downsizing staff and streamlining operations. Hence, among several motivating factors, the following are evident enough towards becoming an entrepreneur as the case may be:

- a) A feeling personal satisfaction with your work, willing to become own boss and creating the lifestyle that you prefer.
- b) Arising of an innovative idea and business opportunity backed up with the ability to start business
- c) Inheriting wealth and skills to establish an enterprise
- d) Prevailing problems in current jobs or lack of job
- e) Pursuing own ideas
- f) Realizing the need of earning money
(Segal *et al*, 2005, Ogbo and Agu, 2012).

2.1.4 Characteristics of a Successful Entrepreneur

Over time, scholarly works have identified a long list of characteristic and traits that could make a successful entrepreneur; however, being an entrepreneur requires special drive, perseverance, passion, and a spirit of adventure in addition to managerial and technical ability. An entrepreneur must also be able to develop and manage the company that implements the idea.

Hence, in view of several scholarly arguments and the studies of the entrepreneurial personality have there been found similar traits. In general, according to Hisrich *et al* (2005), Ogbo and Agu (2012) and Morris *et al*, 1994), entrepreneurs are:

- a) **Ambitious:** Entrepreneurs have a high need for achievement and are competitive.
- b) **Independent:** They are self-starters who prefer to lead rather than follow. They are also individualists.
- c) **Self-confident:** They understand the challenges of starting a business but are decisive and have faith in their abilities to resolve problems. Entrepreneurs trust their hunches and act on them.

- d) **Risk taking:** Though they are not averse to risk, most successful entrepreneurs prefer situations with a moderate degree of risk, where they have a chance to control the outcome, to highly risky ventures that depend on luck.
- e) **Visionary:** Entrepreneurs believe they can create the future. Their ability to spot trends and act on them set entrepreneurs apart from small business owners and managers.
- f) **Creative:** To compete with larger firms, entrepreneurs need to have creative product designs, marketing strategies, and solutions to managerial problems.
- g) **Energetic:** Starting a business takes long hours. Some entrepreneurs start companies while still employed full-time.
- h) **Passionate:** Entrepreneurs love their work. If you are not passionate about your work, you can't be an entrepreneur. It takes too many compromises and too much effort.
- i) **Committed:** They make personal sacrifices to achieve their goals. Because they are so committed to their companies, entrepreneurs are persistent in seeking solutions to problems.

2.1.5 Entrepreneur and Intrapreneur

An intrapreneur has been described as any individual working within an establishment who takes direct responsibility for turning entrepreneur's ideas into a profitable finished product through assertive risk-taking and innovation limited to the responsibility given. Unlike an entrepreneur who takes substantial risk in being the owner and operator of a business with expectations of financial profit and other rewards that the business may generate, an intrapreneur is an individual employed by an organization for remuneration, which is based on the financial success of the unit he is responsible for. Intrapreneurs share certain traits as entrepreneurs such as conviction, zeal and insight though within the confine of the responsibility given. As the intrapreneur continues to express his ideas vigorously, it will reveal the gap between the philosophy of the organization and the employee. If the organization supports him in pursuing his ideas, he succeeds. If not, he is likely to leave the organization and set up his own business (Maier and Pop-Zenovia, 2011).

More so, there often are possibilities of mistaking entrepreneurs for intrapreneurs; hence, the following tables provide differences between the duo as well as advantages and disadvantages.

Table 1: Differences between Entrepreneur and Intrapreneur

Areas of Differentiation	Entrepreneurs	Intrapreneurs
Area of Activities	They work inside as well as outside the enterprise	They are operate within the enterprise
Ideas	An entrepreneur generates ideas	An intrapreneur adopts the idea generated by an

		entrepreneur and makes it better
Employment	An entrepreneur employs intrapreneurs and pays them in exchange of their services	An intrapreneur is paid for using his creative thinking to implement the idea given
Sense of Responsibility	The reward for overtime or excess work period is seeing the work done as at when due	An intrapreneur works overtime helping to run someone else's business and would be rewarded for the time spent
Rewards	The reward of entrepreneurs depend on the success and profit margin of the enterprise	An intrapreneur is person employed with a fixed or agreed compensation

The following table presents both merits and demerits of entrepreneurship and intrapreneurship.

Table 2: Entrepreneurship and Intrapreneurship Advantages and Disadvantages

ENTREPRENEURSHIP	
Advantages	Disadvantages
a) You are your own boss - independency b) The income increases c) You have the chance to be original d) You have part of excitement and adventure e) There are a lot of possibilities f) Salary potential – you decide upon your own salary	a) Money pressure – giving up on the b) security of a regular paycheck c) Less benefits as the business is new d) Long working hours e) Mistakes are magnified f) All decisions must be made alone
INTREPRENEURSHIP	
Advantages	Disadvantages
a) Ability to stay in a friendly, well known environment b) Practicing your skills within an organization with low risk c) Using company's name, resources and knowledge d) Access to customers and infrastructure	a) Reward may not up to expectation b) Innovation may not be appreciated c) You may be innovative but to a certain limit as you are not your own boss

(Source: Maier and Pop-Zenovia, 2011)

2.2 Entrepreneurial Development(ED)

Development according to Advanced English Dictionary (AED) is the act of improving, by expanding or refining a phenomenon or perhaps a process in which something passes by degrees to a different stage especially a more advanced, matured or beneficial stage. This however with consideration with entrepreneurship i.e. entrepreneurial development,

it may be deduced that entrepreneurial development is any act or effort made in respect of entrepreneurship for its advancement, maturity and being more beneficial. Hence, the academic and practical interest in the field of entrepreneurial development has gained considerable and serious attention over the years from many scholars. This was supported by Morris *et al* (1996) that extensive attention has been given in recent years to the role of entrepreneurship in facilitating global economic development. More so, Esuh (2011) adds to the body of knowledge that the impact of entrepreneurship development is long due and thus, has been given global acknowledgment in various countries across the globe.

In the light of this, Unachukwu (2009) contends that the attention on entrepreneurial development was spurred by the realization of the extent to which the phenomenon serves as a key factor in economic development. Ogbo and Agu (2012) scholarly view that the roles of entrepreneurship as catalyst for socio-economic transformation are another major reasons for the global campaign towards entrepreneurial development for development and growth. No wonder Osemeke (2012) mentions that entrepreneurial development involves every undertaken characterized by efforts towards the advancement and propagation of the essence and practice of entrepreneurship. The author further explains that such efforts encompass all activities to enhance the knowledge, skills, behaviour, attitude and motivation of any individual and group that assume the role of entrepreneurs as well as those who may be interested to take part in the adventure of an entrepreneur.

Furthermore, Mitchelmore and Rowley (2010) contribute that entrepreneurial development activities also include those, which make the field of entrepreneurship attractive to non-entrepreneurs in order to develop their interest, skills and competences towards involving in entrepreneurial activities. Ogbo and Agu (2012) however view that this may be achieved through various means examples of which are structured institutional building programmes, efficient educational system suitable for training and leadership development for entrepreneurial capacity, availability of adequate, efficient, functional and accessible infrastructures suitable for entrepreneurial opportunities, easy accessibility to financial support, loan funding/credits and long-term finance to fund capital assets (just to mention few).

Hence, considering Nigerian economy, Osemeke (2012) explains that entrepreneurial development has been conceived by successive government as a programme of activities to enhance the knowledge, skills, behaviour and attitudes of individuals and groups to assume the role of entrepreneurs. However, the next subsection discusses ED in the developing nation.

2.2.1 Entrepreneurial Development in Developing Nations

In order to understand the essence of entrepreneurial development in developing nations, there is a need to have a knowledge of what a

developing nation is. A developing nation however, is referred to as a less-developed or under-developed nation following the evident level of the development in the economy and other national systems as well as the standard of living of the citizens. A good determinant of whether or not a nation is a developing nation is an evident low living standard, undeveloped industrial system, unemployment, low Human Development Index (HDI) and economic instability among others. Also, a developing country is one in which the majority live on far less money—with far fewer basic public services—than the population in highly industrialized countries (The World Bank, 2012). As developing nations are defined according to their Gross National Income (GNI) per capital per year, according to the World Bank specification (2012), countries with a GNI of USD11,905 and less are defined as still developing (International Statistical Institute). Although it is for the purpose of World Bank financing, debt relief, technical assistance and advisory services, and special initiatives, developing countries are also categorized as Heavy Indebted Poor Countries (HIPC), Middle Income Countries (MIC), Low-Income Countries Under Stress (LICUS) and Small States (The World Bank, 2012). Upon these definitions and categorisations, Nigeria is a developing country thus, entrepreneurial development is very important therein.

In view of the description presented above, developing nations are characterized by low economic development, low standard of living of the citizens, high rate of unemployment, evident socio-economic and political inadequacy among others. Hence, they are experiencing low and uneven entrepreneurial development as Lingelbach *et al* (2005) link the wealth and poverty of such countries to the entrepreneurial nature of their economies. The scholars further argue that entrepreneurial activities and development in developing nations are also constrained by the limited resources made available to the general masses as well as the level of development evident in such nations. More so, Vivarelli (2012) identifies the level of literacy in the developing nations as another deterrent to the recorded success of entrepreneurial activities therein developing nations as he expatiates that the level of education and training available to the general public determines the skills and competence that could be demonstrated towards their entrepreneurial involvement vis-à-vis national development.

However, Ács and Virgill (2009) describe the early era of entrepreneurial activities in most developing nations as the era of import substitution where entrepreneurs engaged in producing previously imported goods for the domestic market but by 1980s, in the face of economic crises, many developing nations turned to export promotion. They further argue that these two approaches relied heavily on strong state intervention and persistent market distortions to sustain their viability which did crowd out and thwart altogether the traditional and importance of entrepreneur. Subsequently with the quest towards advancing and developing the entrepreneurial activities, these countries began to change their focus and

directed it on their business environments by creating an economic space that is conducive for both domestic and foreign investment.

Nonetheless, this thesis narrowed down to ED in SMEs. Therefore, it is relevant to state some previous literary works on SMEs. Although, several scholarly efforts have been made towards defining SMEs due to different sizes required for certain businesses varying from country to country, yet it is generally accepted that SME sector is categorized into three: *micro, small and medium* enterprises or businesses. The micro SMEs are the smallest among the three categories with up to 10 employees (Darren *et al.* 2009 in Esu, 2012). However, SMEs businesses between 11-50 employees are referred to as small enterprises while the medium businesses may have between 51-250 employees depending on the industrial area of operations as well as the country of operation (Esu, 2012). Meanwhile, Muritala *et al* (2012) mentioned that ‘the individual research unit of Obafemi Awolowo, Nigeria (1987) defines SME as one whose total assets or capital is less than ₦50, 000 and employee fewer than 50 full time workers’.

Furthermore, the European Commission responsible for Enterprise and Industry (2005) made a classification that the turnover of small business may be less or equals €10 million while that of medium enterprise may be less or equals €50 million. Fischer and Reuber (2000) also added that SMEs make up the bulk of enterprises in developing countries and make a significant contribution to employment and economic growth. Therefore, SMEs in this thesis refer to companies that possess some of aforementioned features and more specifically, SMEs in Nigeria is supposed to be discussed and it is presented in the following subsection.

2.2.2 SMEs in Nigeria

As evident in every other part of the world, SMEs have also have a long history in Nigeria following their capability to offer great and alternative means of survival for the people. They, in Nigeria, have managed to save many poor homes that have the innovation to start a unique business though with diverse problems of establishment and/or survival considering the various environmental peculiarities. In Nigeria, there is no generally acceptable definition of SMEs but it varies over time with organization, business and industry as mentioned above. The National Council of Industry (NCI) in 2001 included the capital investment band of SMEs at between ₦ 150 to 200 million, without land but working capital and also the working force band between 11 and 300 employees. However on the contrary, the National Association of Small and Medium Scale Enterprises (NASME) described an SME as a business with less than fifty employees and an annual turnover of ₦ 100 million. Furthermore, NASME still provided more definition, which states that Small medium scale enterprise is a business with less than 100 employees and an annual turnover of ₦500 million (Onugu, 2005 and Sanni, 2009).

In addition, The Central Bank of Nigeria (CBN) defines SME as a business entity in which the asset cannot be more than ₦200 million

without the value of its land and working capital. Also, its employees are between 10 and 300 people. Due to the flexible nature, SMEs are quite able to withstand economically diverse situations. In Nigeria SMEs are more likely able to survive in smaller urban and rural areas where they can effectively contribute to the amount of economic activity in many regions, which has helped to reduce migration into larger cities like Lagos, Kano and Port Harcourt. (Adejumo and Olaoye, 2012; Bank Central of Nigeria, 2004 and Sanni, 2009)

More so, Nigerian SMEs can be categorized into urban and rural enterprises. The urban in a more formal way, can further be classified into *Organized and Unorganized* enterprises. The organized enterprises which some scholars referred to as formal entities, have paid employees with a registered office while the unorganized enterprises also known as informal entities, are direct opposite of the former; they do not have paid employees nor specific office locations as they are just artisans. Operating in temporary wooden workshop or structures, the unorganized enterprises rely mostly on apprentices or family members and mostly employ low rate or no salary paid workers. Rural enterprises are made up of family groups, women that are engaged in food production from local farm crops, and individual artisans. The major activity involved in this sector include; soap and detergents, fabrics, textile and leather, local blacksmith, tinsmith, ceramic, clothing and tailoring, timber and winning, bricks and cement, food processing, wood furniture, beverages, bakeries, electronic assembly, agro processing, chemical based products and mechanics. (Jbponline in Sanni, 2009 and Ogbo and Agu, 2012)

According to history, SMEs in Nigeria have existed since the country's independence in 1960, probably before independence but since independence Nigeria has had series of seminars, studies and workshops, each of which appraise the excellence, importance and need to facilitate the establishment and sustainability of SMEs. However, all the National four year development plans from 1962-63 to 1984-1985 have laid strong emphasis on strategies of government-led industrialization mount on import as substitution. Furthermore, a Structural Adjustment Program (SAP) was initiated in 1986 but the state did not appreciate the structural adjustment program active involvement in industrialization by a process of commercialization and privatization. Subsequently, special attention was then shifted from large scale industries to SMEs, which has a prominent potentiality for developing domestic linkages for effective growth, sustainable industrial development. More so, bigger and greater leaning were placed on the Organized Private Sector (OPS) to head previous industrialization programmes. The sector was however further and actively encouraged by more incentives; these were directed at solving or at least alleviating the huge problems that were encountered by the industrialists in the country and therefore enabling them greater headway towards increasing their contribution to the national economy (World Bank Group, 2002 and Sanni, 2009).

In summary, the following table shows the definitions of SME by different institutions in Nigeria.

Table 3: Definition of SME by Nigerian Institutions

<i>Institution</i>	<i>Asset value (₦million)</i>			<i>Annual turnover (₦million)</i>			<i>No. of employees</i>		
	<i>MSE</i>	<i>SSE</i>	<i>ME</i>	<i>MSE</i>	<i>SSE</i>	<i>ME</i>	<i>MSE</i>	<i>SSE</i>	<i>ME</i>
Federal Ministry Of Industry	200	50	N/A	N/A	N/A	N/A	300	100	10
Central Bank	150	1	N/A	150	1	N/A	100	50	N/A
SMIEIS	200	N/A	N/A	--	--	--	300	--	--
NERFUND	N/A	10	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NASSI	N/A	40	1	N/A	40	N/A	N/A	3-35	N/A
NASME	150	50	1	500	100	10	100	50	10

Source: World Bank (2001) in Sanni (2009)

Notes: MSE: Medium-Sized Enterprises; SSE: Small-Sized Enterprises; ME: Micro-sized Enterprises; SMIEIS: Small and Medium Industries Equity Investment Scheme; NERFUND: National Economic Recovery Fund; NASSI: National Association of Small-scale Industries; NASME: National Association of Small and Medium-sized Enterprises.

2.2.3 Roles of Entrepreneurial Development in SMEs

Entrepreneurial development as an activity has played a great role towards advancing the course of SMEs in every nation. It helps to provide both internal and external development for SMEs towards overcoming their operational barriers as well enhancing the means of taking advantages of the opportunities lying within and outside their business environments. Internally, entrepreneurial development aids towards building great leadership skills, risk-taking skills, strategic decision-making skills, strategic business planning skills and efficient time management skill among others (Osemeke, 2012). These roles are explained below:

Leadership Skills: The leadership of every organization determines what would become of such an organization, as it is responsible for steering and directing the entity in the face of challenges. However in many developing countries especially Nigeria, the leadership determines the strategic management of the business hence the attitude and efficiency of the leader determines the result achievable by the team. Furthermore, as the leader would not personally carry out every task towards the realization of the organization goal, the act of leadership requires the ability to motivate and inspire others towards overcoming the barriers militating against the business goals. It also entails delegation of responsibility and authority, set specific goals, take corrective actions, be an active listener and efficient informer (Amadasun, 2003 in Osemeke, 2012). Among others, entrepreneurial development for leadership in efficient management

consideration also provides leadership with the ability of enabling subordinates to achieve set goals, setting and communicating objective efficiently, monitoring performance and maintaining feedback, organizing prudent use of resources, establishing basic organization values and providing support for subordinates (Greene and Storey, 2004 in Osemeke, 2012).

Risk Taking Skills: For every business existence, there has been an element of risk undertaken towards the utmost utilization of a business opportunity. However, for profitability and reduction/elimination of loss, there has to be risk calculation before or during every business operation. This further explains that for an entrepreneur to adopt a particular management strategy, he must have taken the decision in a condition of uncertainty with an analysis of the risk involved by balancing the potential success against the potential loss in the likely outcome of the decision, which also depend on his readiness to accept loss, the possibility of success or failure as well as the degree of the chances of success or failure (Aven, 2008). In addition, Covello and Merkhoher (1993) argue that risk analysis is an important aspect in business development following that it helps the management to plan the activities of the business towards foreseeable profitability taking advantage of opportunities in the face of barriers. This however is another basic area where entrepreneurial development empowers SMEs with self-confidence, ability to take calculated risk and to avoid unnecessary loss and mistake in strategic decision-making.

Strategic Decision Making Skills: According to Philippart (2011), strategic decision refers to the goal-directed cognitive process where the importance of planned actions or nonprogrammable decisions in uncertain and complex environments, affect the health and survival of an organization where the future is unpredictable. Unlike many other decisions, strategic decision deals with the long-run future of the entire organization (Osemeke, 2012) meaning that it takes advantage of long term opportunity with relative calculation against the barriers therein. The efficiency of this however, as argued by Onugu (2005), has been constrained in many developing nations due to inefficient educational system responsible for lack of suitable training and competence development for entrepreneurial capacity. Notwithstanding, Ogbo and Agu (2012) contend that efforts made by several government agencies, private sector, professional groups and associations in many developing nations towards entrepreneurial and institutional development especially on training, capacity and competence development for SMEs, are indeed making a land mark for more cognitive strategic decision making which fosters growth in the sector and enhance the opportunities for SMEs survival.

Strategic Business Planning Skills: Strategic planning is the attempt to prepare for all eventualities by abstraction and thus to account for the complexity and the dynamics of the environment. This however entails the need to build alternative future scenarios and configurations with close

observation of the opportunities and barriers of the business operations (Kraus *et al*, 13-15.09). Furthermore, according to Cole (2005), strategic planning is also viewed as an activity, which involves decision about ends as well as results. Mores so, Osemeke's (2012) view of strategic business planning as a tool of entrepreneurial development, is that it is the process of selecting an organization's goals, determining the policies and strategic programmes/projects necessary to achieve specific objectives, en-route to the goals and establishing the methods necessary to ensure that the policies and strategy programmes are implemented. He further contends that strategic planning provides a focus by helping to establish the company goal and a systematic analysis of alternatives for its achievement. This has farfetched enhance the purpose of SMEs and their operations as it enables purposeful objectivity, helps to be responsive to a changing and competitive environment as well as ameliorating the hurdles and barriers towards the actualization of the organizational goals to mention but a few.

Efficient Time Management Skill: Time they say if lost can never be regained, as it is a very vital asset available for free for all but at specific limited term. This however dictates the pace at which an opportunity may be taken before it disappears from the business environment or perhaps be taken by some competitors. By allocating and budgeting time for each daily activity as well as setting deadline, entrepreneurs are able to match up with the tick of the clock (Osemeke, 2012). Although, good time management also covers being time efficient in daily business operations and customer dealings, Longe (1999) views time management and efficiency beyond the level of day to day activities as he considers a view of what the business would be like in 5-10 years, what would the taste of customer be in those period, how would the entrepreneur manage the trend of operation/business at that time, what would the economic trend be at that time and how it might affect business, what research is been conducted that might affect his business development and operations, to what extent would technology affect labour requirement by that time, etc? All these however are areas where entrepreneurial development competencies cover for adequate strategic planning, budgeting and forecast in relations to calculations for future opportunities and barriers.

External Roles of ED in SMEs: Osemeke (2012) expatiates that the external roles and development of SMEs by entrepreneurial development activities includes the external factors that encourage and facilitate the survival of SMEs, act as opportunity booster and barrier eliminators, which provided by external forces such as government agencies, private sector, professional groups and association. Among others, these factors include:

- a) Easy accessibility to financial support, loan funding/credits and long-term finance to fund capital assets,
- b) Efficient educational system responsible for suitable training and leadership development for entrepreneurial capacity.
- c) Adequate, efficient, and functional infrastructural facilities.

- d) Reduced bureaucratic process but efficiency and effectiveness in the administration of government incentives and support facilities.
- e) Easy access to appropriate technology as well as efficient research and development, etc.
- f) Facilitating services and logistics support for fresh SMEs start-ups.

Having discussed entrepreneurship, entrepreneurial development and its roles in the SMEs, it is now important to present the problems ED faces in developing nations. Thus, the next sections present the general barriers and specific barriers confronting ED in the Nigerian SMEs.

2.3 Barriers of Entrepreneurial Development

Barriers have been described over time as any conditions that lie in any operational situation making it quite difficult to make progress or achieve an objective following the system and environment of practice (OECD, 2008). Onugu (2005) however views them as problematic circumstances from within or outside, posing problems to the reaching of an entity. More so, any constraint limiting the means of 'doing business' is what Ian *et al* (2003) refer to as barriers of such a business.

2.3.1 Barriers of Entrepreneurial Development in Developing Nations

The developing nations often face challenges ranging from educational system, family, school and work environments, political and economic turbulent to infrastructural system as militating factors against the development of their entrepreneurial traits and capacity (Chowdhury, 2007). This however could be argued that adequate educational system helps to develop efficient competencies and characteristics of entrepreneurship in the people but many of developing nations have faulty education systems, which constrain against the provision of sound training and skill development towards entrepreneurial enhancement. Osemeke (2012) also reports that in developing nations, there are hordes of hurdles like inadequate training facilities, absence of good skills required in starting and managing business. Thus, a country with conducive government policies and organizational environments is expected have to a high level or amounts of entrepreneurship.

More so, the infrastructural system, which is available within a society, may also pose barriers or act as opportunities for entrepreneurial development in such society as lack of good and functional telecommunication and electric system are quite evident in many developing nations, hence militate against the extent of entrepreneurial development that such countries could experience. Onugu (2005) contends that inability and inconsistencies in enforcing laws, bureaucratic interpretation of rules, lack of firm political commitment, lack of accountability, hooliganism and political muscleman ship, lack of rule of

law, lack of control of corruption are significant deterrents to entrepreneurial development in developing countries. In addition, inadequate government efforts and insincere incentives for entrepreneurial development appear to have retarded the process of entrepreneurship development in many developing nations. (Chittithaworn *et al*, 2011)

Furthermore, Ogundele and Abiola (2012) contribute that many scholars had also identified liquidity constraints as spectacular deterrent of entrepreneurial development in developing nations, as it is another major setback for business start-ups. This was further corroborated by Chowdhury (2007), mentioning his observation that the most important factor that frustrates the expansion and development of entrepreneurial activities to a sustainable stage in many developing nations is the acute scarcity of required capital. He however described that limited personal and family savings as well as an absence of financial innovation severely limit the growth prospects of promising start-ups in most developing countries. No wonder, Minton (2006) reports that lack of long-term capital availability through banking channels, and absence of a properly organized and functioning capital and bond market impede the growth of entrepreneurship in these nations.

2.3.2 Barriers of Entrepreneurial Development at SME level in Nigeria

Of a truth, Nigeria also has a valid traceability and share of the above description of barriers towards its entrepreneurial development as Anderson (1982), Onugu (2005), Ács and Virgill (2009), Ogundele and Abiola (2012) and Adejumo & Olaoye (2012) among other notable scholars contend that the following, though not limited to these, are inhabited in the Nigerian economy as deterrent against the enhancement and growth of its entrepreneurial development especially at SME level:

- a) Inefficient educational system responsible for lack of suitable training and leadership development for entrepreneurial capacity.
- b) Inadequate, inefficient, and at times, non-functional infrastructural amenities.
- c) Excessive bureaucratic process and inefficient administration of government incentives and support facilities.
- d) Lack of easy access to funding/credits and absence of long-term finance to fund capital assets,
- e) Inaccessibility to relevant technology and lack of research and development.
- f) Widespread corruption and harassment of start-ups by government officials with illegal levies and charges.
- g) Multiplicity of government regulatory agencies thereby exorbitantly increase operation costs for entrepreneurs.
- h) Illicit trade practices by unscrupulous businessmen via importation of inferior goods.

Furthermore, with consideration of the above scholarly position on the lack of easy access to funding/credits and absence of long-term finance to

fund capital assets, Salami in his paper titled guidelines and stake holders responsibilities in Small and Medium Industries Equity Investments Scheme (SMIES) at the CBN (2003) seminar, argued that although there are credit facilities available for SMEs, certain barriers constraints their reach from the SMEs entrepreneurs. Some of these however are:

- a) Ignorance of the avenue to get the credit
- b) Wrong perception about the scheme
- c) Lack of requisite knowledge
- d) Fear of loss of control
- e) Inability to package bankable proposal
- f) Poor accounting/record keeping
- g) Exaggerated/defective asset evaluation
- h) Poor management structure

From the above sections, it is confirmed that there are barriers facing ED in the Nigeria SMEs; however, this thesis concentrates on printing industry. Hence, section 2.4 presents the industry in Nigeria.

2.3.3 Nigerian Government Supports to solve ED Barriers for SMEs

In spite of the enormous depth, breadth and intensity of the aforementioned constraints over entrepreneurial development in developing nations, the Nigerian government recognizes entrepreneurial development especially towards SMEs as it plays crucial roles in the industrial and economic growth of its country. Hence, the Nigerian government, private sector, professional groups as well as independent associations have made efforts to encourage and develop entrepreneurial activities in the country especially at the SME level. To this extent, the Nigerian government has established a number of agencies like the Small and Medium Enterprises Developmental Agency of Nigeria (SMEDAN) and the host of others to advance the course of SMEs and development within the sector. These however give hope, confidence and optimism to SME operators that the government's attention and mandate of initiating and articulating ideas for SMEs, promoting and facilitating developmental programmes would serve as instrument and support towards accelerating the pace of development in the sector and in turn, boost entrepreneurial activities in the country at large. (Ogbo and Agu, 2012)

Furthermore, Onugu (2005) and Adejumo and Olaoye (2012) added that SMEDAN activities reforms SMEs sub-sectors by acting in the following capacity:

- a) Advising the Nigerian government on policy formation and execution in respect of SMEs.
- b) Recommends appropriate operators and sectors for various incentives and support through loans, equity and grants.
- c) Identifies viable business areas and projects for both local and foreign entrepreneurs and investors.
- d) The agency also works towards establishing appropriate support centres in all the states of the nation towards successful business experience.

- e) Identifying and assessing SMEs essential needs towards capacity building and skills enhancement.
- f) Identifying and proposing suitable foreign markets so as to improve foreign exchange earnings.
- g) Providing technical, training and advisory assistance programmes through Industrial Development Centres (IDC), etc
- h) Liaise with the appropriate government institutions, parastatals and agencies on their respective programmes such as the National Poverty Eradication Programme (NAPEP), Working for Yourself and Entrepreneurship Development Programme (WFYP/EDP), the Centre for Management Development (CMD), the National Directorate of Employment (NDE), Family Economic Advancement Programme (FEAP), etc.
- i) The agencies also give public advices and education on viable projects with export potentials

In addition, Olorunshola (2003), the assistant director and vice principal (academic) of the CBN training center, during a seminar on the Small and Medium Industries Equity Investments Scheme (SMIEIS) of the CBN (2003), presented the following as a bulk of past and present efforts and incentives from the Nigerian government serving as opportunities that SMEs entrepreneurs should take advantage of owing to the argument that financial incapacity serves as a major barrier challenging success the sector.

- a) ***Small Scale Industries Credit Scheme (SSICS):*** As a basic machinery of government's financial policy with respect to SMEs towards providing credit facilities for ensuring SMEs development and sustenance, the Nigerian federal government set up a Small Industries Development Programme in 1971. The purpose of which is towards providing technical and financial support for the SMEs. This however led to the establishment of the Small Industries Credit Committee (SICC) purposely to oversee the Small Industries Credit Fund (SICF) all over the country.

Meanwhile, the SSICS suffered massive loan repayment defaults resulting into the government extricating itself from the scheme in 1979 by introducing a replacement policy using the Nigerian Bank for Commerce and Industry (NBCI) as an apex financial body for funding SMEs in as much that the bank will better facilitates loan recovery due to its banking and prudent discipline.

- b) ***The Nigerian Bank for Commerce and Industry (NBCI):*** Among others, the NBCI is responsible for financing the indigenous business community, especially the SMEs as it functioned as the topmost financial body for SMEs. It also directed and discharged the SME I World Bank Loan Scheme of US\$41 million which was provided and operated in 1984. After several years of operations, NBCI merged with the Nigerian Industrial Development Bank (NIDB) and the

National Economic Reconstruction Fund (NERFUND) to form the new Bank of Industry.

- c) ***The Nigerian Industrial Development Bank (NIDB)***: Established in 1964 with the aim of providing credit and more financial facilities to industrial enterprises especially medium and large scale ones; the NIDB also funds some small-scale enterprises which come under its scope of financing with relatively soft terms. The interesting attribute of NIDB's financing is that it has a policy of equity participation in the paid up share capital of some of the projects it finances.
- d) ***Central Bank of Nigeria (CBN)***: Since 1970, the CBN has been a supportive tool towards promoting and developing enterprises particularly the small and medium scale businesses in Nigeria. It creates guidelines required for commercial and merchant banks to allocate a minimum stipulated credit to certain sectors classified as preferred, especially the SMEs.

Stipulating different rate on sectoral credit allocation, the CBN in 1979/80 directed that at least 10% of the loans made available to local borrowers should be given to SMEs. This was however later raised to 16% and a minimum of 20% of total loans and advances from April 1980 and 1990, respectively in order to encourage the SME entrepreneurs among others.

- e) ***World Bank SME II Loan Scheme***: Towards promoting the quality and increasing the various investment and financial services made available for the benefit of SMEs, the federal government of Nigerian proposed financial aid to the World Bank in 1987 and got it approved in 1989. This aids was executed and administered by the SME Apex Unit in CBN.

The project however was valued at \$418 million, including \$264.4 million (63%) in foreign exchange and the World Bank provided \$270.0 million loan that worth 65% of the total project cost (100% of the foreign exchange requirements and 4% of local costs). The balance of \$148 million was to be financed by the beneficiary enterprises and the participating banks from their own resources. The term of the loans however was provided with a maturity period over 15 years, with the inclusion of 3 years grace time.

- f) ***National Economic Reconstruction Fund (NERFUND)***: In 1989, the Federal Government established the NERFUND with a focus of providing soft, medium to long term funds for indigenous SMEs in manufacturing and agro-allied business areas as well as mining, quarrying, industrial support services and equipment leasing. This however provides many SMEs with fixed assets plus cost of new investment (land excluded) up to N36 million and sourcing not less than 60% of their raw materials locally in the case of manufacturing businesses.

NERFUND's investments in its projects have been substantial and the total naira component was N774.2 million so far, while the counterpart approval in foreign exchange was \$97.5 million.

- g) **State Governments:** State Governments also through their various Ministries of Commerce and Industries have been promoting the development of SMEs. This is done as various state owned finance and investment houses provide assistance to SMEs in the aspect of technical and financial needs.
- h) **The National Directorate of Employment (NDE):** The NDE is another machinery of the government towards promoting the development of SMEs a number of programmes like (i) Small Scale Industries (SSI), (ii) Agriculture, (iii) Youth Employment and Vocational Skills Development and (iv) Special Public Works, were launched to generate self-employment. These programmes cover SME projects including soap making, food processing, flour milling, etc.
- i) **International Financial Assistance:** Aside the World Bank and its affiliates, the Nigerian government has continued to approach international financial agencies like African Development Bank (ADB) to source needed foreign capital for the SMEs. For every SME which receives this foreign financial aid, the Nigerian federal government guarantees as well as monitor the process.

An example of this was in 1988, when the African Development Bank granted US\$252 million as export stimulation loan repayable in 20 years for SMEs in Nigeria.

- j) **The Second Tier Securities Market (SSM):** Over time, there has been a continuous bias capital market situation which tends to favour the large business enterprises; hence, the government established the Second Tier Securities Market (SSM) in 1985 towards assisting local SMEs towards getting funds from the capital market in order to expand the operations as well as capacity of the SMEs.
- k) **Other Technical Training and Extension Services Programme:** This consists of Industrial Training Fund (ITF), Raw Materials Research and Development Council (RMRDC), Federal Institute of Industrial Research, Oshodi (FIIRO), Project Development Agency (PRODA), and Centre for Management Development (CMD) to mention but a few.

Concluding this section, it can be noted that entrepreneurial development is very important in SMEs especially for developing nations. More so, it can be noted that Nigeria is exerting efforts to combat the barriers facing ED by improving her entrepreneurial developmental activities via different supporting programmes though there are still many barriers. The above list of Nigerian government supporting programmes however serves as

evidence. Therefore, this thesis has a theoretical background in which the empirical part depends upon. Thus, all the factors mentioned by the scholars are tested during the empirical studies (interviews), and confirmations as well as the new findings are presented. Nonetheless, the next section presents the printing industry in Nigeria.

2.4 Printing Industry in Nigeria

This section presents an overview of the case study -the printing SMEs in Nigeria- ranging from its history and background to the barriers limiting its success. It also cuts through the prospects lying in the printing industry as well as the entrepreneurial development activities towards growth and development for the printing SMEs in Nigeria.

2.4.1 History and Background

Often times, people mistake printing business with publishing business but they are completely different though closely related. Printing involves reproducing text and images with inks on hard substance like paper, while publishing is the business of issuing printed matter for sale or distribution. (Print Production 2008)

The printing industry has a history along with book publishing industry in Nigeria and holds as one of the oldest businesses in the history of the nation. This could be traced back to several years before the 1914 amalgamation of the diverse peoples on the geographical entity now referred to as Nigeria. In 1846, the first printing press in Nigeria was established in Calabar by Reverend Hope Waddell and Samuel Eagerly of the Presbyterian church of Scotland Mission following the needs and aim of printing Christian lessons though was later used also to print arithmetical books for schools. Along the line in 1859, another printing press was established in Abeokuta by Reverend Henry Townsend of the Church of Missionary Society (CMS) to print the first newspaper '*iweiroyin*' in Nigeria, five years after the establishment of the first press in Calabar. Consequently, the Nigerian printing profession continued to grow due to its viability, which accounted for well over 30 prints houses in 1930. And by 1933, the Federal Government came in by establishing her own printing press. (Ajibade 2003 on www.degsLtd.com; Chartered Institute of Professional Printers of Nigeria; and Print Nigeria)

Nevertheless, printing industry has over the years followed through the stream of development in Nigeria as the processes of work therein have also improvingly changed. At the earliest stage, very few trained printers engaged in the business using the arrangement of metal types into forms which were manually done by hand composition or monotype and lino-type. The proofing of the composed metal forms was however done on either letterpress pedaling machines or electric driven platen machines as at that time. This also degenerated into monopolistic domination of the printing business by some letterpress printers. Thereafter, in the early

seventies, IBM Composing equipment were introduced into the printing process in Nigeria for typesetting which transformed the profession, increased the number of graphic artists in the country as well as the reduction of the letterpress professional activities. Having noticed the viability of the printing business in Nigeria, foreigners (largely made up of manufacturers of printing equipment and consumables) started coming into the Nigerian printing business. They explored the great potentials available in the country by appointing local representatives to sell, install and maintain printing machines. (Chartered Institute of Professional Printers of Nigeria; and Print Nigeria)

The main objective of introducing the graphic machines and computer into the printing industry was to improve the industry. However, due to the ineffective regulatory system in Nigeria, the objective was turned upside down giving opportunities to quacks in the printing profession. Hence, the Nigeria printing industry was for years in disarray as it then appeared as an all-comers affair.

In view of this, some notable printers who felt the need to properly reposition the printing industry, improve on professionalism therein and also to further contributing to the development of their members' welfare and business concerns took the bull by the horn to set up associations such as the Association of Nigeria Printers (APN), Association of Professional Printers of Nigeria (ASSPPON) and Institute of Printing Nigeria (IOPN). However in the year 2003, ASSPPON made an attempt requesting for a regulatory body in the industry by initiating and forwarding a bill to the National Assembly of Nigeria which was approved and signed into an Act of Law in 2007. Consequently, Chartered Institute of Professional Printers (CIPPON) was inaugurated in 2008. CIPPON was however charged with the responsibility of regulating, managing and administration of printing and related purpose in Nigeria. (Soyingbe, 2011; Chartered Institute of Professional Printers of Nigeria)

2.4.2 Printing and Publishing in Nigeria

At the initial and earliest stage of the printing profession in Nigeria, printing activities are embedded in publishing as the duo were lumped together considering that every publishable material has to first be printed before other publishing activities could be continue. Hence, the table below covers some areas of difference between the duos.

Table 4: Differences between Printing and Publishing

Printing	Publishing
Printing is a process for reproducing text and images, typically with ink using a printing press.	Publishing involves planning on how to promote an information product, how to advertise and distribute it, determining profit margin, and how, where and when to sell
Printing goes through: Typesetting, Artwork, Photograph, Negative, Plate	

<p>making, Running of impression, Collating and stitching, Binding, Trimming and packaging.</p>	<p>the product.</p> <p>You need to create and write the promotion outlay. Determine the type of adverts, in short, publishing simply means making profit from marketing book or any other information product.</p>
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(Source: najjasky.com read on 15.03.2014)

Digital printing is however considered increasingly becoming popular in the printing and publishing industry as the adoption of different digital printing applications is increasing therein. Screen printing, ink jet printing, digital imaging and electronic publishing systems are a few examples of digital printing processes. Furthermore, virtually all media channels, various advertising agencies and publishing houses have identified this development and are posting their works and products on the internet which allows users to access such online. (Businessvibes.com)



Figure 1: Link between Printing and Publishing
(businessvibes.com)

2.4.3 Prospects in the Nigerian Printing Industry

The printing industry has consistently grown huge over the years in Nigeria following the demand of printed materials resulting from the large and increasing demographic size of the nation as the World Bank (2012) estimates it to be over 168 million people. This has been evident as there is consistent increase in the demand for printing materials for business purposes, social purposes, domestic purposes, election purposes, news and information purpose as well as education materials.

These prospects also have drawn many foreign investors especially manufacturers of printing equipment into Nigeria in order to partake in the blossoming printing business opportunity therein (The African Courier, 2010).

2.4.4 ED Activities for the Nigerian Printing SMEs

Although, all the earlier highlighted activities towards entrepreneurial development of SMEs in Nigeria are also applicable to the Printing SMEs, there are some peculiar efforts of the government and professional associations that could be traced as efforts channelled towards the development activities for the growth and expansion of the Printing SMEs in the country. These have however taken several phases as the government and professional bodies have made good efforts towards encouraging operators within the sector and industry. Part of these is the effort of the Nigerian Federal Government to establish training programmes in some educational institutions which is aimed at providing adequate manpower to support the sector and industry. Institutions such as Yaba College of Technology, Institute of Management and Technology Enugu, Kaduna Polytechnic and others were incorporated into producing competent personnel in all areas of printing, covering aspects from prepress, press to post press activities. (Print Nigeria; legend Printing Press)

More so, the Chartered Institute of Professional Printers of Nigeria (CIPPON), being an umbrella body in the printing industry and the only entity charged with regulating, controlling, managing and administration of all printers in Nigeria, has since creation in 2007 been observing the following duties towards enhancing the knowledge, skill, behaviour, attitude and motivation of every prospective and existing operators in the printing industry:

- a) Proffering advice to the Nigerian Federal and State Governments on printing promotion and development activities.
- b) Collecting and disseminating printing data and information both inside and outside the country towards improving the printing practice and profession in Nigeria.
- c) Promoting and encouraging authentic work and research, fostering development in the industry towards innovation for printing, bookbinding, graphics design and graphic communication as well as to publish all useful result of such research.
- d) Registering and categorizing printing houses within the country considering their area of specialization towards determining the types of job such a printer or printing house should handle as well as the equipment required for such printing operations.
- e) Ensuring that every firm or partnership practicing as printers in Nigeria is registered by the council. Unless a person is a registered “Member” with the Institute, such a person is not qualified to be appointed or promoted to any senior or executive position in the printing industry.
- f) Provide training, skill development and education that are considered valuable and required to be able to practice at different stages and levels within the industry.

(Chartered Institute of Professional Printers of Nigeria)

Furthermore, several printing association such as the Association of Nigeria Printers (APN), Association of Professional Printers of Nigeria (ASSPPON) and Institute of Printing Nigeria (IOPN) are independently contributing to the development within the sector as:

- a) They map out strategies to develop their members' skills and welfare as concerning the business.
- b) Also provide information and avenue for loan and other credit facilities that could make business operations easy for members.
- c) Foster cooperation among members and also facilitate accessibility to cheap printing accessories and technical support on equipment for their members among others.

No doubt, these development activities contributed greatly to the growth of the industry as not only are the operations time reduced but also quality print-output achievable due to the introduction of latest printing equipment and consumables. (Print Nigeria; Chartered Institute of Professional Printers of Nigeria)

2.4.5 Barriers of the Nigerian Printing SMEs

Considering the long history of printing in Nigeria, one would expect that today, the business should be competing favourably with international standards. Quite frankly, being in a business for 165 years is enough to have made the business a key revenue generation for government at all levels besides the economic empowerment Nigerians are expected to derive from similar opportunities provided by private operators and stakeholders in the business. Unfortunately, this is not so in Nigeria for many reasons as several barriers constraining the progress of SMEs in Nigeria identified above (*in2.3.4*) act as deterrent against the operations and progress of Printing SMEs in the country; however, the following are few more peculiar constraining factors within the printing profession which are identified as barriers therein:

- a) Electricity is the main problem as it is responsible for the unfriendly and uncompetitive production environment with increasing cost of infrastructure, power, funds and foreign exchange.
- b) The paper mills are not functioning well resulting into the importation of printing papers from Asia and Europe which militates against growth and profitability within the industry.
- c) High overall material cost of printing especially on plate, films, lithography and many more.
- d) High competition from digital printing.
- e) Limited office space for heavy printing machines like, the speed master series.
- f) Not many people can stand this test of resilience in business where infrastructure is a primary impediment.
- g) Lack of efficient technical personnel to manage and maintain the printing and related machines leading to the sorry sight of out-dated or grounded machines in many presses.

(The African Courier, 2010)

3 GOALS OF THE THESIS AND RESEARCH QUESTIONS

It is always important to have a clear goal and a plan to attain the goal. Thus, this chapter presents the purposes of the thesis and how these objectives are achieved. Hence, it presents the goals, research questions, and scope of the study as well as limitation which are shown in the following sections.

3.1 Goals of the Thesis

The main goals of the thesis are to explore entrepreneurial development barriers facing SMEs especially in the printing industry in Nigeria as a developing nation and to provide practicable and measurable information which is helpful to the Nigerian printing SMEs towards fostering more economic progression than they currently are. However, the objectives are the following:

- a) To provide information on entrepreneurial development and activities in the Nigerian printing SMEs.
- b) To highlight the specific barriers facing printing SMEs in Nigeria.
- c) To provide possible solutions to the barriers of entrepreneurial development in Nigerian printing industry at the SMEs level.

3.2 Research Questions

As it was mentioned earlier in this chapter, it is good to have a plan to achieve a goal. Therefore, research questions serve as a plan and guideline to achieve the goals of this thesis. There is a main question and four sub-questions which are presented below:

Main Question

How can the entrepreneurial development barriers of the Nigerian printing SMEs be solved?

Sub-Questions

- a) How do entrepreneurial activities take place in Nigerian printing SMEs?
- b) What are the features of SMEs' entrepreneurial development in Nigerian printing industry?
- c) What are the barriers limiting entrepreneurial development for the Nigerian printing SMEs?
- d) How can these SMEs barriers be solved?

The answers to above questions are the main outcomes of this thesis. It tries to find practicable and measurable information for potential entrepreneurs for printing industry; it provides guidance for existing entrepreneurs on how to improve their ED activities in their companies,

and finally it provides information and feedback to the Nigerian policy makers so that they can know the impacts of their policies on the economy.

3.3 Scope and Limitations of the study

Davidsson (2008) explains that research in entrepreneurship research is complex and complicated because the field is multidisciplinary and therefore, there is a wide range of its research designs, population, sampling techniques, among others. Similarly, Gartner *et al* (2004) state that studying entrepreneurial activities is difficult because those most of new business are born as a result of many ideas and thus, such businesses are in their “infancy” period. Therefore, it is sensible to reduce the scope of a study on entrepreneurship. Hence, this thesis focuses on the Nigerian entrepreneurial development and its scope is limited to SMEs by studying young and experienced entrepreneurs. Additionally, this thesis studies SMEs with the following features:

- a) A registered printing SME in Nigeria.
- b) It pays its taxes including Value Added Tax.
- c) It has 1–20 employees with founder or manager as an entrepreneur.
- d) It operates in Nigeria South-West states (Specifically, Lagos, Ogun, Oyo, Osun, Ondo and Ekiti).
- e) It has minimum of ₦100 000 as its capital base.
- f) It has more than ₦500 000 as its annual turnover.
- g) It has interest in international business.

Although this scope may pose some limitations on the study, yet it does not affect quality of the thesis. More so, there are other limitations that may affect this study. Firstly, time and financial resources pose limitation because Nigeria is big country and it requires a lot of time to visit many companies, to arrange interviews with right people in the company and even to get the right and useful information. But this problem dealt with by early contacting the companies before going to Nigeria, i.e. establishing a relationship before interview because this ensured honesty and trust between the researcher and the interviewees. In the same way, researcher arranged the interviews based on the geographical locations for instance, a day for each state of concern.

In addition, there is limitation on the number of SMEs studied due to resources and time constraints, though this barrier was overcome by interviewing 20 companies in the printing industry. Another limitation is the inherited problems of qualitative research methods; this challenge was dealt with by applying the scholarly guidelines. In spite of these limitations, a sense towards a good quality was focused throughout the thesis.

4 METHODOLOGY

As it was mentioned in the chapter 1, this section presents the research process of the thesis. It is the first section of the empirical part and it presents research method, study participants as well as the data collection procedure of the research.

4.1 Research Method

Creswell (2009) states that qualitative method is suitable for narrative and ethnographic research studies especially if the studies involve case study. The author further explains that the method ensures validity and reliability because it is often used in the natural setting of a phenomenon which often proves the level of the authenticity therein the research process. Likewise, Denzin and Lincoln (2000) add that the method allows researchers to interpret their results as well as assists to apply their findings easily. However (Shank, 2002) notes that the method can only be effective if it is done systematically.

In order to ensure systematic process of the method, Creswell (2009) explains that researchers should try to present the study phenomenon to the participants in relation to experiences of the participants so as to achieve the essence of the research with utmost awareness and understanding of the subject matter. This will also help to indicate the activities of the steps, to present the when, where and how the research activities are done, to state and discuss the entry mode to the participants and lastly to comment on the ethical issues.

Järvinen (2004) adds that case study is one of the qualitative methods. The author states that there are three approaches in the case study which include case survey, case comparison and creative interpretations. The author explains that the case survey is when the case studies are tabulated based on certain factors while case comparison is when the case studies are compared to each other. The last approach is creative interpretation and this is when the case study firm is presented with its success so that the industry or the population of the firm can try to imitate the firm. The author pinpoints that the case survey can be used when the factors are well known but it has problem of insufficient representation if has less number of participants. Similarly, the author states that survey comparison can be used when reason (s) for a phenomenon needs to be known; hence, it needs “why” research questions.

In view of the above scholarly explanation, this thesis employed a qualitative method and it uses interview as its instrument. This method enabled the researcher to use a descriptive approach to understand the entrepreneurial development activities and their barriers in SMEs in the Nigerian printing industry. The method also allows the use of the research questions (as interview questions) to generate generalizable results. Therefore, the method assisted the researcher to arrive at the barriers facing Nigerian printing SMEs and recommend viable developmental

activities for these SMEs towards the growth and sustainability of the Nigerian economy.

Furthermore, the research follows the systematic guidelines as they are suggested by the scholars. Additionally, it used case study survey approach so that the goals could be achieved. For proper presentation of the research process, the following sub-sections explain the details.

4.2 The Study Participants

The listed criteria in the scope and limitation section were used to select samples from the printing SMEs in Nigeria. Firstly, a list of registered printing SMEs was obtained from the Corporate Affairs Commission (CAC) branches in Lagos, Ogun and Oyo states. This commission is responsible for company matters in Nigeria in relation to the Nigerian laws especially Company Allied Acts. Afterwards, the list was shortlisted by focusing on date of VAT payment, number of employees, location of the company, minimum of company's capital and the last annual turnover. Most importantly, the year of establishment was considered purposely to know the entrepreneurial nature of the company. Fifty companies were selected and they were contacted. Forty-five companies showed interest in the study but unfortunately only twenty companies could attend the interviews due to time constraints and unexpected circumstances of the interviewees. The following table shows the interviewees.

Table 5: List of Study Participants

No	Company	Location	Year of Establishment	No of Employees	Last Annual Turnover (₦)
1	A	Ikoyi, Lagos State	2007	15	7,026,880
2	B	Surulere, Lagos State	1995	12	3,058,330
3	C	Mushin, Lagos State	1977	20	10,780,040
4	D	Mushin, Lagos State	2000	10	2,500,870
5	E	Somolu, Lagos State	2008	8	1,800,088
6	F	Oshodi, Lagos State	1986	18	8,210,440
7	G	Bariga, Lagos State	2000	17	6,091,350
8	H	Epe, Lagos State	1984	20	9,500,770
9	I	Ita-Oshin, Abeokuta, Ogun State	2002	16	3,005,110
10	J	Asero, Abeokuta, Ogun State	2011	5	1,509,500
11	K	Lafenwa, Abeokuta, Ogun State	2000	13	2,750,700
12	L	Ilaro, Ogun State	1999	18	3,508,800
13	M	Ifo, Ogun State	2000	16	4,550,900

14	N	Bodija Ibadan, Oyo state	2000	12	1,600,180
15	O	Sango Ibadan, Oyo state	2009	7	2,000,660
16	P	Mokola Ibadan, Oyo state	1999	18	5,085,120
17	Q	Challenge, Ibadan, Oyo State	1999	19	7,044,400
18	R	Molete Ibadan, Oyo state	1989	10	4,063,010
19	S	Ogbomosho, Oyo State	2002	8	2,000,440
20	T	Oyo, Oyo State	2008	5	2,250,770

4.3 Data collection procedure

Participants were firstly contacted via telephone calls and the calls were made from Finland. When they showed interested in the studies, their email and their current business addresses were gotten. The second calls were for the interview invitation. Thirty-five companies agreed to do interview at different locations, date and time but few days to interview days, fifteen companies cancelled their appointments though they proposed new interview day and time, unfortunately, the interviewer's duration in Nigeria was not sufficient. Those twenty companies which were able to be interviewed are presented in the following table.

Table 6: Interview Details

<i>No</i>	<i>Company</i>	<i>Interview date</i>	<i>Interview venue</i>	<i>Interview duration</i>	<i>Background of interviewee</i>
1	A	28.04.2014	Ikoyi, Lagos State	55 minutes	Holds MSc in Mass Communication; worked with 2 Nigerian newspaper and currently is CEO
2	B	28.04.2014	Surulere, Lagos State	52 minutes	Holds BSc in Business Administration; worked with Nigerian Television Authority and he is now MD/CEO.
3	C	28.04.2014	Mushin, Lagos State	55 minutes	Holds HND in Printing Technology, PGD and MA Graphics and Design; worked

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					with a number of big presses and currently is CEO of his own firm.
4	D	29.04.2014	Mushin, Lagos State	55 minutes	BA and MA in Creative Arts, worked with a number of printing press and Nigerian Newspaper, now a CEO of own printing press.
5	E	29.04.2014	Somolu, Lagos State	45 minutes	HND in Printing Technology, PGD in Applied Arts and MA in Creative Arts. Worked with a number of printing presses, now MD/CEO of his own press.
6	F	29.04.2014	Oshodi, Lagos State	50 minutes	BA in Creative Arts and MBA, works a number of printing presses at management level and now MD/CEO of his own press
7	G	30.04.2014	Bariga, Lagos State	50 minutes	BA in Graphics Design and MA in Creative Arts. Worked with Nigerian newspaper and now MD/CEO of his own press.
8	H	30.04.2014	Epe, Lagos State	50 minutes	Started with apprentice and training in a few printing presses, holds HND in Printing Technology and PGD in Applied Art. Worked with a number of printing presses and now MD/CEO of his own press.
9	I	01.05.2013	Ita-Oshin,	55	BA in Graphics

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			Abeokuta, Ogun State	minutes	and Design, and MA Printing Technology; worked with Nigerian Newspapers, a number of printing presses and now CEO of his own press
10	J	01.05.2013	Asero, Abeokuta, Ogun State	50 minutes	HND in Printing and Sculpture, PGD in Creative Arts, and MA in Graphic design; worked with a number of printing presses, Nigerian Newspapers and now MD/CEO own press.
11	K	01.05.2013	Lafenwa, Abeokuta, Ogun State	50 minutes	HND in Printing Technology, PGD and MA in Graphics and Applied Art; worked with a number of printing press at management level and now MD/CEO of own press.
12	L	02.05.2013	Ilaro, Ogun State	55 minutes	BSc in Business Management, PGD in Applied Arts, and MA in Printing Technology; worked with a number of Printing presses and now MD/CEO of own press
13	M	02.05.2013	Ifo, Ogun State	50 minutes	HND in Printing Technology, PGD in Applied Art, and MA in Graphics Design and Applied Art; worked with Nigerian Newspapers and

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					a number of Printing press at management level and now CEO of own press.
14	N	05.05.2013	Bodija Ibadan, Oyo state	55 minutes	BSc in Business Management, PGD in Printing and Graphics Design, and MA in Graphics Design and Applied Art; worked with the Nigerian Newspapers, a number of Printing Presses and now MD/CEO of own press.
15	O	05.05.2013	Sango Ibadan, Oyo state	48 minutes	BA in Graphics and Design, and MA in Printing Technology; worked with Nigerian Newspapers, a number of Printing at management level and now MD/CEO of own Press.
16	P	05.05.2013	Mokola Ibadan, Oyo state	50 minutes	HND in Printing Technology, PGD in Graphics and Applied Art, and MA in Graphics and Applied Art; worked (as managing partner) in a number of printing press, Nigerian News Paper and now CEO of own Press
17	Q	06.05.2013	Challenge, Ibadan, Oyo State	54 minutes	BSc in Business Administration, PGD in Creative Arts, and MA in

					Printing Technology; worked with a Nigerian Newspapers and now MD/CEO of own Press.
18	R	06.05.2013	Molete Ibadan, Oyo state	50 minutes	HND in Printing Technology, PGD in Graphic Design, and MA in Graphic Design; works with Nigeria Newspapers and a number of Printing Presses and now MD/CEO of own Press.
19	S	07.05.2013	Ogbomosho, Oyo State	55 minutes	BA in Creative Arts, and MA in Graphics and Design; Worked with a number of Printing Presses and now MD/CEO of own Press
20	T	07.05.2013	Oyo, Oyo State	50 minutes	HND in Printing Technology, PGD in Printing and Sculpture, and MA in Graphic Design; worked with a number of Printing presses, Nigerian Newspapers and now MD/CEO of own Press.

The interviews were recorded via a digital recorder. The researcher and his friend were present during the interviews. His friend acted as his assistance and he was noting the mains points. The Interviewees were given the research questions. After each interview, the record was previewed in relation to the note. When the interviews were finished, they were summarized. The summaries were used as transcription for the thesis. In the beginning of each interview, there was a discussion on confidential issues and it was all agreed that their names should be anonymous and they could be quoted.

In summary, the following figure shows the interview/data collection process of the thesis as it illustrates the process starting from generating the interview questions then locate qualified SMEs through the use of the criteria set in the scope and limitation for the thesis. Afterwards, the interview was booked and conducted after which the data gotten from the interview was transcribed and analysed through which the results of the thesis were generated.

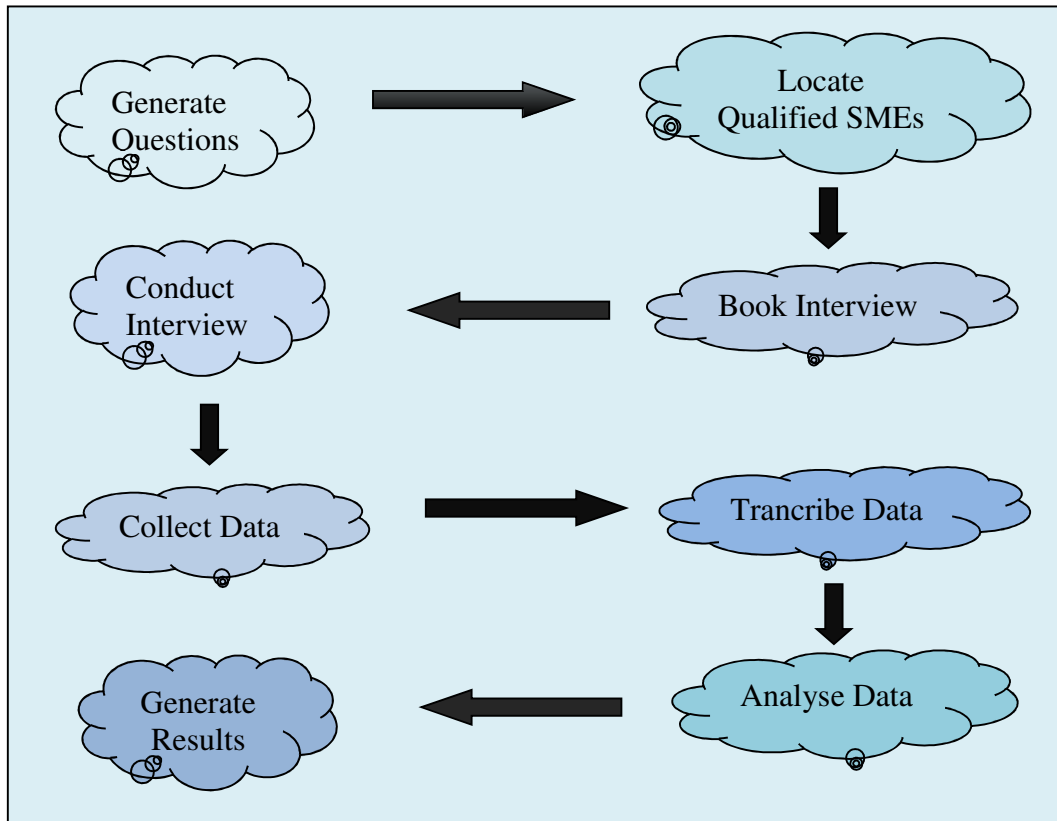


Figure 2: Interview/Data Collection Process

5 DATA ANALYSIS AND RESULTS

This chapter presents the analysis of the interview, element and process of data analysis as well as the results generated from the research process. It shows how the collected data from the interview were analysed along with the information derived from the previous scholarly works/references and how the processed data were summarized to deduce the results. Hence, it is further subdivided into three sub sections as *Outcome of interview, data analysis and results*.

5.1 Analysis of the Outcome of Interview

Firstly, the interview questions were derived from the research questions. Thus, there were two parts for the interview questions. Section A comprised of background questions to acquire basic information and it consisted of seven questions. Meanwhile, questions of section B were mainly focused on the research questions as it consisted of four questions. The list of interview questions is however provided in the appendix 1. Notwithstanding, the data analysis was started from this section using a descriptive and narrative approaches.

5.1.1 Section A: Basic Information

The first-three questions were focused on the interviewee, his/her background, years of entrepreneurship and how he or she emerged as an entrepreneur. The outcomes of these questions were partially presented in table 6 above. Most of the interviewees have bachelor degree in relating field and all of them have worked in printing/publishing industries for an average of 5 years. The person who had “apprenticeship” training still holds university degrees. Notably, apprenticeship is very common in Nigeria and people do have this training after their primary or secondary school education and this training last for about three years depending on the nature and area of such business. Furthermore, most of these interviewees have more than 10 years’ experience in entrepreneurship. The oldest entrepreneur is the owner of the company “C” while the youngest is the owner of the company “J”. The rest of the questions and responses are as follows:

The most interesting result about their background is how they emerged as entrepreneurs. Almost all of them found themselves an entrepreneur as a means of freedom (in terms of decision making, utilization of resources, time, etc.); they decided to set up their business purposely to set themselves free from “unreasonable authorities”. Culturally, Nigeria is hierarchical oriented country; hence, if a person does not want other people (usually young aged people) to control him/her, such person usually aims to establish his/her business if there is capability and sustenance. However, one of the interviewees emerged as an entrepreneur purposely to create awareness for social issues. He said:

“I’m an extrovert person, I like to mingle with everyone. So, during my university days, I experienced many things in dealing with people. When I started working in the media house, I observed the same thing. After a while, I decided to quit my job and focused on my area of interest. In fact, many people were blaming me for stopping my job, as you know, there is high unemployment rate. Anyway, I started my business with very small money. Due to my interest and the aim of my business, that is, to create awareness on social issues, after few months, my business grew up rapidly. So, to me, interest and personality made me an entrepreneur.”

This quotation leads to responses of the third question – the motivation for entrepreneurship. Most of the interviewees said that they were motivated for freedom and financial breakthrough, their entrepreneurial family background, personal interest and personality, past experience, and evident unemployment reasons. Additionally, they stated that they engaged in entrepreneurship to support community and government, to assist less-privileged youth and to provide certain needs for society. Three of them are quoted below:

“There is a need to provide a platform for taking care of Nigerian children as well as engage in a steady and secured means of earning a living that could serve as security for our children after graduating from the university. One of the platforms is to provide necessary services via entrepreneurship in which am doing now.”

“Sincerely speaking, many of us entrepreneurs in this country (Nigeria), are basically money driven but I must tell you, my joy lies in seeing skilled young people engaged in what makes them happy and fulfilled; so, my being an entrepreneur has given me great joy as I am able to provide not only a rewarding enterprise for myself but also a means of employment for skilled young people who could also grow to become entrepreneurs in the nearest future.”

“If you look closely into the so called developed nations, you would observe that privately owned business and establishments are far more than the government owned. This actually is the engine that drives them up to the level of development; hence, my highest motivation for entrepreneurship is the level of non-development in Nigeria which supersedes my quest to be richer. It’s really annoying as people are always waiting for the government to come to their aid and blames the same government for their misfortune when there are people who are very rich among them but instead of putting their money into their society as business venture, they rather put it in a foreign market which only grows the foreign nations and fattens their personal pocket”

After the question on motivation, they were asked about their experiences as entrepreneurs. Their responses are summarized below:

a) Being an entrepreneur is fun especially when the person is in the right business line with the right skills and networks.

b) Being an entrepreneur is an interesting adventure; it is being an owner and boss of a business. It allows a person to plan his/her time in relation to his/her work. For instance, an entrepreneur can chose to work anytime either day or night so as to be able to meet up with the client's demand as well as attending to other personal issues. Sometimes, he/she may decide not to work for a period of time depending on his/her schedule provided he/she has capable employees who could take care of the business operations. However, entrepreneurial adventure does not exist without any difficulties especially in the printing industry. The first challenge is finance because many contracts are not with an initial deposit though some clients may give some mobilization fees but an amount that cannot even take care of half of the printing cost as clients at times would want printers to make supply of products before payment. Another daring challenge is inefficient electric power supply which the industry considers as a very great challenge. Nevertheless, there is always a way to manage the problems due to the experiences on the job though demanding.

c) Being an entrepreneur is like a provider. Entrepreneurs create businesses which provide products and services to satisfy the necessary needs. Likewise, they provide a means for others to earn their living through employment opportunity.

d) Being an entrepreneur in Nigeria is quite challenging because the country is not well structured; the government is not structured and nothing is predictable, even the Nigerian people are not behaving as though they have plans guiding them in their individual lives.

e) Being an entrepreneur is like utilizing every opportunity and experiencing both the good and bad sides of life. For example, in Nigeria, there are always change of policies; these changes create some opportunities and simultaneously delete some other ones. Hence, a Nigerian entrepreneur is experiencing both sides of the life from any situation and should expect even the non-expectable.

The next question was about the entrepreneurial development in a company. Most of the interviewees saw it as a process of giving every member or employee of a company an opportunity to seek and utilize a business opportunity at a reasonable level of risk. They also explained that it is a motivation towards taking a calculated risk as well as spotting business opportunities. They believed that entrepreneurial development in a company indeed helps the business as it enhances the performances of the employees. Additionally, they claimed that it helps the employees to gather adequate skills, knowledge and experience with which they may use to build their own businesses in the future. To sum up the responses for this question, one of interviewees stated as follows:

“In my opinion, every company should consider developing their employees towards becoming entrepreneurs although some companies may want to guide against future competition from their present

employees. I think one of the ways to achieve good and quality work is to let employees see things from the perspective of the business owner. Entrepreneurial development is actually the soul and drive of the company as it keeps everyone focused. Its absence could be likened to a marriage without love which certainly would not stand the test time.”

The last question in the ‘section A’ is on entrepreneurial spirit as the entrepreneurs were asked whether or not, and how they would like to keep entrepreneurial spirit in their companies. Their responses are summarized below:

a) All interviewees would like to keep entrepreneurial spirit in their companies and even more importantly, among their children. They showed positive attitude towards entrepreneurial activities in their businesses. One of them said:

“Surely, I would keep entrepreneurial spirit because the more entrepreneurial minded staffs are, the more they would drive the business into success. So, I would continuously encourage and challenge my staffs towards calculated risk and opportunity hunt as well as regular brain storming.”

b) The interviewees believed that without entrepreneurial spirit, the business cannot live long. Hence, they insisted that they would like to keep it in order to keep their business running as one of them is quoted below:

“You need to give people reasons that they can also be their own bosses; by that, you give them chances to give their best into the business operation willingly as they tend to develop themselves. They would work beyond financial remuneration as they seek to acquire efficient skills, knowledge and mastery experience on the job which they hope to put in proper and profitable use in the nearest future for their own businesses.”

c) The interviewees also explained that entrepreneurial spirit is the only assurance for financial and economic stability. One of them supported this by saying that:

“I would not only keep and develop entrepreneurial spirit in my company but also encourage as many as possible towards same because having tasted entrepreneurship, I discovered that it is the only assured source of financial and economic stability any individual may want to hold on to.”

5.1.2 Section B: Research Questions

Having analysed the responses from the first section of the interview, the second section started with a question seeking to view the opinion of the interviewees on the Nigerian entrepreneurial activities especially ***how these activities are taking place in the printing industry***. All the interviewees admitted that Nigerian entrepreneurship is growing slowly

and they also said that it needs a lot of improvement. One of them is quoted as follows:

“Entrepreneurial activities in Nigeria are very challenging and highly demanding because there are diverse problems from different angles, both expected and unexpected ones; even the government officials who are supposed to be aiding the course of certain business operations are becoming sources of issues which pose as difficulties for the business.”

While answering the sub-question concerning how the entrepreneurial activities are taking place, all of them explained these activities are done mostly by individuals and associations. They confirmed that the government tried through its various agencies and parastatals to contribute and advance the course of entrepreneurship but their efforts are not so evident due to corruption and incompetent officials. One of them however lamented that:

“Entrepreneurial activities in Nigeria is not growing as much as one would expect as there are lots of skilled hands that one would have thought would have already been transformed into enterprises but the enabling environment is not there and the situation of things in the country is actually killing the evolution of skilled men from emerging as entrepreneurs. For instance in a general view, there are many people who are involved in welding, carpentry, and many other crafty works but they ended up abandoning their skills and profession for motor-cycle riding (transportation) and security career because the Nigeria system doesn't encourage the actualization of their dreams. Considering the printing industry, quite a number of skilled individuals who could not afford the required printing equipment also eventually diversified into different careers. There are two basic problems associated with this situation; they are- infrastructural unavailability and financial incapacity.”

They explained further that entrepreneurial activities are done according to the individual entrepreneur, his/her interest, personality, background, connection/network, location and line of business. They said that it is difficult to point out a specific entrepreneurial procedure in Nigeria. As they explained further that they could not outline their entrepreneurial activities due to unstructured situation in the country.

In the same vein, the interviewees were asked about the features of *SMEs' entrepreneurial development in the Nigerian printing industry*. Their responses however are summarized below:

Many of the interviewees responded lamenting that the disposition of the Nigerian government towards entrepreneurial development for the printing SMEs is just a disappointment comparing it to what their counterparts are enjoying in developed countries. They viewed that the government is only interested in what would yield profit for them in the short term, paying lip service to the practical truth and leaving the printing SMEs alone to their struggles for survival. The interviewees laid more emphasis on financial

aids and loan schemes the government is making available but not reachable for the grass-root SMEs. Some of the interviewees also mentioned that a lot is expected from the various financial institutions but little is provided as it seemed no one really is interested in taking the pain for the printing SMEs in the country unless the individual press owners are able to use their personal contacts/network and resources to build their businesses.

Furthermore, the interviewees though acknowledged that various government educational institutions did incorporate skills development, training and educational programme into their curriculum for the printing business/industry; they explained that after acquiring the skills, graduates become unemployed as there are less vacancies compare to the number of graduates seeking such.

Notwithstanding, the interviewees revealed that the Chartered Institute of Professional Printers of Nigeria (CIPPON), since inaugurated in 2007 has been making efforts to regularize and exercise quality control in the printing industry following the fact that quacks are operating printing business activities which is indeed affecting the quality of works and growth therein the industry. *'This also has given the works of professional printers a high level of professional value far beyond what it used to be in Nigeria'* said one of the interviewees.

More so, the interviewees mentioned that, by the means of workshops and seminars, the institute has also been able to create awareness and impart required skills and knowledge in many operators in the industry which helps towards evolving capable operators. Various innovative and advanced printing methods and practices are also provided by the institute towards better and reformed printing business operations in the country.

Through CIPPON, the printing entrepreneurs and other operators are also able to make their voice heard by the respective government authorities regarding various matters of concern per time; *'this actually is a very good aspect of development in the industry even down to the grass-root level'* said one of the interviewees.

Another interviewee was quoted below following his perception of the local technological development in the Nigerian printing industry which aids the entrepreneurial activities therein:

In view of the general financial crisis/incapacity evident in the nation which affects the level of entrepreneurial activities therein, the printing industry is no exception as printing equipment are quite expensive; this has however lead into local fabrication and construction of some affordable equipment in some area of printing operations due to the technological skills development training made available to operators in the various educational and skills developmental institutions.

The interviewees further expatiated, confirming an aspect of this research literature review, that apart from CIPPON, a number of little associations and cooperatives schemes have sprung among SME owners in the printing industry in the last decade. These associations and cooperative schemes strive towards enhancing and fostering cooperation among their members, collectively contributing towards developing their members' skills and competences, providing information and avenue for loan and other credit facilities and also facilitating accessibility to cheap printing accessories and technical support on equipment for their members. *'These prove that if no one comes to our aids, we would strive to provide aids for ourselves'* said one of the interviewees.

It was also revealed in the course of the interview that although many of the SMEs are still lacking behind regarding some latest hi-tech printing equipment due to their cost; some associations within the industry are providing the service at a cheap and affordable rate which could be bought in times of needs by these SMEs.

Considering the area of financial aids and loan schemes, interviewees revealed and one of them is quoted below:

'It would be a gainsaying to without any reservation, rule out that the government or financial institutions are not providing aids for us, it is just that the accessibility to these credits and loans are just undeniably and practically breath-taking. You would imagine how difficult it appears to ask an SME owner for collateral worth twice (or one and a half) the loan he/she seeks to get.

The next question was about the barriers limiting the extent of entrepreneurial development for Nigerian printing SMEs. The summary of the interviewees answers are highlighted below:

a) Bad leadership in the country is the first and most difficult barrier. Leaders make various laws and rules but they are hypocritical about them. The laws and rules are just on the papers, when it comes to execution, different stories arise. The same goes to various promising policies to provide aids towards ameliorating entrepreneurial process but little did SME operators know that they are only used to create policies that would be turned towards favouring some big wigs in the industry.

b) Lack of infrastructure such as steady power supply, good roads and water supply affect the good operation of SMEs in the printing industry. For instance, the work may be going on and suddenly power cuts. After turning electricity generator, Electricity Company turns it again. Another example, during delivery, there may be accident in which goods would be lost. Hence, all these situations affect the business operations. One of the interviewees lamented that:

"Infrastructural facilities especially electricity is another great challenge which our kind of business cannot do without, hence we have to always

work on alternative power supply (generator). There are a lot of bills and government levies on our business but we get almost nothing from the government to show for all the payments.

c) Poor education, low skills and training are yet another fundamental barriers. Many graduated with certificates but with little or no skills or inputs for the companies; and unfortunately, there is not enough money for SMEs to re-train new employees.

d) SMEs are left alone to deal with their problems. One of the interviewees said this and was quoted below:

“No substantial aid from any official body especially the government. All we hear and read in the news is that the government is doing A, B, C and D for SMEs which in the real sense are not attainable by those intended. Talk of the financial aid in form of loan for SMEs, all these financial aids have very cumbersome procedures which eventually leave them to some ‘big men’ and never get to the grassroots SMEs. We are able to manage this by approaching individual networks that were generous and trust us enough to support our dream though with returns. Apart from finances, if certain infrastructures like good and steady electricity supply are made available, I am very sure, the nation would experience up to 50% increase in job creation and economic improvement.”

e) Another barrier pointed out in the course of the interview is the huge import tax levied on the importation of printing equipment and accessories. One of the interviewees lamented that *‘the paper mills in the country are not well functional, which leaves us to importing printing papers as well as other printing materials like chemicals and plates on which we are heavily taxed’*

f) Yet another barrier identified by some of the interviewees is the lack of proper bookkeeping and insufficient records of the business finance in the printing SMEs which affects proper documentation of the affairs of the business and many times responsible for their non-qualifying for certain financial aids and loan they may seek.

The last question on the interview list was about the possible solutions for the highlighted barriers in the view of the interviewees which could be summarized as follows:

a) The first and foremost of all is that good governance and sincere leadership needs to be installed in Nigeria which would mark the genesis and turning point for entrepreneurial development not only in the printing industry but in every trade and industry anyone could think of in Nigeria.

b) The Nigerian government should stop her “lip service-policies” towards SMEs and sincerely make efforts to actualize all the policies, regulatory rules and laws that affect the operations of SMEs in the country.

c) The government should also endeavour to improve the state of infrastructures (especially electricity) as this indeed affect the printing production cost as well as the development of entrepreneurial activities in the country.

d) The government should not only make genuine efforts not to stop at making regulatory policies for her agencies and financial institutions towards sponsoring and aiding Printing SMEs but also to improve the procedures of such sponsorship and aids in order to improve financial accessibility and capacity for the printing SMEs even to the to the grass-root.

e) The government should endeavour to intensify entrepreneurial training and development for the Nigerian youth in order to change their mind-set from the belief that they would only survive if they are able to get employment opportunity, so that they could open their eyes to see opportunities they could also seize to create employment for themselves and others; especially in this printing industry.

f) It is important for the Nigerian government to create a special kind of financial institution that would be solely responsible for financing SMEs and also monitor their financial activities; guide the SMEs in their bookkeeping and accounting records which seem to be problematic for them.

g) Government should make efforts towards partnering with foreign investors (manufacturers of printing equipment and accessories) so as to have them create their factories in Nigeria and produce locally; however in the main time to actualize the partnership, the import tax levied on the importation of printing equipment and accessories should be reduced.

To sum up their suggestions, one of the interviewees said:

“The ball lies more in the hands of the government because it is her responsibility to create a conducive atmosphere in order to improve the entrepreneurial activities in the Nigerian SMEs. SMEs are the closest forms of business to the masses, offer vast employment to them and over years have proven to be trusted catalyst for economic growth but the government has to make enabling policy as well as sincerely monitoring the implementation of same. This is especially in the areas of financial aids and infrastructures. There are lots of skills wasting without benefiting any party. Let me give you a practical example; the initial property we were using for our press and office building was a leased property for 10years and thereafter, the owner approached us that he wanted to sell the property but unfortunately we did not have the fund. Consequently, we made efforts approaching a few financial institutions but the collateral for the loan was more than what we could afford. Hence, we had to get another lease on a different property in order to keep business going. However, it is also necessary that the existing SMEs also should raise the

level of skills possessed so as to be able to deliver more than they are doing towards their advancement.”

5.2 Element and Process of Data Analysis

Having transcribed and analysed the outcome of the interview above, this subsection presents the elements and process of analysis for the whole research work in narrative and descriptive approaches. This process also enables the fulfilment of the reliability characteristics of the employed qualitative method used for the research; it is however illustrated in the figure 3 below, providing a dependable routine that could be followed towards consistent reproducibility of research results.

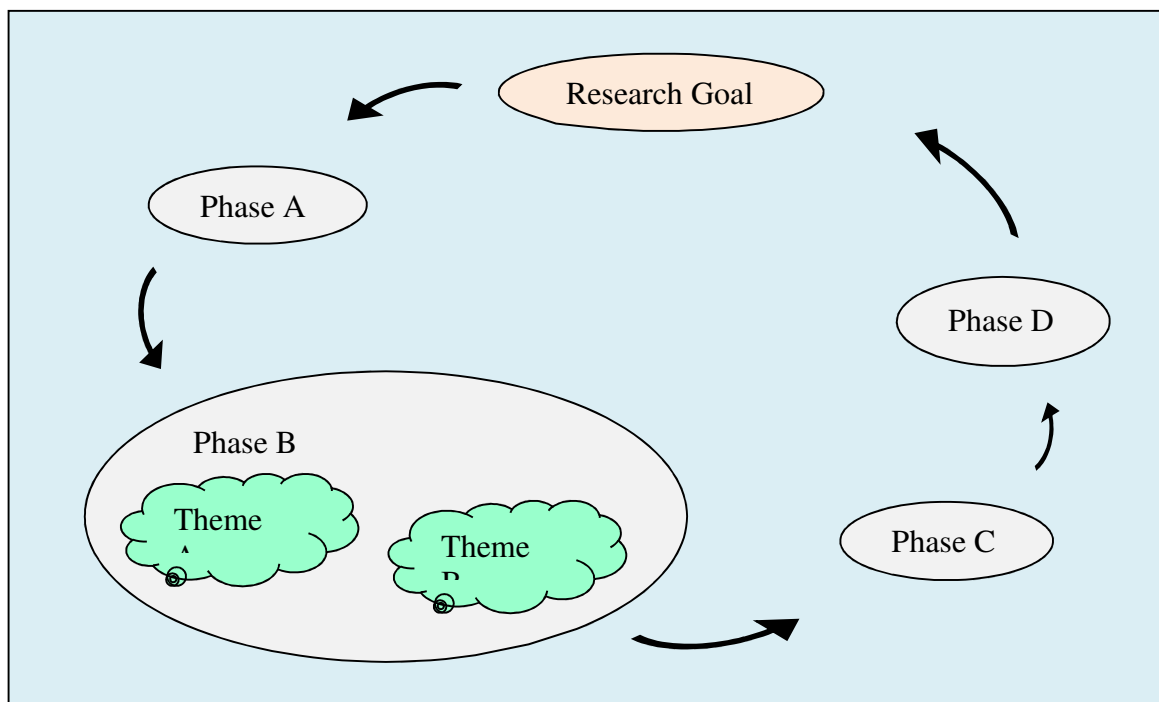


Figure 3: Process/Elements of Data Analysis

- a. The process starts and ends with research goal:
 - i) To provide information on entrepreneurial development and activities in the Nigerian printing SMEs.
 - ii) To highlight the specific barriers facing printing SMEs in Nigeria.
 - iii) To provide possible solutions to the barriers of entrepreneurial development in Nigerian printing industry at the SMEs level
- b. Phase A: Searching answers to the research questions from previous and referential works
- c. Phase B: Linking referential works to the outcome of interview on:
 - *Theme A*: how entrepreneurial activities take place in the Nigerian printing SMEs

- *Theme B*: the features of entrepreneurial development in the Nigerian printing SMEs

- d. Phase C: Linking referential works to the outcome of interview on barriers of ED in the Nigerian printing SMEs
- e. Phase D: Linking referential works to the outcome of interview on how the barriers could be solved

5.2.1 Phase A of Data Analysis

In this phase of data analysis, the researcher seeks to provide answers to the research question from the referential materials used in this work. These are presented as follows:

a) **How do entrepreneurial activities take place in the Nigerian printing SMEs?**

According to Ogbo and Agu (2012) and Sanni (2009), Nigeria being a developing nation, has its printing SMEs exhibiting both formal and informal (organized and unorganized) forms of entrepreneurial operation/activities. The organized entrepreneurs who are also referred to as formal entrepreneurs, have paid employees with registered office while the unorganized entrepreneurs, known as informal entrepreneurs, are direct opposite of the former. They are artisans who do not have a registered office or address and are not tax paying entrepreneurs; better say, these entrepreneurs are without a specific office location and often operate in temporary workshop. Segal *et al* (2005) and Ogbo and Agu (2012) add that the printing entrepreneurs evolve based on different motive ranging from willingness to be independent, willingness to pursue own ideas and freely allocate resources, ability to fulfil needs that bring forth business opportunity, inability to secure job (unemployment rate in the country), to inherited wealth and skill to establish the business. The African Courier (2010) also pinpoints that the increasing population in Nigeria has provided great boost and prospect for the entrepreneurial activities of the Printing SMEs as there is exponential increase in the demand for printing materials for business, news, education and election purposes.

From the above scholars and organisation, it can be observed that the entrepreneurial activities in the Nigerian printing industry can be organised or un-organised depending on the motives of the entrepreneur. Likewise, it can be noted that there is increase in number of entrepreneurs in this industry due to the Nigeria culture which encouraging printing activities.

b) What are the features of SMEs' entrepreneurial development in Nigerian printing industry?

Olorunshola (2003), CBN (2003), Onugu (2005), Mitchelmore & Rowley (2010), Osemeke (2012) and The World Bank (2012) explain that the Printing SMEs in Nigeria are like every other SMEs and these companies enjoy entrepreneurial developmental activities from foreign bodies, the Nigerian government, professional bodies, private investors as well as individual entrepreneurs in different forms. These include foreign aids, governmental schemes, programme, policies and agencies towards skill development, credit and infrastructural facility provision, as well as formal education. Similarly, Chartered Institute of Professional Printers of Nigeria adds that the professional bodies and associations also act as pressure/interest group making the voice and needs of the printing SMEs known to the Nigerian government ,foster cooperation among members, regulate the industry, provide guide and information towards benefiting from government aids and schemes, Provide training, skill development and education that are considered valuable and required to be able to practice at different stages and levels within the industry as well as facilitate accessibility to cheap printing accessories and technical support on equipment for their members among others.

Therefore, Nigeria printing SMEs have the same characteristics like other SMEs across the country.

c) What are the barriers limiting entrepreneurial development for the Nigerian printing SMEs?

Anderson (1982), Onugu (2005), Ács and Virgill (2009), Ogundele and Abiola (2012) and Adejumo & Olaoye (2012) reveal that there is inefficiency in the Nigerian educational system responsible for lack of suitable training and leadership development for entrepreneurial capacity, bureaucratic bottlenecks and inefficiency in the government administration of incentives and support facilities, lack of easy access to funding/credits and absence of long-term finance to fund capital assets. Inaccessibility to relevant technology and lack of research and development, widespread corruption and harassment of start-ups by some corrupt government officials over illegal levies and charges on business operations, high record of multiplicity of regulatory agencies, taxes and levies that result in high cost of doing business and discourage entrepreneurs are also highlighted by these scholars.

Furthermore, The African Courier (2010) states electricity is another major problem of entrepreneurial development for the Nigerian printing SMEs as it is responsible for the unfriendly and uncompetitive production environment with increasing cost. The paper mills are also not functioning well resulting into the importation of printing papers which militates against growth and profitability within the industry as well as lack of efficient technical personnel to manage and maintain the printing and related machines. More so, the

CBN (2003) identifies that ignorance of the avenue to get the credit, wrong perception about the credit scheme, lack of requisite knowledge, inability to package bankable proposal, poor accounting/record keeping, exaggerated/defective asset evaluation and poor management structure as major barrier of the SMEs against benefiting from the credit and financial scheme made available by the Nigerian government.

To sum up the above, Nigerian printing SMEs facing these barriers: insufficient entrepreneurial and leadership training for Nigerian youth, government inefficiency, lack of funds, corruptions, inadequate power supply and lack of business infrastructure, inability to get latest equipment, high cost of raw products and low level of latest know-how.

d) How can these SMEs barriers be solved?

Anderson (1982), Onugu (2005) and Ogundele and Abiola (2012) propose that infrastructural (especially electricity) deficiency and inefficient skill development should be attended seriously by the government in order for the printing SMEs to be able to assume full potentiality towards the advancement of the Nigerian economy. The CBN (2003) also recommended that the Nigerian government has a number of schemes and programmes for these SMEs but they do not have enough information and requirement to benefit from such provision, hence suggested that the SMEs and their representative bodies should seek necessary information on requirement, availability and channel of such provisions. Onugu, 2005 and Adejumo & Olaoye, 2012) add that is very important for the government agencies to administer support programmes, skill development and credit schemes should be efficiently supervised for adequate and appropriate administration.

5.2.2 Phase B of Data Analysis

In this phase, analysis is done base on the consideration of the outcome of the interview and the position of referential works on the two themes A and B which are: how entrepreneurial activities take place in the Nigerian printing SMEs and the features of entrepreneurial development in the Nigerian printing SMEs. Conclusion was however drawn to generate result for these themes.

5.2.3 Phase C of Data Analysis

Analysis in this phase is based on the consideration and corroboration of the outcome of the interview and the position of the referential works on the barriers of entrepreneurial development in the Nigerian printing SMEs. After considering the referential positions and the responses from the interview, results are drawn.

5.2.4 Phase D of Data Analysis

Analysis is done at this phase base on the consideration of the outcome of interview and the position of referential works on how the barriers of entrepreneurial development of the Nigerian printing SMEs could be solved. Results however are drawn following this.

5.3 Results

Base on the data generated from the analysed outcome of the interview above and the correlation between it and the past/referential works, as illustrated in figure 3 and briefly highlighted in the different phases above, the results derived are presented as follows:

a) Individual's Interest, Personality, Training, Skills and Working Experience are essential in the Entrepreneurial Evolvment of the Nigerian Printing SMEs:

The extent of the entrepreneurial activities in the Nigerian printing SMEs depends on individual entrepreneurs' interest, personality, training and probably working experience. As it was learned from the data analysis, creativity plays important roles due to the nature of the job involved in the industry. Although education in the area of which entrepreneurs tend to explore is relevantly beneficial, it was also noticed that most of the interviewees started their entrepreneurial activities as an employee or apprentice in that same area of business (printing business) under the supervision of someone where they gather and/or grow their skills. They however hope their current subordinates would take hold of the opportunity available to acquire necessary skills, knowledge and experience that would be beneficial to the subordinates towards becoming efficient entrepreneurs in the nearest future.

b) Freedom, Financial Liberty and Creation of Employment Opportunity are the main motivation for Entrepreneurship among the Nigerian Printing SMEs.

The data analysis also revealed that being an own boss is another important motivations for being an entrepreneur among the printing SMEs. As it was stated above that creativity is essential in the industry; this supports the talented/skilled individual or anyone who feels that he/she is giving so much to the firm he/she works with little freedom, sense of belonging as well as incommensurate remuneration whereas same efforts could be channelled into creating an own business with more profit, authority and freedom than what is obtainable in the present employment. Another cogent motivation towards becoming owner of a printing SME is the popular essence of business i.e. 'money making' which proves to have liberated many printing business owners from arrant financial dependency which is an evident trait in many developing nations like Nigeria. In the same vein, certain entrepreneurs did not only create their business because of the financial benefit or the likes, but also to be able to secure a future

for their children as well as create employment opportunity in the community which may be said to be an important essence of entrepreneurship.

c) The Nigerian Government, Chartered Institute of Professional Printers of Nigeria (CIPPON), various Printing/Printers Associations and Individual Printing SME Owners are the players in the Entrepreneurial Developmental Activities for the Nigerian Printing SMEs:

It was learned that the Nigerian government is supposed to be the major developmental agent for the entrepreneurial activities of printing SMEs but due to inefficiency and inability to do it alone, the Chartered Institute of Professional Printers of Nigeria (CIPPON), other printers' associations e.g. Association of Nigeria Printers (APN) as well as individual SME owners have to also, in a way or the other, contribute towards the entrepreneurial development of the printing SMEs. The government is responsible for making policies and rules that would provide an enabling and developing platform for the entrepreneurial activities, ameliorate the hurdles of existing printing SME entrepreneurs, motivate and encourage potential entrepreneurs/investors (both local and foreign), provide financial and operational aids, facilities and infrastructures as well as skills, training and education medium. Supporting the efforts of the government, the CIPPON, other printers' associations as well as individual printing SME owners also act as regulatory body, coordinating and representing the operators, providing training and skill development, identifying means of getting financial aids and cheap equipment/materials as well as sourcing for individual beneficial network.

d) The Printing SME Entrepreneurs have unpleasant experiences as there are various remediable barriers limiting their Entrepreneurial Development as a result of the little sincere attention from the government:

Following the data analysis, most of the printing SME entrepreneurs are not finding the efforts of the government towards entrepreneurial development of the printing SMEs really pleasant as they claimed there are much more promises by the government but little is to show for especially in the areas of infrastructures and financial aids. This attitude of the government has for many years left the printing SME entrepreneurs to depend solely on their individual resources and networks which serve as the main source of sustenance and encouragement for the extent of the entrepreneurial activities evident in the Nigerian printing SMEs. Hence, this amount to huge barriers limiting the extent of development, growth and achievement of entrepreneurship in the printing SMEs compare to what is attainable.

e) The major and prominent barriers for Entrepreneurial Development of the Nigerian Printing SMEs are Poor Infrastructures and Financial Incapacitation while other identified barriers range from Harsh Government Policy and Bad Leadership, Poor Educational System, near absent R&D, Inadequate technical skill and Aid Misinformation, Low Entrepreneurial, Administrative and Bookkeeping Skills, Ineffective Functional Paper Mill in the Country to High Import Tax Duty.

i) It was also deduced from the data analysis that Nigerian Printing SMEs would have been greatly developed if there are basic infrastructures in the country especially steady electric power supply as all the printing equipment can only be powered with electricity. Lack of this has however aggravated the troubles and faintheartedness of many potential and existing SME entrepreneurs in the Nigerian printing industry as the cost of acquiring and maintaining electric generators that would be able to power their equipment are very high resulting also into huge production cost.

ii) In the same category is the financial incapacitation evident in the nation which affects the amount money available for individual SME entrepreneurs. This becomes more challenging barrier as every effort of the printing SME entrepreneurs towards getting financial aids from financial institutions and government agencies are seemingly unattainable because of the cumbersome procedures as well as the unaffordable collaterals. Furthermore, many government policies have been described harsh on the printing SMEs as well as the bad leadership trait following many promise and fail attitude of same.

iii) Yet another set of barriers revealed are poor educational system leading to uselessness of many graduates as they are of little skills and knowledge at the time of graduation, misinformation on the accessibility and procedures to acquire operational and financial aids, low entrepreneurial, administrative and bookkeeping skills which make most of the business and financial books unsatisfactory towards the requirement for financial aids, ineffective functional paper mill in the country as well as high import tax duty levied on importation of printing equipment, materials and accessories.

The degree and extent of effects of these barriers defer from one other as illustrated in the figure 4 below that certain barriers have higher height of effect than another. It was revealed in the data analysis that insufficient Infrastructural (Electric) Facilities (F), Financial Incapacity (K), Low Technical Skill Support (H) and Education Inefficiency (A) are the worst barriers affecting development within the printing industry SME, followed by the non-functional Paper Mill, then Bureaucratic Bottleneck (C) in the administration of financial aids, Inefficiency in government administration of incentive and support facilities (D) as well as poor Research and Development facilities (E). It was also revealed that low Technical Skill and Support (H), Poor Account and Administrative Records (I) and Leadership Skill (B) featured less than any of the other barriers in terms of their effect on the development in the industry.

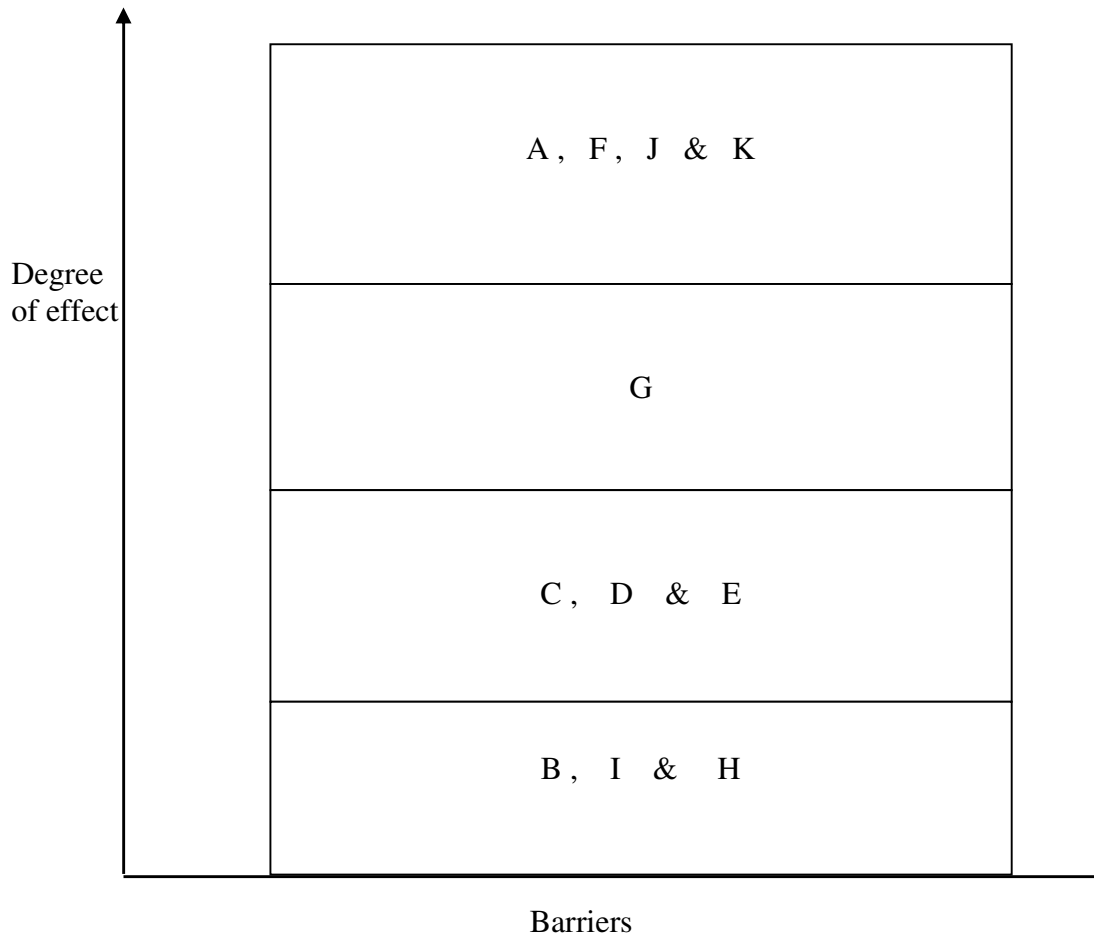


Figure 4: Extent of Effect of Barriers on ED of the Nigerian Printing SMEs

- A= Education Inefficiency
- B= Leadership Skill
- C= Bureaucratic Bottleneck
- D = Inefficiency in government administration of incentive and support facilities
- E= Research and Development
- F= Infrastructural (Electric) Facilities
- G= Paper Mill
- H= Technical Skill Support
- I= Poor Account and Administrative Records
- J= Bad Governmental Leadership
- K= Financial Incapacity

f) The Research Analysis revealed that the following are Possible Solutions for the Entrepreneurial Development Barriers in the Nigerian Printing SMEs:

i) Sincere leadership and governance in Nigeria with genuine intention and actual implementation of policies focused on the printing SMEs by the Nigerian Government. These should be made with effort to ensure that no government agency or official is taking advantage of the policies to extort fund from neither the printing SMEs nor diverting the benefits towards non-purposive targets.

ii) Provision of business enabling infrastructures for the printing SMEs especially electricity. This would not only reduce printing production cost and increase the local entrepreneurial opportunity but also stimulate the willingness of foreign investors especially the manufacturers of printing equipment and accessories towards creating factory in Nigeria and produce locally.

iii) Creation of special government agency and/or financial institution to provide accessible operational, administrative and financial support for printing SME entrepreneurs even at the grass-root level. This would guide and prepare the printing SMEs through the application and process of financial aids as well as monitoring the appropriate use of such credits.

iv) Intensification of entrepreneurial training and skill development for the printing SME operators by the government, printing associations as well as institutes would make an impact towards improving the entrepreneurial development in of the printing SMEs. More importantly, the educational system should be better disciplined and structured to enable students acquire needful and valuable knowledge and skills during their learning.

v) The Nigerian government in collaboration with the printing institute/associations should combine efforts towards revitalizing the Nigerian paper mill industry because it would serve a huge developmental purpose for the printing SMEs as paper is the main business material in the industry.

vi) The Nigerian government in collaboration with the printing institute/associations should also invite and partner with foreign investors especially manufacturers of printing equipment and accessories in order to create factories in Nigeria. The government also should consider reducing the import tax duty levied on the importation printing equipment and accessories in the meantime that the partnership with foreign investors would be achieved.

The above are the results of the study; hence, the next chapter presents the discussion part of the thesis.

6 DISCUSSION

This chapter as its name implies discusses the reliability and validity of this research work as well as presents what the research experience was through evaluating the research process, its result and presentation. More importantly, there will be comparison and explanation between the previous study and the new result on the barriers limiting the extent of the success SME entrepreneurs are recording in the Nigerian printing industry.

6.1 Reliability and Validity

For any research work to be considered meaningfully useful in the context of its postulations, there must be an element of dependability which may in this case be synonymous to the level of reliability and validity of the contextual positions in its work.

In this context, reliability is the degree in which the research results are consistent over a period of time as well as the accuracy in the representation of the collective subjects in the study . Furthermore, reliability is considered attained when the research results are reproducible using the same or similar methodology and instruments under the same circumstance. In other words, reliability deals with consistency and reproducibility of results. Validity on the other hand is arguably the most important aspect of every research work as it examines the truthfulness of the research process and results. It investigates how research results achieve its goals and it ensures that the results meet up with their requirements. In a nutshell, validity is attained if the research instrument allows the researcher to hit "the bull's eye" of the research phenomenon. Generally, researchers validate their studies by asking series of questions and comparing the answers to the previous works of another. (Golafshani 2003)

Hence, this research work employed a qualitative strategy following its narrative nature and uses interview as its instrument as well as an involvement of a case study, which make easier efforts towards its reliability and validity. (Creswell 2009)

In quest to fulfill reliability and validity concepts in this research work, the researcher considers Golafshani (2003) argument that for the validity or trustworthiness of any research work to be achieved, the research results should be credible and generalisable. The author states that generalizability is one of scholarly concepts and it reveals the quality of the research. Therefore, the author notes that if the research results could be generalised to a targeted population, such results could be regarded as high quality results. Patton (2001, in Golafshani 2003) adds that results generalizability is an important criterium for case studies.

Adhering to the scholarly arguments above, the researcher chose a qualitative approach and interview as instrument for this research work as well targeted for the interview, credible and registered entrepreneurs who

have own and been operating their business in the Nigerian printing industry for an average of 5 years. Every entrepreneur interviewed was notably recognized by the governmental body in charge of corporate affairs in the Nigerian system.

Further more, Golafshani (2003) states that constructivism values multiply the realities of the thought in the mind of people; hence, to acquire valid and reliable multiple and diverse realities, multiple methods of searching or gathering data should be in order. On this note, all the interview questions were generated and logically analyzed with reference to previous research works, current problems and likely barriers in the foreseeable future for necessary valid outcome which provide answers to the research questions. More importantly, the location of the entrepreneurs as well as the size of their business in term of annual turnover are taken into consideration in order to enhance the fulfilment of the concept of reliability.

6.2 Qualitative Research

In furtherance to the explanation in the methodology, qualitative research is a type of scientific research known to be characterized by its aims, which relate to understanding some particular area of social life, and its methods which in general generate answers to the questions of 'what, how and why' concerning a phenomenon in human life rather than 'how many' and 'how much' unlike quantitative research (Patton and Cochran, 2002). This is attained as its method seeks answers to a particular question, uses a predefined method to answer the question, collects and analyses information the answers generates from the question towards providing non-predetermined results which could be applied (Qualitative Research Methods: A Data Collector's Field Guide).

Although, researchers who are familiar with quantitative method argue that the aims and methods of qualitative research can seem imprecise, the common criticisms against the qualitative research have also shown that the samples are small and not necessarily representative of the broader population, so it is difficult to know how far we can generalize the results. It was also raised that the findings in qualitative research lack rigour and it is difficult to tell how far the findings are biased by the researcher's own opinions (Patton and Cochran, 2002).

However, to attend the areas of criticisms raised above, this research topic has been carefully selected with a particularly streamed case study subject area which concentrates on a specific location in order to be able to generalize the resulting outcome efficiently base on the parameters. To this extent, the research employed interview as its instrument. More importantly, the researcher stayed clearly off own opinions in order to stick to the process and outcome of this research not only to have genuine results adding to the body and area of knowledge but also to sincerely learn as the result unfolds.

6.3 Answering the Research Questions

The process of attaining and providing results to the research questions was illustrated in figure 2 and 3. Figure 2 illustrates the interview/data collection process. The interview is developed base on the research questions and divided into sections A and B. Section A comprises of background questions to acquire basic information and is made up of seven questions. Meanwhile, questions of section B were mainly focused on the research questions and it has four questions. Furthermore, to generate the final results, the researcher combined previous/referential works and the outcome of the interview to seek answers to the research questions. Doing this, figure 3 illustrates the process/element of data analysis starting from the research goals and through four phases. The first phase, phase A, tends to find answers to the reserch questions from the referential works while phases B,C and D link and corroborate the overall outcome of interview with the answers provided in phase A in other to draw general result for the research.

Furthermore, comparism is made between the final outcome of this research and the previous scholarly works in the next sub section. The result from this reserch confirms some past scholarly findings as well as reveals some new ideas and evolving update in the area of study and more importantly in the case study area.

6.4 Outcome of Research Versus Previous Works

Nigeria being categorized as a developing nation considering its economic situation which is characterized with low standard of living, under developed industrial base, high rate of unemployment, low Human Development Index (HDI) and economic instability has been researched over time on diverse contextual basis following its inability to use its increasingly high population and natural resources to its advantage (GEM 2011). Deducing from the work of Lingelbach *et al* (2005), the wealth and poverty level visible in the Nigerian economy could be linked to the inherent low entrepreneurial development in the economy. Hence, this research considers the entrepreneurial development barriers militating against the printing SMEs in Nigeria as a developing nation and this section makes comparison and explanation between the previous studies and the new result herefrom.

Having generated the research framework and theoretical background of this research work as well as its logic from several research papers, articles, books and words of many notable scholars, economic news, professional personalities and association/organization, the positions of the majority of the reviewed research works actually proved the authenticity and reliability of the results from this work.

Firstly, this research work confirms the position and postulation of Lumpkin and Gregory (1996) viewing entrepreneurship from the economic school of thought, defining it as founding and operating a

business for a purpose of making profit as well as the psychology school of thought which describes it as having certain personality or traits that enable a person to own and run a business successfully. It reveals that all SME entrepreneurs in the Nigerian printing business exhibit the economic perspective first and then either develop their personality or exhibit their traits towards owning and running their businesses taking advantage of opportunities available to solve an economic problem (Low and MacMillan, 1988). More so, it further confirms the argument of Zimmerer and Scourborough (2006) that developing nations are often characterized by imitative entrepreneurs as all the SME entrepreneurs in the Nigerian printing industry interviewed were imitative in nature following the fact that they copy and import their innovations and technology from the developed nations for their own operations.

Secondly, following the low economic growth and development in the Nigerian system, the scholarly argument of Osemeke (2012), Aven (2008), Covello and Merkhofer (1993), Philippart (2011), Onugu (2005), Ogbo and Agu (2012), Kraus *et al* (13-15.09), Cole (2005) and Longe (1999) that entrepreneurial development through capacity training and skill development ranging from leadership skill, risk taking skills, strategic decision making skills, strategic business planning skills, technical skills to efficient time management skill as well as the enabling environment in terms of easy access to financial and technical support, infrastructural revitalization and friendly governmental policy is also established herein this research as a formidable catalyst resulting from entrepreneurial fulfilment that is necessary for boosting the Nigerian economy. In this regard, the Nigerian government according to Ogbo and Agu (2012) established a number of agencies like the Small and Medium Enterprises Developmental Agency of Nigeria (SMEDAN) and the host of others to advance the course of SMEs and development within the sector. The Nigerian private sector, professional groups as well as independent associations were also revealed along the Nigerian government as the major players in the efforts to encourage and develop entrepreneurial activities in Nigeria especially at the SME level. In the printing industry, the Chartered Institute of Professional Printers of Nigeria (CIPPON), being an umbrella body in the industry was also revealed as a major player in the entrepreneurial development in the industry.

Thirdly, this research further confirms the argument of Chowdhury (2007), Ogundele and Abiola (2012), Chittithaworn *et al* (2011) and Onugu (2005) that, like other developing nations, Nigeria is facing several challenges ranging from educational system, family, school and work environments, political and economic turbulent to infrastructural system as militating barriers against the development of its entrepreneurial traits and capacity. Anderson (1982), Ács and Virgill (2009), and Adejumo and Olaoye (2012) also attend their scholarly views which were also revealed in this research that the deterrent against the enhancement and growth of Nigerian entrepreneurial development at the SME level include inefficient governance and leadership in the country, inefficient educational system responsible for lack of suitable training and leadership development for

entrepreneurial capacity; inadequate, inefficient, and at times, non-functional infrastructural amenities; excessive bureaucratic process and inefficient administration of government incentives and support facilities; lack of easy access to funding/credits and absence of long-term finance to fund capital assets; inaccessibility to relevant technology and lack of research and development; widespread corruption and harassment of start-ups by some agencies of government over unauthorized levies and charges; multiplicity of government regulatory agencies thereby exorbitantly increase operation costs for entrepreneurs; as well as illicit trade practices by unscrupulous businessmen via importation of inferior goods.

Furthermore, most of the research references pointed in the same direction for the generality of the barriers militating against the entrepreneurial development in the Nigerian SMEs as this research work but here, there are more revelation into the peculiar and critical barriers for the case study 'printing SMEs in Nigeria'. Unlike previous research works, the results from this research also specifically opens the eyes of printing SME entrepreneurs in Nigeria to some inadequacy on their own part especially in the area of financial barrier which contributes as major barriers limiting the extent of their success. These include the self inflicted ignorant of the availability and avenue to get credit and financial support; lack requisite knowledge, have wrong perception about the credit scheme, fear to loss control over their business, unable to package bankable proposal, have poor accounting record, poor in management structure as well as exaggerate their asset evaluation (Salami, 2003). Confirming the scholarly references in this research from Anderson (1982) among others on the generality of barriers for SMEs in Nigeria, the printing SMEs also share a huge resemblance in the aspect of infrastructural inadequacy especially in terms of electricity which has become a predominant national shortcoming in the Nigerian system. Lack of efficient technical skills, high cost of production resulting from high importation tax on raw materials and equipment as well as low administrative and managerial skills as well as nearly non operational paper mills industry in Nigeria.

In spite of the aboveoverwhelming and numerous barriers against the Nigerian printing SMEs, results from this research suggest a number of possibilities towards advancing the course of success and eradication of such progress debarring barriers for the printing SMEs entrepreneurs in Nigeria. These include sincere leadership and governance in Nigeria with genuine intention and actual implementation of policies focused on the entrepreneurial development in the printing SMEs by the Nigerian Government; provision of business enabling infrastructures for the printing SMEs especially electricity; creation of special government agency and/or financial institution to provide accessible operational, administrative and financial support for printing SME entrepreneurs even at the grass-root level; intensification of entrepreneurial training and skill development for the printing SME operators; revitalization of the Nigerian paper mill industry; the Nigerian government in collaboration with the printing institutes/associations should also invite and partner with foreign

investors especially manufacturers of printing equipment and accessories in order to create factories in Nigeria.

6.5 Possible Further Research

As it is certain that there is no end to knowledge attainable neither are human wants satiable combine with the fact that the future is seemingly unpredictable, the possibility for future and further research in the area of entrepreneurial development barriers in the Nigerian printing SMEs is conspicuously undeniable.

On this note, having generated results on the entrepreneurial development barriers in the Nigerian printing SMEs and suggestive solution towards eradicating such barriers, this research work points to some further research/developmental questions that can still be researched and studied in order to improve this area of interest. These questions include the following though not limited to them:

- a) How can the implementation of governmental support programme towards entrepreneurial development in developing nation be improved for the Nigerian printing SMEs?
- b) How can entrepreneurial development barriers in developing nations be solved through skills improvement and infrastructural reform for the Nigerian Printing SMEs?

6.6 Value Added of the Thesis

Every research work has a purpose and such purpose targets to meet a particular need. This research is not an exception as stated in its goal that it is meant to explore entrepreneurial development barriers facing SMEs especially in the Nigerian printing industry and provide practicable as well as measurable information which is helpful to the Nigerian printing SMEs entrepreneurs towards fostering more economic progression than they currently are. On this note, this research meaningful contributes to the entrepreneurial field of knowledge as well as the community of focus.

- a. There has been several scholarly works in the entrepreneurial field of knowledge especially considering SMEs at large but nearly none has been deep into considering the case study area ‘ Nigerian Printing SMEs’. On this note, this is a new and additional literature for theoretical information and knowledge base for interested candidates and further research works in the area.
- b. More importantly to the community, in this case – the Nigerian Printing Industry, this research does not only analyses and exposes the barriers and solution for the SME entrepreneurs in the industry but also highlights details of skills development that will accelerate the potentials of every operator in the industry. It further more provides adequate information for all players, both existing and prospective

- investors in the industry in order to know the extent of development and opportunities therein and where to improve as well as take advantage.
- c. Additionally, it opens the eyes of the Nigerian government to the prospects accruable towards the economic development of the nation if the entrepreneurial development in the printing industry is enhanced as well as the extent of the inefficiency in the implementation of the entrepreneurial developmental policies.

7 CONTRIBUTION

This final chapter summarizes the essence, findings and presents the benefits of this research and also states its recommendations. It further highlights the procedures through which the results herein could be implemented and achieved towards the improvement of the entrepreneurial activities in the Nigerian printing SMEs. More importantly, it provides details of how the knowledge gathered in the thesis could be applied in the real world.

7.1 Importance of the Thesis

It was mentioned in the introductory chapter that Nigeria is one of emerging economies in the world. It was also stated that there were many unlocking potentials in the country. Likewise, it was mentioned that there were many challenges facing SMEs. Therefore, it is important to have knowledge about its entrepreneurial activities. In order to contribute to the knowledge, this thesis focused on entrepreneurial development in the SMEs because it aimed to provide relevant information on the SMEs while concentrated on printing SMEs. This thesis provided information on the entrepreneurial activities, printing SMEs barriers and possible solutions which are briefly explained below.

(a) Providing information on entrepreneurial development activities in the Nigerian printing SMEs

This thesis has tried to explain how the entrepreneurial activities are taken place in the Nigerian SMEs though focused on the printing industry. It revealed that Nigerian entrepreneurial activities could be formal or informal; the reason for informality is the high number of craft or artisan people in the country who provide goods and services informally without following any constructive/institutional business regulations. This also makes apprenticeship common in the country.

Similarly, this thesis provided that entrepreneurship evolved in Nigeria based on the individual's interest (millions of people have this), personality, training, skills and working experience. The thesis found that most of entrepreneurs do often set their businesses based on their training and working experience especially in the printing industry.

Additionally, this thesis revealed that freedom, financial liberty and creation of employment opportunity are the main motivation for entrepreneurial activities in the Nigerian Printing SMEs. Unfortunately, the entrepreneurs from this industry have unpleasant experiences due to the various remediable barriers limiting their entrepreneurial development and the little sincere attention from the government. The thesis also presented the main key players that are responsible for entrepreneurial activities in the industry which include the Nigerian government, various printing/printers professional associations and individual entrepreneurs.

Notably, this kind of information is not previously presented; therefore, this thesis has tried to contribute to knowledge by making the aforementioned available for both Nigerians and foreigners.

b) Highlighting the specific barriers facing printing SMEs in Nigeria

This thesis highlights specific and prominent challenges facing SMEs in the printing industry. The obstacles are poor infrastructures, financial incapacitation, harsh government policy, bad government leadership, poor educational system, weak R&D, inadequate technical skill, aid misinformation, low entrepreneurial spirit among youth, administrative and bookkeeping skills, ineffective and non-functional paper mill and high import tax duty. Although some of these problems were previously identified as general barriers for SMEs, this thesis confirms them and also identifies more specific problems like ineffective and non-functional paper mill which affect the industry specifically. Likewise, this thesis presented how each of the aforementioned barriers affects the industry and its entrepreneurial activities; this has not yet been provided by any previous studies.

c) Providing possible solutions to the barriers of entrepreneurial development in Nigerian printing SMEs

This thesis did not only highlight the problems/barriers limiting the extent of development for the Nigerian printing SMEs but also concentrates on providing possible solutions towards eradicating such barriers/problems. These solutions are however presented in the next sub section as recommendation in 7.2 below.

In summary of this sub-section, it can be agreed that this thesis contributes to the knowledge about entrepreneurial activities, their problems and solutions in the Nigerian printing industry. Its contribution will assist Nigerians and foreigners to have knowledge about the industry as well as assists investors to know the prospects and how they invest in the industry.

7.2 Recommendations

This research recommends that sincere leadership and governance in Nigeria should be with genuine intention and actual implementation of policies focused on the printing SMEs by the Nigerian Government as it will ease the problems associated with the printing SMEs in Nigeria. It is also recommended that provision of business infrastructures for the printing SMEs especially electricity would not only reduce printing production cost and increase the local entrepreneurial opportunity but also stimulate the willingness of foreign investors especially the manufacturers of printing equipment and accessories towards creating factory in Nigeria and produce locally.

Furthermore, this thesis recommends that creation of special government agency and/or financial institution to provide accessible operational,

administrative and financial support for printing SME entrepreneurs will solve the problems facing these SMEs. This thesis also suggests that intensification of entrepreneurial training and skill development for the printing SME entrepreneurs should be organised by the key players in the industry so that the know-how related problems could be solved.

More importantly, this thesis further recommends that the Nigerian government should collaborate with the printing institutions/bodies and other industrial key players to revitalise the Nigerian paper mill industry as well as reduce the import tax duty levied on the importation printing equipment and accessories. Although the Chartered Institute of Professional Printers (CIPPON) is actively working towards ameliorating the experiences of operators in the industry, this thesis further advises that CIPPON should collaborate with foreign printing professional bodies in order to learn/benefit from their local practice and strategies towards boosting the entrepreneurial outcome in the industry.

However, recommendations are also made for the beneficiaries of this thesis who include the potential entrepreneurs (apprentices and graduates), experienced entrepreneurs who have interest in printing industry as well as the existing entrepreneurs who already are operating in the industry, Nigerian printing professional associations/bodies, foreign investors, Nigerian government and international bodies like United Nations and foreign printing professional bodies. Therefore, this following provides some advices for them base on the knowledge derived from this thesis.

(a) **Potential Entrepreneurs:** this thesis reveals that training, skills and personality (background knowledge) are important elements in the printing industry. Therefore, potential entrepreneurs are advised, if they have interest in the industry, to try to have some printing training/exposure; this will enable them to have basic knowledge which they can build upon in the future. Likewise, this thesis provides barriers facing the industry ranging from inefficient infrastructures (eg electricity) to high cost of production (eg equipment); thus, potential entrepreneurs are advised to pay attention to these barriers and choose suitable solutions from the suggested ones or alternatively provide individual means of solving the barriers.

(b) **Experienced/Existing Entrepreneurs:** business owners or investors who have interest in the printing industry, are advised to associate themselves with the key players in the industry so that they can get connected on how to get necessary resources like technical personnel, equipment, accessories/material and the likes. It is also suggested that they join a printing professional body so that they could be able to have leverage on how the professional body could serve as a means towards aiding their course over the barriers in the industry. Existing entrepreneurs are however advised to improve their financial and bookkeeping skill in order to be able to be presentable for possible financial aids as financial incapacity was revealed as one of their major barriers.

(c) **Nigerian Printing Professional Bodies:** these include all groups, associations and bodies who are representing operators in the Nigerian printing industry. This thesis having highlighted the problems/barriers in the industry, it also revealed several lapses on the part of entrepreneurs especially the part of financial and other benefits made available but entrepreneurs are at times not qualify base on their own administrative shortcoming. Following the recommendation made above, the printing associations should further intensify education and sensitization of their members towards overcoming their self-inflicted barriers for development.

(d) **Nigerian Government:** based on the results of this thesis, Nigerian government is urged to take necessary action in solving general SMEs' problems in the country as well as the specific problems facing printing industry so that the entrepreneurial activities in the industry can be improved. Likewise, the Nigerian government is advised to consider the solutions provided by the thesis.

(e) **Foreign Investors:** as a foreign investor who has interest in the Nigerian printing industry, you are advised to consider the information provided in this thesis in relations to the barriers and their possible solutions. You are also advised to closely monitor and follow Nigerian business regulations and culture because printing industry seems to have a close relationship with networking which requires an element of cultural empathy. Therefore, it is highly recommended that you read this thesis especially its results.

(f) **International Bodies (e.g. United Nations):** this thesis has tried to present relevant information about Nigerian printing SMEs; thus, it is recommended for the international organisations to consider the information because most of the available studies deal with the general SMEs issue while this thesis provides information specifically on the printing industry. The international bodies often are providers of aids towards improving specific business area/industry. Hence, considering the hurdles beneficiary go through to enjoy the purpose of certain aids (programmes or schemes) in the Nigerian system, international bodies are advised to partner with the Nigerian printing professional bodies in order to get to the grassroots beneficiary of their intentions.

More importantly, it is recommended that the sequence below should be followed towards solving the barriers highlighted in this thesis in order to attain meaningful result.

- a) Sincere leadership and governance in Nigeria: this research revealed that there have been several policies, schemes and programmes of the government which were born from the advices from a number of professional bodies and associations representing SMEs at large in the country but their implementation has always been insignificant towards the intended benefactors if at all implemented.
- b) Provision of business enabling infrastructures: It is obvious that certain infrastructures especially electricity are essential for business

- operations. The Nigerian printing industry rely heavily on electricity for its operation, hence the Nigerian government should make available these facilities or enable private investors to participate in taking care of such as it appears that the government alone cannot.
- c) Revitalization of the paper mill: It is compulsory for Nigeria to have its own local paper mill/production active otherwise it will continue to depend on importation which increases the production cost as well reduces the profit that are supposed to be available in the economy.
 - d) Creation of special government agencies for the printing SMEs: There is need to create special agencies which will solely be responsible for aiding the course of printing SMEs. These agencies' duties will be to provide necessary information on how and where to get financial aids, business support, administrative and technical skills development and the likes. These agencies should also include special financial bodies which will also guide and focus on the financial records and support for the printing SMEs to eliminate the bureaucratic bottleneck and inefficiency in the administration of incentive and support.
 - e) Collaboration with foreign investors: the Nigerian government and the printing professional bodies should collaborate with foreign investors especially towards creating production centers in Nigeria. This will not only eliminate import tax but also increase the chances of research and development for this profession in the country.
 - f) Education reform, skills development and training: If there is no improvement in the education, skill and training for the printing SME entrepreneurs (both potential and existing), the output would still be minimal compare with the opportunities available.
 - g) Tax reduction: regardless of how many locally produced accessories available in the country, there would still be need for importation of those ones that could not be locally produced. It is important that the government reduces the import duties/tax levied on the importation of printing machineries and accessories.

7.3 Procedure to use the thesis

One of the primary objectives of this thesis is to provide practicable and measurable information which is helpful to the Nigerian printing SMEs towards fostering more economic progression for the industry. Therefore, this final sub-section presents how the thesis can be applied:

(a) **Outlining relevant information:** all relevant information provided in the thesis should be firstly listed out in relating to the needs of the user. Thereafter, the user should try to get the detail of the information in chapter 4 and 5. If the detail is not sufficient, the user can get furthermore information through references.

(b) **Absorbing the information:** the user needs to absorb relevant information by understanding its content meaning. For instance, this thesis provided that any interested entrepreneur or investor in the Nigerian printing should have skills, training and experience; this information implies that if the interested person does not have such knowledge, he or

she has to acquire the skills or go for training or connect/employ experienced people so that the goals or business plans can be attained.

(c) **Updating the information:** provided information in this thesis are valid as at the time of publication but the information may not be sufficient in the future due to rapid changes in the industry and general business environment. Therefore, the user may need to update the provided information through references or online searching.

(d) **Acting upon the information:** although the thesis sample limited number of printing SMEs (20), the interviews made the thesis to provide insightful information in which the user can act upon. Provided information was not mere information, it revealed status quo of the industry. Thus, if the user could take further action like get update and absorb the information as well as to do something about it.

If the beneficiaries of the thesis as well as other audience and readers could follow the above-mentioned application stages, the benefits of the thesis would be attained.

Upon the importance of the thesis, provided recommendations to the beneficiaries, and the procedure on how to use the thesis, it can be concluded that the thesis has contributed to the body knowledge and it has both academic and industrial/societal potentials.

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INTERVIEW QUESTIONS

Section 1: Basic Information

- a) May I know you and know about your company please?
- b) How long have you been an entrepreneur please?
- c) How did you emerge as an entrepreneur please?
- d) Could you tell me your motivations for entrepreneurship please?
- e) Could you share your experience with me as an entrepreneur please?
- f) What do you think about entrepreneurial development in a company please?
- g) Would you like to keep entrepreneurial spirit (develop it) in your company and how please?

Section 2: Research Questions

- a) How do entrepreneurial activities take place in Nigerian Printing SMEs?
- b) What are the features of SMEs' entrepreneurial development in Nigerian printing Industry?
- c) What are the barriers limiting entrepreneurial development for the Nigerian printing SMEs
- d) How can these SMEs' barriers be solved?