

Boosting Competitive Advantages of Small and Medium Manufactures in South Africa by Applying Continuous Improvement and Operational Strategies

P. Kholopane

Department of Quality and Operations Management, University of Johannesburg, South Africa

Abstract—In a highly competitive global business environment, the goal of Manufacturing Enterprise must be willingness to make strategic adjustments consistent with the demands of its environment. Many companies' especially small and medium manufacturing enterprises (SMME's) face the biggest challenge of staying constant or even better to grow the profit. Competitive advantage based on operations is not a new phenomenon. However, the recent global economic recession has placed renewed emphasis on the importance of continuous improvement and strategic implementation to maximize profit. The vital role played by small businesses and entrepreneurship in stimulating economic activity, job creation, poverty alleviation and the general upliftment of living standards has been recognized both nationally and internationally. The SMME's have the following strategies to overcome the challenges; fair pricing, discounts and special offers, offering a variety of services and products, superior customer service and continuously improving quality of service delivery. Owing to the low economic growth, high unemployment and an unsatisfactory level of poverty in South Africa, start-up entrepreneurship emerge as a solution, therefore a committed support and development of this sector by the government or the society, becomes a critical solution to uplift the economic condition of the poor. The research concludes that business success is a consequence of embracing a mix of these strategies.

I. INTRODUCTION

The SMME's sector is widely regarded as the driving force in economic growth and job creation in both developed and developing countries [25]. The important contribution that SMME's can make to employment and income generation is recognized around the world, and in particular in South Africa. The SMME sector plays a very important role in South African economy in terms of its contribution to economic growth and job creation.

II. CONTRIBUTION OF SMME's IN THE ECONOMY

Taiwo et al [28], stated that SMME are playing a much more important role in the economy than had been previously acknowledged. They also play an important role in the process of technological change. Small firms make a

significant entrepreneurial contribution in the sense that they are the source of considerable innovations, they generate much of the market turbulence that not only creates an additional dimension of competition not captured in the traditional fixed measures of market structures, but also provide a mechanism for regeneration. In this sense, small entrepreneurial firms serve as representatives of change in a market. Small firms promote international competitiveness through newly created roles and they create more employment opportunities. Taiwo et al, [28] further acknowledges that small and medium-scale enterprises are regarded as catalysts for speedy economic growth in any developing country. It has been argued that these companies are significantly more cost effective in bringing about development than the larger enterprises because of the perceived sectoral associations and positive effects that SSE (small scale enterprise) have on the economy.

By virtue of their impact on job creation, wealth creation and service delivery, SMME's and social businesses are recognised to have a significant and positive impact on the economy, and are increasingly understood to be fundamental to the reduction of poverty and unemployment.

SMME's and social businesses form the building blocks of any society. According to a 2010 research report, 91 percent of formal business entities in South Africa are SMME's contributing between 52 and 57 percent to the country's GDP, and about 61 percent to employment [3]. They form the bread and butter of our country as the job providers, poverty reducers, service delivery agents and economy boosters.

Considering the economy as a whole, under the model presented in the SEDA report [23], the gross value added generated by micro, very small and small enterprises (ie entities employing less than 50 regular staff) amounts to R572 billion or to R493 billion in 2013, which is up from R313 billion or R274 billion in 2015. The breakdown is illustrated in Table 1.

SMME contribution to GDP Micro, very small and small businesses accounted for 27-34% of total GDP in 2015. This remained relatively constant across the period 2013-2015.

TABLE 1. PERCENTAGE CONTRIBUTION OF MICRO, VERY SMALL AND MEDIUM/LARGE FIRMS TO GDP IN 2015

Enterprise	Enterprise	% of Total in 2006
Enterprise	Micro (A)	8 – 10%
	Very Small (B)	9 – 11%
	Small (C)	10 – 13%
	Total (A,B,C)	27 – 13%
	Medium or Large	40 -50%
Non Enterprise Sectors		21 – 24%

Source: SEDA 2015

TABLE 2.

Percentage of adults	2013	2014	2015
Percentage of adults currently			
Starting Business	3.9%	3.57%	3.55%
Owning and managing a business less than 3.5 years	1.6%	1.58%	1.74%
Owning and managing a business older than 3.5 years	1.4%	1.30%	Not provided
Number of adults (18 – 64 years) currently			
Starting business	.98million	.968million	.97million
Owning and managing a business less than 3.5 years	.40 million	.43 million	.48 million
Owning and managing a business older than 3.5 years	.35 million	.35 million	(0.35 million)
Total	1.73 million	1.74 million	1.73 million

Source: GEM 2015 Survey

Table 2 show the estimated number of Entrepreneurs in South Africa based on Global Entrepreneurship Monitor (GEM) 2015 survey.

III. SMME’s CHALLENGES

SMME’s across the board face a host of factors that hinder their growth. This is as true in South Africa as elsewhere, resulting in only 10 percent of SMME’s employing more than 50 people. According to the Africa Growth Institute, the key limiting factors to SMME growth are perceived to include government taxes and regulations, especially red tape and the cost of regulatory compliance.

In the Executive Report of the Global Entrepreneurship Monitor (GEM), [15] also list the following points indicating the shortcomings of the initiatives of government and the factors hindering entrepreneurship: • The education system does not encourage entrepreneurship as a career. • Regulations create huge administrative burdens and high costs when starting a business. • Infrastructure and the necessary skills required for the development of entrepreneurship are lacking. • There is no or little support from government and the private sector in the creation and development of new and existing enterprises. • Although sufficient funds seem to be available it is difficult to access them.

According to Cornwall [4], it is often assumed that the primary reason for starting a business is money and that profit is the only measure of success. He says that this thought is really another myth about entrepreneurship. Entrepreneurs evaluate and measure success in different ways as follows • the jobs they create • the satisfaction of their customers • creating an environment that fosters human development and provides for the common good • self-satisfaction self-fulfilment. Rodriquez [21] also gives different answers to the question of what success is, including the following: • achieving independence, control and security • power, acclaim and money • having friendship • rising from failure.

IV. SMME’s OBJECTIVES

Although financial success is clearly fundamentally important to all entrepreneurs it is often viewed as a natural outcome of pursuing what each entrepreneur views as his or her real success [4]. Rodriquez [21] states that it is tough to define success but that a business usually passes through several milestones, which when achieved, prove that the business is on the right track. These milestones serve as indicators that the business is growing and expanding in the right direction. He discusses the following three indicators: • Achieving the break-even point. Profit only comes after the break-even point has been exceeded. The business owner must calculate the breakeven point, showing what level of sales is needed to offset all fixed costs of doing business and the variable costs of producing products. This is the point where expenses equal income, showing zero profit. Achieving this point on a monthly basis is an indication that the business may be viable. If a business can provide the owner with a living wage, it is starting to do well.

Starting and operating a small business includes a possibility of success as well as failure. Because of their small size, a simple management mistake is likely to lead to sure death of a small enterprise hence no opportunity to learn from its past mistakes. Lack of planning, improper financing and poor management have been posited as the main causes of failure of small enterprises [13]. Lack of credit has also been identified as one of the most serious constraints facing SMME’s and hindering their development [19;27;11]. This has led to the decline of SMME in South Africa.

Table 3 shows a picture of the SMME population by sectors for the last five years.

Table 3 shows that sectors like manufacturing, transport and storage as well as financial sectors has shown decline in the past three years. The table show a stagnant increase of the business in South Africa. The reason is mainly due to the challenges as shown in section 3.

2016 Proceedings of PICMET '16: Technology Management for Social Innovation

TABLE 3: NTSIKA STATISTICS ON THE SECTORAL DISTRIBUTION OF SOUTH AFRICA ENTERPRISES.

	2013	2014	2015
Agriculture, Forestry	92300. 11.0%	98,060. 10.8.0%	204.420. 12.6%
Manufacturing	11355 13.6%	106.010 11.7%	163,343 10.0%
Construction	79974 9.6%	88.516 9.8%	147.830 9.1%
Trade, repairs, hotels and restaurant	351.183 42%	365.980 40.4%	699.106 43%
Transport, storage, communication	50007 6.0%	58,700 6.5%	85.360 5.2%
Financial and business service	65700 7.9%	77.826 8.6%	111.996 6.9%
Social and personal Services	80400 9.6%	107.013 11.8%	179.837 11.196%
	836850	906.690	1,626,459

Source: Ntsika Enterprise.

V. SMME's INTERVENTIONS

Welter [29] outlines the contextual dimensions that can shape entrepreneurship, including social contexts (e.g., cultural traditions, gender roles) and spatial contexts (e.g., geography). Levie and Autio [12] suggest finance access is among the most widely recognized factors influencing the success of entrepreneurs. Against this backdrop, whether driven by youth population bulges in Africa and South Asia [5] or by the imperative for innovation in Europe [7], governments have taken an interest in alleviating constraints and promoting entrepreneurship.

Audretsch [1] sees a government's action grounded in four types of market failures: network externalities (geographic proximity to complementary firms), knowledge externalities (knowledge spillover), failure externalities (value created for other firms and individuals even if firms fail), and learning externalities (motivation and learning from the demonstration of entrepreneurial activities by others).

In addressing these various market failures, Minniti [17] summarizes the views of Baumol [2] and North [18], indicating that governments can act through institutions to channel society's existing entrepreneurial intentions away from undesirable activities (e.g., crime) and towards more desirable activities (e.g., enterprise creation and innovation).

To address the constraints to entrepreneurship, governments can employ a number of policy tools [16;20;6]. Policymakers can support entrepreneurship endeavors with policies or programs aimed at modifying regulations, easing business environment constraints, expanding access to credit, promoting value chain integration, strengthening capacity to improve business practices, and establishing incubators to support innovation and business start-ups [16;20;6].

To summarize, Stevenson and Lundström [14] offer a framework for the variety of areas that these policies aim to impact the promotion of entrepreneurship, the reduction of entry-exit barriers, entrepreneurship education, start-up support, start-up financing, and target group measures.

VI. COMPETITIVENESS STRATEGIES.

The ability of SMME's to create, access and commercialized new knowledge on global markets is fundamental to their sustained competitiveness. This section identifies some of the principle strategies SMME's have pursued on their own, in order to survive: –

- The innovation strategy, in which SMME's try to appropriate returns from their knowledge base (which may or may not involve own investments in R&D).
- The information technology strategy, which makes innovative uses of information technology in order to reduce SMME's costs and increase productivity.
- The niche strategy, in which SMME's choose to become sophisticated global players in a narrow product line.
- The network strategy, in which SMME's work and cooperate with other firms, be they SMME's or large enterprises in order to improve their ability to access and absorb innovations.
- The cluster strategy, in which SMME's locate in close proximity with competitors in order to take advantage of knowledge spill-overs, especially in the early stages of the industrial lifecycle.
- The foreign direct investment strategy, in which SMME's exploit firm-specific ownership advantages abroad.

An alternative system of industrial organization, called flexible specialization, was seen a re-emergence as a way of linking SMME's into production networks with superior innovative performance. Flexible specialization refers to the production of small series of specially designed goods of a specific quality, usually for niche markets.

Flexible production systems typically have the following four characteristics: –

- Reliance upon multi-purpose equipment. The use of general purpose equipment enhances the flexibility of these firms to rapidly change product specifications in order to meet customer demands. But doing so requires skilled labour, and high investments in human capital. –

2016 Proceedings of PICMET '16: Technology Management for Social Innovation

- Continual innovation. Both the nature of the products, as well as production and organization methods, are continually being improved. –
- Clustering. Groups of enterprises working in the same product are seedbeds for the exchange of new ideas. Physical proximity facilitates the transmission of knowledge and also enhances the development of institutions that enhances effectiveness. –
- Networking. Formal and informal links between enterprises, including subcontracting relationships, facilitate economic specialisation of firms as well as superior access to information.
- The Network and Flexible Production Strategies. This is an strategy of SMME's who want to remain competitive in global markets is to actively participate in networks and cooperate with other firms be they other SMME's, large enterprises, or a combination of both. Saxenian [22] has argued that it is the culture of interdependence and exchange among individuals in Silicon Valley that has contributed to its superior innovative performance, especially when compared to Boston's Route 128 where firms and individuals are more isolated from one another.
- Technological changes. The impact of technology change as shown in Table 4 has tremendously improved personnel utilization efficiency in SMME's using the Linkert scale mean value of ranking (1 lowest–5 highest).

There are other strategies that SMME can use which are the following –

- Spillover Effects. Knowledge created within an enterprise spills over for use by other enterprises.
- The Innovative Strategy, One of the important sources of competitiveness for SMME's has been to serve as agents of change, as the engines for new idea generation and innovative activity. However, that SMME's would pursue innovation as a strategy for competitiveness at all seems to run contrary to many of the conventional theories of innovation.
- The Information Technology Strategy. A second strategy SMME's can use to improve their competitiveness in global markets involves the application and adoption of new technologies that effectively serve to reduce costs. A number of significant new technologies, which include the Internet and the microprocessor, help mitigate economies of scale and the gains traditionally associated with large-scale production.
- The Niche Strategy. Some enterprises, especially small and medium-sized firms, choose to pursue increasingly specialized markets or innovative niches, which exist both in the home country and in foreign markets.

This comes as a result of elimination of repetitive jobs performed by non-skilled workers, opening up of numerous employment opportunities for specialized employees with greater skills, tasks, and responsibilities. Also, workers were effectively deployed by management and are expected to take part in the production process throughout the year. Technology change also has positive impact on consumer preference for the product, cost reduction, reduction in energy consumption, and increase in volume of output/economies of scale.

Table 5 below reveals that capacity utilization and expansion of production lines have been the focus of all the companies for technological expansion. The active involvement of the management staff and production workers in the production process has contributed to the technological expansion observed. Introduction of new product lines ranked lowest in all the companies, which may be attributed to the fact that the existing product lines are not fully utilized in addition to inadequate financial resources [28].

TABLE 4: IMPACT OF TECHNOLOGICAL CHANGES ON OUTPUT OF COMPANIES AS EXPLAINED IN ITEM 4 ABOVE.

Impact	Product Subgroups				Mean
	Cocoa Product	Confectionary	Distilleries	IPLFa	
Quality improvement	4	4.17	4	3.86	4.01
Consumer preference of the product	4.56	4.5	4.5	4.67	4.56
Conservation of raw material	3.33	3.83	4.4	4.17	3.93
Cost reduction	4	3.83	4.29	4.25	4.05
Increase in the volume of output/economies of scale	4.33	4.5	4.57	4.57	4.49
Personnel utilization efficiency	4.44	4.5	4.71	4.75	4.6
Reduction in energy consumption	4.33	4.5	4.6	4.43	4.47
Improvement in facility layout.	4	2.67	2.33	4.25	3.31

Source: Taiwo et al, [28]

TABLE 5. AREAS OF TECHNOLOGICAL EXPANSION IN SMALL-SCALE FOOD ENTERPRISE

Expansion Variable	Product Sub-groups				Mean
	Cocoa Product	Confectionary	Distilleries	IPLFa	
Manpower Employed	3.22	3.8	3.86	3.25	3.5
Expansion of product lines	3.88	4.4	4.17	3.83	4.0
Expanded capacity utilization	4.5	4.17	4.17	3.83	4.1
New product lines introduced	3	3	3.5	3.5	3.2
Expanded market share	3.63	4	4	3.75	3.8
Increased financial base	3.29	3.67	3.33	3.14	3.3
Means of Ranking of activities(1 lowest – 5 highest					

Source: Taiwo et al, [28].

VII. METHODOLOGY

Three Johannesburg SMMEs were used for this study. The data collection was done through the use of questionnaires. Thirty four questions were sent to these companies and were designed with clear and concise instructions on how they should be completed. The questionnaires highlighted the strategies used by SMMEs to compete and to survive in this highly competitive markets. The main issues highlighted in the questionnaires were about manpower employed, expansion of product lines, expanded capacity utilization, new product lines introduced, expanded market share and increased financial base.

The Linkert scale was used for answering the questions and this included a five-point Likert scale anchor at (1) strongly disagree and (5) strongly agree indicating disagreement or agreement with each item.

Questionnaires were constructed to identify factors SMME's should apply in order to be competitive and in staying constant or even better in order to grow profit. Out of the questionnaires that were distributed, 75% were returned and 25% were half completed and were rejected. Approximately 85 percent of the SMMEs employees were randomly selected to participate in the questionnaire survey.

VIII. DATA ANALYSIS

Cronbach's method was used to analyse reliability after all candidates had completed the questionnaires. Cronbach's alpha is generally used as a measure of the reliability of a set of questions in a survey instrument. It measures the interrelatedness of a set of items, although a high value for alpha does not imply unidimensionality (where the items measure a single latent construct). Alpha (α) is an important concept in the evaluation of assessments and questionnaires [26]. Cronbach's alpha is a test of reliability that requires only a single test administration to prove a unique estimate of the reliability for a given test.

The value of alpha (α) may lie between negative infinity and 1. However only positive values of α make sense. Generally, the alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent) [24]. The results were tabulated as shown in Table 6 below.

It should also be noted that while a high value for Cronbach's alpha indicates good internal consistency of the items in the scale, it does not mean that the scale is unidimensional [10].

In this study, the Cronbach's Alpha which is based on Standardized Items is 0.86 which is relatively high. It thus indicates good internal consistency of the items in the scale, and that most of the questionnaires conducted by employees proved to be reliable, showing that SMMEs that apply competitive strategies were highly successful. The high mean of 3.92 and high standard deviation 0.74 are an indication of the high level of confidence in the competitive strategies used.

IX. RECOMMENDATIONS

With the fast pace of development in the business climate of today, the implementation of competitive strategy is very vital. The primary purpose of competitiveness is to survive in the competitive environment, to grow the company and to effectively contribute in the economy of the country. A number of factors have been highlighted in order for SMME's to stay competitive. The following recommendation will contribute to the survival of the business.

- High level of skilled people in the company will enhance the product quality of the business. Employees gain skills through training. Training employees enable them to gain knowledge and tasks other than their own and is also good investment to avoid knowledge loss.
- Good management which will steers the company in the right direction. This will call on the professionalism of the HR system combined with skilled HR management, well familiar with the company and its employees.
- Maintaining good product quality is a key factors for any business.
- Setting clear specific goals which are timely and measurable. These goals must be written down and be prioritised. Some goal may be addressed more urgently than the others.
- Identification of strategies for achieving those goals. The aim of these strategies should be to improve the situation and sustain the company.
- Developing a plan for the implementation of these strategies. The plan should have the time frame, the action, responsibilities, resources and the desired outcome.

TABLE 6: RESULTS OF THE SURVEY

	Mean	Standard Deviation	Alpha Value
Manpower Employed	3.77	0.56	0.89
Expansion of product lines	3.89	0.77	0.98
Expanded capacity utilization	3.45	0.68	0.78
New product lines introduced	3.96	0.87	0.67
Expanded market share	3.89	0.78	0.87
Increased financial base	4.54	0.75	0.98

X. CONCLUSION

The adoption and implementation of competitive strategies is important for SMME survival

Without successful implementation, a strategy is but a fantasy [8]. In many SMME's the main focus in regards to strategy is put on the formulation of a new strategy. However a good formulated strategy does not automatically mean that the SMME's will achieve the objective as set in the strategy. To ensure achievement of SMME's objective, the formulated strategy needs to be implemented at all levels of the SMME. Implementing a strategy means putting the strategy into action.

Although most SMMEs do take into account this general process for strategy implementation, they forget other important factors, which could cause the implementation to fail. The main factors for failure encountered by many SMME's are ineffective leadership, lack of ownership, lack of necessary resources, insufficient risk identification, unclear objectives, tasks and responsibilities, ineffective and insufficient communication, and finally, a poorly formulated strategy, which is not implementable or not worth implementing. To increase chances of a successful strategy implementation, management should bear in mind the drivers for success, namely, involvement of key personnel in strategy formulation and implementation planning, commitment to the strategic decision at all levels of the organization, two-way communication on the strategic decisions and implementation process, the availability of sufficient and adequate resources, and the creation of a balanced implementation plan. A successful implementation of competitive strategy will lead to the growth and success of SMMEs,

REFERENCES

[1] Audretsch, David B; "Innovation and Industry Evolution", Cambridge, MA: MIT Press. Audretsch, 1995.

[2] Baumol, W; "Entrepreneurship": *Productive, unproductive and destructive*, Journal of Political Economy 98, 893-921. 1990

[3] Berry A, M Von Blottnitz, R Cassim, A Kesper, B Rajaratnam & D E Van Seventer; *The economics of SMMEs in South Africa. Trade and Industrial Policy Strategies (TIPS)*. 2002

[4] Cho, Y. and Honorati M ; "Entrepreneurship programs in developing countries". *World Bank Policy Research Working Paper 6402*. Washington, DC: World Bank. 2013.

[5] Cornwall A, Gaventa J; "Challenging the Boundaries of the Possible: Participation", *Knowledge and Power*. IDS Bulletin, Volume 37, Issue 6, pages 122-128, November 2006.

[6] De Mel S, McKenzie D, Woodruff, C); "World Bank Policy Research". Working Paper No. 4934. 2006.

[7] EACEA; Eurydice; Eurostat; Eurostudent.); "The European Higher Education Area in 2012: *Bologna Process Implementation Report*. Brussels: Eurydice 2012 – 220 p. (2012

[8] Hambrick, D.C., Cannella, A.A.; "Strategy Implementation as Substance and Selling", *The Academy of Management Executive*, Volume 3, No. 4, November 1989, pp. 278-285. 1989.

[9] Hill, C.W.L., Jones, G.R., "Theory of Strategic Management with cases", *South-Western Cengage Learning*, 8th edition, Canada, 2009

[10] Joseph, A and Gliem R R; "Calculating, Interpreting, and Reporting Cronbach's Alpha Reliability Coefficient for Likert-Type Scale", *Midwest Research to Practice Conference in Adult, Continuing, and Community Education*. 2003.

[11] Kiiru, W. K.). "A review of the institutional lending to the jua kali and small enterprise sector in Kenya". Geneva: International Labour Organisation. 1991

[12] Levie, J. Autio, E.; "Small Business Economics A theoretical grounding and test of the GEM model" Volume 31, Issue 3, pp 235-263. 2008.

[13] Longenecker, J. G., Petty, C. W., Moore, J. W. and Palich, L. E; "Small Business Management, An entrepreneurial emphasis". London: Thomson South Western. 2006.

[14] Lundström, S. Carlsson, F. "Economic Freedom and Growth: Decomposing the Effects": *Public Choice*, Vol. 112, No. 3/4 (Sep., 2002), pp. 335-344 Published by: Springer Stable URL: <http://www.jstor.org/stable/30026309>. 2002

[15] Maas, G., & Herrington, M.; "Global entrepreneurship monitor South African report". [Online] Available: <http://www.gemconsortium.org/document.aspx?id756>. June 6, 2008.

[16] McKernan, Signe-Mary and Ratcliffe, Caroline E; "Transition Events in the Dynamics of Poverty" (September 1, 2002). *The Urban Institute*, September 2002. Paulson and Townsend 2004

[17] Minniti, M.: "The Role of Government Policy on Entrepreneurial Activity": Productive, Unproductive, or Destructive?. *Entrepreneurship Theory and Practice*, 32: 779-790. doi: 10.1111/j.1540-6520.2008.00255.x. © 2008 Baylor University. 2008

[18] North, D.; "Institutions, Institutional Change and Economic Performance" Cambridge: Cambridge University Press. (1990),

[19] Oketch, H. O; "Gender Equity. In A. Mullei and A. Bokea (Eds). *Micro and small Enterprises in Kenya: Agenda for improving the Policy Environment*. Nairobi: ICEG. 2000.

[20] Paulson, A., Townsend, R.; "Entrepreneurship financial constraints in Thailand". *Journal of Corporate Finance* 10 (2), 229-262. 2004

[21] Rodriguez, F. "How Important is the Credibility Problem in Politics? Evidence from State-Level Abortion Legislation" Wesleyan Economics Working Papers 2006-014, Wesleyan University, Department of Economics. 2006

[22] Saxenian A; "Regional networks: industrial adaptation in Silicon Valley and Route 128". Harvard University Press, Cambridge (Mass). 1994

[23] SEDA; "Safety Leadership Forum and Conference". <http://www.ishn.com/articles/86849-seda-2007-safety-leadership-forum-and-conference> (Accessed on 21/04/2016). 2007

[24] Steiner, D; "Starting at the beginning: an introduction to coefficient alpha and international consistency". *Journal of personality assessment*. 80:99-103. 2003

[25] Sunter, C.: "The Entrepreneurs Fieldbook" *Upper Saddle River, NJ*: Prentice Hall.

[26] Tavakol, M and Dennick, R ; "Making sense of Cronbach's Alpha", *International Journal of Medical Education*. 2:53-55 Editorial ISSN: 2042-6372 DOI: 10.5116/ijme.4dfb.8dfd). 2000.

[27] Tomecko, J. and Dondo, A.; "Improving the potential of small scale and informal sector: Nairobi: K-REP and GTZ. 1992.

[28] Taiwo, K.A., Oladepo, O. W., Ilori, M.O, & Akanbi, C.T; "A Study on the Nigerian food industry and the impact of technological changes on the small-scale food enterprises". In *Food Reviews International*. Vol. 18. (4), Marcel Dekker, Inc. New York, NY 10016. Pp. 243-261. 2002.

[29] Welter F, Smallbone D; "Institutional perspectives on entrepreneurial behavior in challenging environments". *Journal of Small Business Management*; Volume 49. Issue 1 Pages 107-125. Publisher Blackwell Publishing Inc. 2011.