

CASEBOOK OF
**INDIGENOUS
BUSINESS
PRACTICES**
IN

AFRICA

VOLUME 1



APPRENTICESHIP,
CRAFT, AND
HEALTHCARE

EDITED BY **OGECHI ADEOLA**

Casebook of Indigenous Business Practices in Africa

This unique collection of case studies across multiple sectors and regions in Africa presents a compelling resource for the advancement of indigenous knowledge and business practices on the continent. It provides an invaluable Africa context-specific resource to inform knowledge development about African businesses, ensure socio-economic advancement, preserve cultural heritage, achieve sustainability and enhance business decision-making.

Prof Nathaniel Boso, Dean of KNUST School of Business and
O. R. Tambo Africa Research Chair in Entrepreneurship and
Employability

Casebook of Indigenous Business Practices in Africa: Apprenticeship, Craft, and Healthcare – Volume 1

EDITED BY

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INVESTOR IN PEOPLE

To my precious Mum, Mrs Dorothy Okwanuzo Anumnu, aka Kwanis, who embodies the positive spirit of Africa – Vibrant, Vivacious, Valiant and Victorious – I dedicate this book. Thank you, Kwanis, for all you do effortlessly and gracefully – champion dancer, educationist, fashionista, friend and beautiful mother of eight.

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Preface

Africa must unite. We have before us not only an opportunity but a historical duty. It is in our hands to join our strengths, taking sustenance from our diversity, honouring our rich and varied traditions and culture but acting together for the protection and benefit of us all.

Kwame Nkrumah, first Prime Minister of Ghana (1957–1960) and
first President of Ghana (1960–1966)

Africa has historically boasted of indigenous business practices; however, studies are yet to fully explore the dynamics of these practices for the benefit of business actors. The continent's indigenous institutions established in pre-colonial societies provided the foundation for business operations within and across cultures, governance and structure. Entrepreneurship and enterprise development are drivers of economic performance and improved living standards when they fit into the social and economic context. Therefore, it is logical that African nations seeking social and economic development should encourage entrepreneurial practices that suit their cultural, social and institutional realities. Despite studies on the African business culture, several nations across the continent are yet to develop a comprehensive framework for sustainable entrepreneurship based on indigenous practices.

Interestingly, there are homegrown businesses in Africa achieving remarkable success but are not given the recognition they deserve. Simultaneously, the small- and medium-scale enterprises applying Western business practices and management principles find it difficult to survive in the very challenging and dynamic African business environment. Perhaps it is time to consider indigenous strategies and ways to codify success factors premised on the peculiarities of the environment. This book offers cases on indigenous business practices in Africa with the aim of providing business actors with insights into what makes entrepreneurship work on the continent.

Though there are opportunities for business growth in Africa, their concomitant challenges must be addressed. Despite the adoption of western management practices by entrepreneurs and small-scale businesses in Africa, their success rate is of great concern. It is time to consider, integrate or scale up age-old practices indigenous to Africa. For instance, the indigenous business system of the Igbos of South-East Nigeria thrives on a mutual-aid economy in which successful entrepreneurs within clans develop others by providing start-up capital and the required business tutelage. The Igbo business incubation system and other unique models discussed in this book support entrepreneurs through an Africa-centric approach to business that is built on cultural practices, norms and values.

Every fledgling business must align itself with the peculiarities of its environment if it expects to become successful. In Africa, indigenous business enterprises that have applied homegrown strategies to their operations have achieved remarkable success. The aim of this two-volume edited work is to enhance understanding of how indigenous enterprises in Africa's varying countries and regions have built and sustained their business performance, through case study research. Contributors' case studies document the distinct business attributes across the five regions of the continent (North, East, Central, West and Southern Africa). Volume 1 focuses on Apprenticeship, Craft and Healthcare, while Volume 2 offers insights into Trade, Production and Financial Services. Volume 1 covers the following:

- Exploration of Apprenticeship and Business Succession Models in *Nigeria, Ghana and the Benin Republic: A Cross-Case Analysis of Selected Tribes*
- Apprentice training, Mastership and Managerial Development of the Igbo Entrepreneurs in *Nigeria*
- Case Studies on Business Ethics and Values: Insights from the Igbos of *South-eastern Nigeria*
- The Cultural and Creative Industries in *Ethiopia: A Case of Cultural Lifestyle Items Producer*
- Reviving and Sustaining Market Opportunities in an Indigenous Business Practice in *Egypt: A Case of the Kiliim – A Social Enterprise and Lifestyle Brand*
- An Examination of Indigenous Business Incubators with Emphasis on the Kente Weaving Industry in *Ghana*
- Cultural and Socioeconomic Impact of the Indigenous Garment Industry: A Case of Smock Dealership in Tamale, *Ghana*
- Placing Indigenous Knowledge at the Core of Production and Marketing of Medicinal Plant (mpesu) in *Zimbabwe and South Africa*
- African Indigenous Entrepreneurship: A Rereook at Africa's Traditional Healthcare Practice Among Tsonga Speaking People in Limpopo Province, *South Africa*
- Sustaining the Trade Ingenuity of Female Herbal Producers (FHPs) in *Southwest Nigeria: Lessons from the COVID-19 Pandemic*
- The Somali Business Orientation: Key Lessons and Recommendations for Africa from the *Kenyan Somali* practice
- Advancing Indigenous Knowledge and Building Sustainable Business Structures in *Africa*

Despite the increased theoretical discussions on African enterprises, limited empirical research into entrepreneurial practices is available to students, practitioners and business leaders or decision-makers. This book addresses this gap with case studies focused on Africa's culture-based indigenous business practices. Insights from these cases incorporate recommendations for business success in Africa and advance scholarship into indigenous practices. This book will be of benefit to scholars and educators from diverse disciplines, business actors and entrepreneurs interested in developing business frameworks grounded in Africa's unique and varying indigenous practices.

Acknowledgement

The editor acknowledges all the authors who embarked on this journey with her to document the indigenous processes, practices and business heritage across Africa, for posterity and to portray the uniqueness of the continent's indigenous enterprises. Thank you for this critical step towards establishing Africa-centric business models through the identification of traditional prototypes and sustainable practices embedded in culture, norms and values.

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Chapter 1

Introduction: A Casebook of Indigenous Business Practices in Africa

Ogechi Adeola

Abstract

A Casebook of Indigenous Business Practices in Africa is a collection of business case studies that expand understanding of how indigenous enterprises apply entrepreneurial practices embedded in culture to achieve success. Indigenous methods are part of Africa's social and economic fabric, and these cases identify concepts and models that can accelerate growth in Africa. The value of these practices across regions of Africa cannot be overemphasised despite the dominance of Western business methods, which, though beneficial, are yet to drive the continent's developmental agenda. By exploring indigenous business practices in Africa, students, educators, practitioners, entrepreneurs and government decision-makers will be introduced to unique and sustainable practices that can foster inclusive growth and social and economic empowerment when contextualised within the business landscape. Identification of relevant orientations in indigenous practices that will benefit contemporary business frameworks and actors is a significant contribution of the authors of this book. Incorporation of these indigenous methods into management teachings and business practices is essential to the continent's economic growth and socio-cultural progress.

Keywords: Indigenous business practices; casebook; business actors; development; Africa; indigenous enterprises

Introduction

Safeguarding and improving the quality of lives for present and future generations will depend partly on indigenous-led solutions, as the human communities closest to the land and the environment

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merge their deep knowledge with scientific inquiry and new technologies. *International Telecommunication Union (ITU)*

In Africa, business management practices have been largely established on economic systems and operations based on western ideologies and models and failed to consider the economic and social value of her unique indigenous models and methods. However, within the last decade, there has been an increased interest in the development agenda for the continent driven by indigenous business methods, practices and models (Adeola, 2020; Akpor-Robaro & Omoyele, 2019; Dzisi, 2008; Igwe, Madichie, & Amoncar, 2020; Iheduru, 2016; Mengistae, 1999; Ojera, 2018; Uzo, Shittu, & Meru, 2018). Current events around the world have shown that successful development, particularly among small- and medium-sized enterprises (SMEs), can be achieved through the effective utilisation of internal resources that are contextual. This outlook is antithetical to the adoption of external influences unfamiliar with unique cultural, social, political and environmental dynamics. Studies have shown that the African continent is notable for its unique methods, which, if leveraged, could accelerate her development (Zeanya-Esiobu, 2019). Hence, this book contributes to this agenda by documenting case studies of indigenous businesses in Africa. The book explores case studies of successful indigenous enterprises across Africa whose practices can be incorporated into modern-day frameworks.

Indigenous enterprises offer economic, social and environmental opportunities for the continent (Dzisi, 2008; Peredo, Anderson, Galbraith, Honig, & Dana, 2004). In Africa, indigenous business practices have been largely unnoticed despite their ability to create wealth and value (Adeola, 2020). The continent historically is endowed with unique indigenous knowledge in education, religion, politics and economics (Kaya & Seleti, 2014; Zeanya-Esiobu, 2019) that must be leveraged. This knowledge is quite visible in the aspects of traditional medicine, rural society, sustainable development, education, financial and entrepreneurial practices (Akpor-Robaro & Omoyele, 2019; Dzisi, 2008; Ojera, 2018).

Uzo and Meru's (2018) edited book on Indigenous Management Practices in Africa, and Adeola's (2020) edited book on Indigenous African Enterprise focused on Southeastern Nigeria's Igbo traditional business school, are some examples of books that describe indigenous practices and informal systems in Africa. Despite this apparent increase in indigenous African practices and their contribution to development, there is yet a dearth of empirical research on indigenous enterprises in regions of Africa. The limited business management theories based on these enterprises show, to a large extent, a dependence on western ideologies. The case studies presented in the chapters of the book highlight how culture and indigenous practices shape the structure and operations of businesses for the benefit of the business actors, which in this book is a broad term that covers business students, educators, practitioners, entrepreneurs, government decision-makers and other stakeholders. These perspectives will support scholars' efforts to develop business management models based on Africa's unique business practices and ideologies.

Africa is a multicultural continent. Diverse tribes, languages and cultures are reflected in the continent's unique enterprise practices and systems. 'Ubuntu'

economics of southern Africa is among a group of relatively old ethno-philosophies with its history connected to specific cultural practices that inform enterprise development and performance in Africa (Ajekwe, 2017; Chukwuma-Nwuba, 2018). In western-influence economics, business and entrepreneurial techniques are developed based on the knowledge of their environment and appropriate enterprise practices are designed to fit that environment, with notable examples from the Japanese, Indians, Jewish and Chinese (Zulu, 2016). The high rate of SME business failures in Africa shows that it is imperative to consider alternative models. Perhaps Africa can look inward and revisit her indigenous models to ascertain practices that can be adopted, scaled up, or leveraged for regional and continental development.

Africa's entrepreneurial and enterprise practices grew out of existing cultural and social practices (Aderoba & Babajide, 2015; Ajekwe, 2017; Chukwuma-Nwuba, 2018). Though largely ignored by modern enterprises in the continent, there is a need to evaluate indigenous processes and integrate viable processes into contemporary business methods to advance national development. Indigenous enterprises are part of the institutions through which indigenous knowledge flows; therefore, they are key to preserving cultural practices, promoting local resources, workforce engagement through employment creation and economic independence of the nations in Africa (Mapunda, 2007).

The term indigenous refers to aboriginal practices peculiar to a community of people. Indigenous enterprises are economic institutions whose structures, mode of operations and practices emanate from those aboriginal practices that are maintained to the present day (Ojera, 2018). Enterprises in this context are founded on local modus operandi and values. Thus, indigenous businesses in Africa can be described as organisations that broadly adopt social and cultural practices peculiar to their society that has been in existence for decades. Their enterprise activity revolves around their community's cultural ideologies and distinctly unique business cultures.

Authors such as Adesida and Karuri-Sebina (2011) regard Africa as the new frontier of economic growth. Despite this favourable prediction, Ojera (2018) reports that the continent still faces pervasive poverty. This raises questions about why Africa has the lowest GDP per capita in the world and a substantial number of workers living below the poverty line of US\$3.20 per day (ILO, 2020). This two-volume edited work calls for Africa to consider the inherent value of indigenous enterprises and practices which have existed for centuries. Contributing to this narrative, Iheduru (2016) noted that indigenous businesses in Africa usually consider Africa and its developmental needs in their investment decisions. Oghojafor, Alaneme, and Kuye (2013) opined that the African continent has always had its own indigenous business and management philosophies, most of which are still generating brotherhood and communality. An example is the popular African business philosophy, Ubuntu of Southern Africa.

Ubuntu: An African Business Philosophy

Africa is home to many indigenous business practices, which are highlighted in this book. Scholars such as Amankwah-Amoah, Boso, and Debrah (2018), Boso,

Debrah, and Amankwah-Amoah (2018), Uzo and Meru (2018), Ingenbleek (2019), Adeola (2020), Igwe (2022), and Oyewunmi, Oyewunmi, and Moses (2020) have contributed to indigenous business and management theories in Africa. Indigenous business practices result from an age-long cultural practice and values of various African communities passed from one generation to the other. Africa's unique indigenous business practices continue to thrive, from the Igbos' *Igba-boi* apprenticeship system and the Ubuntu of Southern Africa. Even though scholarships for these indigenous practices are gaining traction, and ideas about the nature of their socio-economic advantages are limited, it is worthy of note that the practices are diverse and indigenous as they can be traced back to specific tribal modes in which informal business sectors may widely practice (Adeola, 2020; Boso et al., 2018).

Ubuntu is an African philosophy that emphasises 'humanity through other people'. It has been summed up in the phrase 'I am because of who we all are' (Guma, 2012); it corresponds to the meaning of the word in most African languages: being self because of others. Ubuntu resounds African ideas and deeds that are acceptable, which is about forming bonds with others (Guma, 2012). It is a concept that can be traced to black Africans, particularly in sub-Saharan Africa, but in recent times, have gained ground all over the world (Nxumalo & Mncube, 2018). Ubuntu is a widespread spirit of caring and community, harmony and hospitality, respect and responsiveness that individuals and groups exhibit towards one another. Unfortunately, the ideology has not gained popularity in most African business organisations due to the predominance of western ideologies (Mangaliso, 2001).

Ubuntu represents the idealist's viewpoint of African culture in management, a uniting concept that binds Africans together (Guma, 2012). Therefore, Africa must draw on indigenous cultural practices to improve management, effect transformation and increase competitiveness. In this regard, Ubuntu provides Africa with integral management values that Western civilisation has failed to deliver which include collectivity, solidarity, acceptance, dignity and hospitality, inherent in the ideology, which is extremely important in managerial success (Guma, 2012). According to Amankwah-Amoah et al. (2018), the Ubuntu ideology offers lessons to businesses both within and outside of Africa, and it could serve as a valuable framework for furthering theoretical understanding of other indigenous business practices in Africa. Furthermore, integrating Ubuntu principles into business management is indicative of the need to consider better approaches to managing organisations (Mangaliso, 2001) especially as the vital features of the ideology will provide organisations with a long-term comparative advantage. It also provides an ideology that fits into Africa's socio-economic realities and bridges the gap between business philosophies and environmental ecosystems in Africa. Across the chapters of the book, numerous practices rooted in Africa's Ubuntu philosophy of brotherliness are described, reflecting this underlying principle, even though it may not be expressly mentioned.

The values inherent in indigenous practices, if scaled up, have implications for job creation, employment, human capital engagement and economic growth in the continent. The case studies included in this book describe indigenous practices that will provide important insights into the business landscape across regions in Africa.

Indigenous Businesses Practices in Africa: An Overview

Africa has five distinct geographic regions (North, East, Central, West and Southern Regions). Countries in each region are known for distinctive indigenous enterprises that influence the regions' social and economic life. According to [Iheduru \(2016\)](#), when these regional indigenous enterprises are harnessed, they define an economic identity and foster socio-economic development. Indigenous business practices identified within the regions in the book's two volumes provide evidence of their socio-economic value. Volume 1 focuses on Apprenticeship, Craft and Healthcare, while Volume II considers Trade, Production and Financial Services. In this volume (I), the following practices, in no particular chapter sequence, are discussed.

Igbo Traditional Business Practice (Nigeria, West Africa)

The Igbo people are from Southeastern Nigeria, and they are regarded as the most enterprising group of businesspeople across West Africa. The entrepreneurial business skills of the Igbos have made it easy for them to fit in wherever they find themselves ([Agozino & Anyanike, 2007](#)) because they view the world as a marketplace ([Orugun & Nafiu, 2014](#)). In the present day, some Igbos name their children the market day on which they were born ([Agozino & Anyanike, 2007](#)). The Igbos have investments outside Nigeria and beyond the shores of Africa. Their business model includes a highly regarded apprenticeship system that has proven successful in entrepreneurial incubation, business replication and empowerment of young entrepreneurs through a process called 'Settlement' upon completion of the training. The entrepreneurial practices of the Igbos of South-eastern Nigeria have contributed immensely to social and economic growth ([Agozino & Anyanike, 2007](#); [Olutayo, 1999](#); [Orugun & Nafiu, 2014](#)). Chapters 2–4 examine the Igbo business enterprise practices that are based on the Igbo cultural practices.

Trade of Herbal Medicine (Agbo) (Nigeria, West Africa)

Globally, there is increasing interest in the use of herbal medicine, a product that has cultural roots in Africa ([Li et al., 2020](#)) and is widely recognised in Nigeria. Before the western colonisation, African societies thrived on their own medical practices, including herbal medicines. A majority of the population continues to patronise herbal medicine producers for different health purposes. The herbal medicine trade has been a source of economic empowerment for women, sustainability of families and disease treatment. During the Covid-19 pandemic, the herbal medicine, Agbo was consumed by many as medical sciences struggled to control the virus ([Ang, Lee, Kim, & Lee, 2020](#); [Meke, Mumba, Bwanali, & Williams, 2017](#)). Chapter 11 focuses on the production, trade and value of herbal medicine as an indigenous product that should be regulated and encouraged given its cultural, social and economic benefits.

Kente Weaving Industry (Ghana, West Africa)

Kente weaving is a notable trade in Ghana, and it is one of the symbols of the nation's cultural identity, the product of indigenous knowledge manifested in fabric production. Despite the growth in western fashion-oriented culture, indigenous fabric production such as Kente weaving is still relevant in Ghana and beyond due to the economic gains, empowerment of free-enterprise individuals, including women, and preservation of the nation's iconic heritage. Kente weaving is associated with the Asante and Ewe people of Ghana. It is a type of weaving carried out through traditional methods using silk and yarns to create fabrics that feature geometric patterns and bold designs (Cohen, 2019). Kente weaving is a knowledge-driven art and craft trade that engages a chain of people to design, tailor, dye, stitch and market the fabrics. As described in Chapter 7, these individuals have special indigenous knowledge in the production of Kente weaving products, and it has been a source of livelihood for many decades.

Smock Dealership (Ghana, West Africa)

Cloth weaving has been a major source of livelihood in Africa. In Ghana, aside from Kente, traditional smock textile production has empowered many Ghanaians and showcased an indigenous dimension of the fashion industry (Atampugre, 2018). Documenting the indigenous smock textile business practice in Ghana could create international opportunities for an already thriving craft. Chapter 8 presents Smock production as an interesting indigenous craft in Ghana that is focused on producing attire that promotes the nation's cultural heritage. The cloth, smock and the garments from which it is made are locally produced, a craft rooted in the north of Ghana. The common names used in the north are Bingbaa (Dagbani) and Fugu (Gonja).

Apprenticeship Models and Practices (Nigeria, Ghana, Benin Republic, West Africa)

The apprenticeship system, described in Chapter 2, nurtures the upcoming generation of entrepreneurs through informal, on-the-job training provided by successful and established entrepreneurs who pass on business knowledge and practices (Adeola & Ozigbo, 2021). This cultural arrangement equips trainees with skills required to succeed in arts and crafts, technical jobs and business innovations. This knowledge is passed from generation to generation (Adeola & Ozigbo, 2021). Across West Africa, there are variations in practice, though the core processes remain the same. In Nigeria, Ghana and the Benin Republic, though distinct tribes do not have formal education systems for apprenticeships, there is a prevailing cultural mechanism for recruiting and passing business knowledge to apprentices.

Traditional Healthcare Practice (South Africa)

Chapter 10 focused on Indigenous healing practices in Africa, which have generated much value but are hardly mentioned, especially when compared to

craft and trade enterprises. The Tsonga-speaking people in Limpopo Province are estimated to be around 1.5 million of the South African population, with an estimated 4.5 million spread across Zimbabwe and Mozambique (Siyabona Africa, n.d.). Sodi et al. (2011) found that the Tsonga-speaking people in Limpopo Province have a process for training traditional healers who have developed the requisite knowledge to diagnose patients and offer treatment methods in an ethically sustained manner.

Cultural and Creative Industries (Ethiopia, East Africa)

Africa is blessed with an abundant cultural heritage that can be innovatively transformed into economic and social assets. The continent's diversity can be harnessed to create products that promote a shared heritage that communicates the unique values that are central to Africa's cultural and creative industry. The cultural and creative industries capture activities ranging from traditional folk art, cultural festivities, books, painting, music and performing arts to more technology-intensive sectors, such as design and the audiovisual industry, including film, television, and radio. Also represented are service-oriented fields, including architecture, advertising, and new media products, such as digital animation and videogames' (UNCTAD, 2010, cited in Alakwe, 2018, p. 17). Cultural creative industries will help to facilitate the transition to sustainable new models as well as the drive towards green and smart economies (Alakwe, 2018; Lazzarotti & Capone, 2015). Chapter 5 documents the case study approach to discovering the experiences, challenges and opportunities of businesses in Ethiopia's cultural and creative sector.

Indigenous Craft (Egypt, North Africa)

Craft holds a crucial place in the history of Egypt (Stevens & Eccleston, 2007). Egypt's traditional crafts capture symbols of Egyptian culture and society. However, these crafts and skilled artisans are gradually losing visibility due to contemporary societies' expanding interest in Western artefacts. Egypt has abundant resources that can be used to make unique artefacts that can be leveraged to create a market for desirable products. A case study of an Egyptian craft company's efforts to revise its activities and ensure its market performance is provided in Chapter 6.

Indigenous Business Practices for Future Studies

There are other indigenous business models in Africa that have contributed to the continent's social and economic growth but are not considered in this book, for instance, the Hausa Clan business practices in northern Nigeria. The Hausas, one of the largest ethnic groups in Africa, originated in the southern and northern parts of Nigeria. Most Hausa merchants are located all over Nigeria and Africa. They are predominantly conservative Muslims (Limbs & Fort, 2000) and prosperous merchants who trade in commodities peculiar to their culture (hide and

skin, jewellery, clothing) (Yusuf, 1975). Despite the continual pressures associated with western business ideologies, certain indigenous businesses and socio-economic practices persist among Hausa entrepreneurs (Yusuf, 1975). Within their niche, they trade in an assortment of commodities, but outside their region, they are either wholesalers or retailers of commodities peculiar to their region or items over which they have an absolute advantage (Limbs & Fort, 2000).

Similarly, there is the Osomalo business practice in Western Africa. Osomalo is a traditional business strategy common among the Ijesa people, a sub-tribe of the Yoruba group in Nigeria. The Ijesas are famous for their success in commerce (Falola, 1993). Most merchants from Ijesa are referred to as 'Osomalo'; however, not all Ijesa merchants are Osomalo. The Osomalo label could apply to a trader who practices the Osomalo business strategy or as a reference to a debt collection method used by Ijesa merchants (Falola, 1993). This method is a forceful means of collecting money from debtors who buy goods, especially clothing materials, on credit and have defaulted on their payment. Similarly, the Alajapa (traditional mobile market women) and Alarobo are two different terms used to describe indigenous female Yoruba merchants who are predominantly from Ilesha or Ile-Ife, southwestern cities in Nigeria's Osun State. The Alarobo are merchants in city markets and small villages or towns (Banwo & Danmole, 2004). The Alarobo are retailers who buy goods in small quantities from the Alajapas, long-distance merchants who trade within southwestern Nigeria states and beyond (Banwo & Danmole, 2004). The Alajapas are wholesalers of commodities like beans, yam, garri, local and imported rice, yam flour, kolanut, walnuts, clothing, bitter kola and plantain. No special qualification is required to become Alajapa (Banwo & Danmole, 2004). The business only requires a little capital, knowledge where desirable goods are available at the cheapest rates and sold to make the highest profits, and the goodwill of friends and family members in the business (Falola, 1993).

In North Africa, there are Maghrebis (or Maghrebians) who represent an influential economic group, operating in countries such as Mauritania, Morocco, Algeria, Tunisia and Libya (Derosa, 2008). The Maghrebis are known for trade, and the majority of their trading activities are based on primary commodities (Derosa, 2008). The Maghreb nations engage in entrepreneurial innovations to drive the economic development of countries where they conduct business (Derosa, 2008; Panzac, 2005). Scholars can also explore their unique practices to gain insight into any entrepreneurial skills that can benefit the continent. Also, challenges can be interrogated for improvement in their business process.

Structure of the Book

This book focuses on indigenous business practices of various regions of the continent. The introductory chapter highlights key concepts and discusses different indigenous practices across Africa. Further content is divided into four