

## Building an Entrepreneurial Organization

Building an Entrepreneurial Organization: An Integrated Online Trading Market for Africa

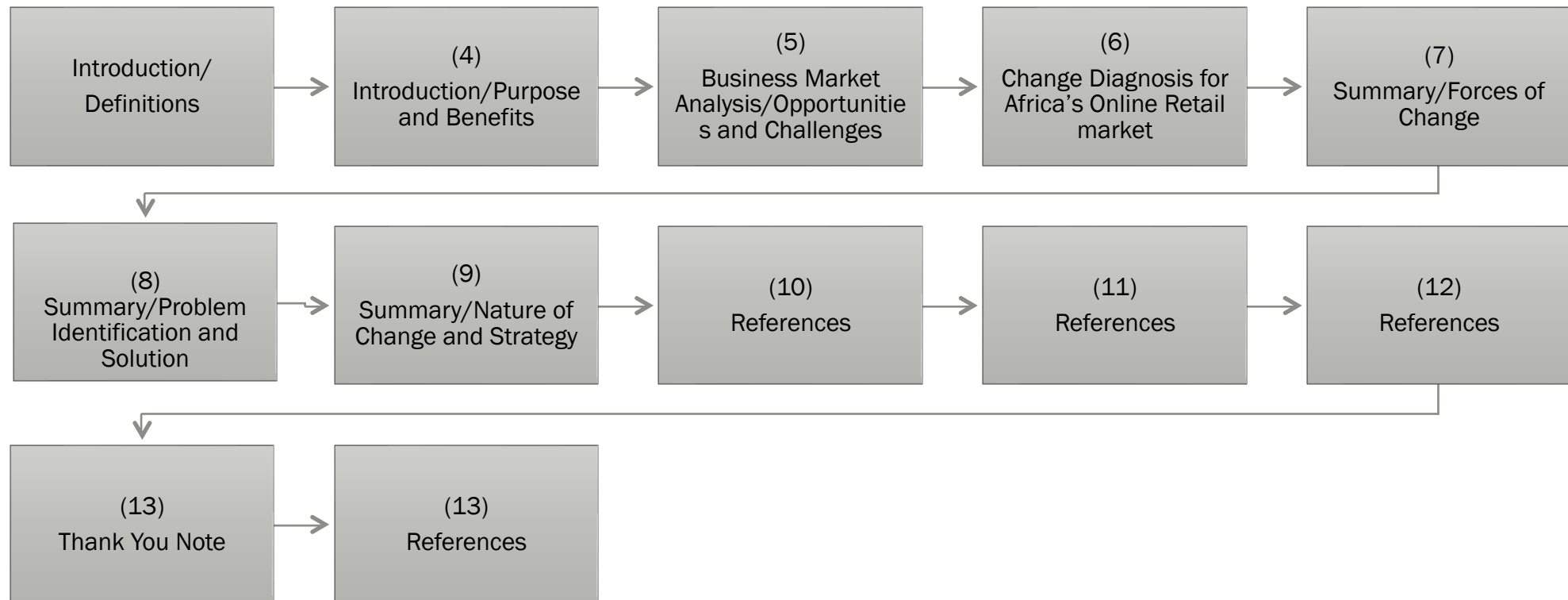
Salieu Bojang

**PhD Candidate**

June 29, 2020

## Building an Entrepreneurial Organization

# TABLE OF CONTENT



# Building an Entrepreneurial Organization

## INTRODUCTION/DEFINITIONS

- Organization: Is a set-up of people, structure, strategy, culture, style, system and skills
- Organization type
  - Entrepreneurial: A profit making venture
- Entrepreneurship venture
  - Online trading market for Africa: Is a market driven by technology
- Online market type
- Business to customer: Is a market that is product focus
- Business to business: Is a market that is relationship focus



# Building an Entrepreneurial Organization

## INTRODUCTION/PURPOSE AND BENEFITS

- Purpose
  - To establish an online trading market in Africa to connect buyers and sellers
- Benefits
  - Cross-border trade
  - Supports African union integration
  - To ease access, availability and effort to have products and service needed
  - To create wealth and grow businesses
  - Modernize Africa's way of trading and doing business



## Building an Entrepreneurial Organization

### BUSINESS-MARKET ANALYSIS/OPPORTUNITIES AND CHALLENGES

- BUSINESS/MARKET OPPORTUNITIES FOR ONLINE RETAIL MARKET IN AFRICA
  - Cheap labor
  - Available technology
  - Available market (i.e. Population and Consumption)
  - Existing and earlier markets (global and non-global) to learn from
- BUSINESS/MARKET CHALLENGES FOR ONLINE RETAIL MARKET IN AFRICA
  - Lack of qualified personnel and expert knowledge
  - Lack of good roads and railways
  - Loose legal infrastructure
  - Unstable political climate
  - competition: Mainly from outside competitors



## Building an Entrepreneurial Organization

# CHANGE DIAGNOSIS FOR AFRICA'S ONLINE RETAIL MARKET



- Organizational Change and Change Diagnosis
  - Change: A movement from one form (or old) to another (or new)
  - Diagnosis: A form of organizational analysis to plan for change
- Change frame-work: Models use to diagnose change. ADKAR model is used
  - Awareness
    - Africa's online market will connect buyers and sellers of the continent.
  - Desire
    - The intent is to boost and grow trade and wealth
  - Knowledge
    - To train, coach and mentor Africa's future experts
  - Ability
    - To put strategies to action
  - Reinforcement
    - To make sustain implemented initiative

# Building an Entrepreneurial Organization

## SUMMARY/FORCES OF CHANGE

- Forces promoting the Change
- External
  - Globalization
  - learning from other societies
  - Fluctuations in financial and consumer markets
- Internal
  - Population and demographic changes
  - Economic and consumption abilities
  - Level of awareness level
  - Technological advances



## Building an Entrepreneurial Organization

### SUMMARY/PROBLEM IDENTIFICATION AND SOLUTION

- From forces affecting change observed the following.
- Problems Identified using the ADKAR frame-work
  - Lack of multi cross-border trade
  - Waste of produce and resources due to lack of markets
  - Lack of means to create wealth for African economies and businesses
  - Slow growth and underdevelopment compared to other continents
- Problem Solution
  - Change Africa's business trading conduct
  - Establish an integrated online market platform





## Building an Entrepreneurial Organization

### SUMMARY/NATURE OF CHANGE AND STRATEGY

- Nature of Change
  - Gradual and Rapid change (or punctuated equilibrium) model
- Change Strategy
  - Align the online market plans and strategy to human resource, culture, formal organization, success factors.
  - Be both exploitative and explorative



## REFERENCES

Amabile, T., & Khaire, M. (2008). Creativity and the role of the leader. Harvard Business Review.

Bolman, L., & Deal, T. (2013). *Reframing organizations* (5th ed.). Jossey-Bass.

Dawson, P., & Andriopoulos, C. (2017). *Managing change, creativity & innovation* (3<sup>rd</sup> ed.). Sage.

Hodges, J. (2016). *Managing and leading people through organizational change: The theory and practice of sustaining change through people*. Kogan Page.

## REFERENCES CONT..

Kachur, D., Soal, S., Van, B. R. (2016). Stretching between learning and accountability: Experiences of South African non-governmental organizations.

*African Evaluation Journal*, 4(1)1, 1-11. DOI: 10.4102/aej.v4i1.71.

O'Reilly, A. C., & Tushman, L., M. (2016). *Lead and Disrupt: How to solve the innovator's dilemma*. Stanford University Press.

Senge, M. P., Kleiner, A., Roberts, C., Ross, B. R., & Smith, B. (1994). *The fifth discipline fieldbook: Strategies and tools for building a learning organization*.

Bantam Doubleday.

## REFERENCES CONT..

Signe, L. (2018, December 12). *Africa's Consumer Market Potential: Trends, drivers, opportunities, and strategies*. Brookings. <https://www.brookings.edu/research/africas-consumer-market-potential/>

Thank  
you!!

