International Journal of Advanced Research in Social Sciences, Environmental Studies & Technology
p-ISSN: 2536-6505 | e-ISSN: 2536-6513
Volume 5, Number 1 April, 2020

IJARSSEST

Entrepreneurship and New Business Models/Strategies

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Abstract

The new business models and strategies have a significant role in the actualization and sustainability of the noble goals of entrepreneurship development in our society. The objective of this paper is to highlight the important role of the new business models and strategies for the success of entrepreneurship development. the concept of entrepreneurship development in today's world where globalization, liberalization and technological changes rule, the subject of entrepreneurship has gained greater interest. Entrepreneurship development should help aspiring entrepreneurs to recognize and design unique, innovative business opportunities, based on an analysis of local conditions and their own special skills. Entrepreneurship development most include Entrepreneurship orientation and awareness; Development of the competencies (skills, experience and attitudes) necessary to recognize a market opportunity and organize the resources to meet it and improvement of business performance for growth and competitiveness. There are nine classes of entrepreneurs, different types of entrepreneurs with different roles and functions which were highlighted accordingly. The new business models and strategies include; business model convas, transformative business model, lean startup, growth wheel, blue ocean strategy, frugal innovation, strategic management etc. The new business models and strategies become imperative to ensure adequate job creation, venture creation, wealth creation and community improvement through entrepreneurship development. Recommendations include entrepreneurial counselling, entrepreneurship development re-training, trade scoping, skills acquisition and entrepreneurship development fine tuning. In conclusion, personal entrepreneurial competencies be identified among prospective and potential entrepreneurs for further development while the competencies that are lacking be inculcated and entrepreneurs be identified with in the new enterprise and be encourage to become entrepreneurs themselves. Finally, Entrepreneurship truly requires these new business models, strategies and entrepreneurial competencies to reduce or completely eradicate unemployment in our society but entrepreneurial counseling is key to the success of using entrepreneurship to overcome unemployment in Nigeria.

Keywords: *Entrepreneurship, Business Model, Strategies.*

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http://internationalpolicybrief.org/journals/international-scientific-research-consortium-journals/intl-jrnl-of-advanced-research-in-soc-sci-environmental-studies-tech-vol5-no1-april-2020

Background to the Study

Over the years, entrepreneurship have developed and metamorphosed into a global phenomenon. The concept of entrepreneurship as an organized knowledge came into being about hundred years ago. Though the economists from Adam Smith to Marshall were talking about it but without assigning the name of entrepreneurship. They used the terms as employer, the master, the merchant and the undertaker for carrying out different entrepreneurial activities now comprising of entrepreneurship. It was Cantillon, who first brought out the term entrepreneur (Murthy 1989) and entrepreneurship was recognized in economic literature.

It is also globally recognized today that entrepreneurship is the major factor of the socio-economic advancement of the western world because it is innovating, strategic and imitating. However, the lack of much entrepreneurship activities are partly responsible for the snail paced economic development of the third world countries because they practice what is referred to as Fabian and Drone types of entrepreneurship (Williamson & Bultrick, 1969). The role played by entrepreneurship in the development of western countries has made developing countries very much conscious of the importance of the programme for rapid economic development.

Industrial entrepreneurship in developing countries was about 15% of the world industrial output in 2000 but efforts were intensified to increase it to 25% by 2005 (World Bank Survey, 2007). To fast track, the level of development in developing countries, the need for both qualitative and quantitative entrepreneurships cannot be over emphasized. Qualitative entrepreneurship implies the stress on innovation, while quantitative implies the stress on imitating entrepreneurship. Both of them form the pillars of technology, industrial and economic development for the western world (Adeyemi, 2006). Entrepreneurship is the process of working out specific activities as an entrepreneur. The best of these activities are that of innovation and technology inclined entrepreneurship development and industrial development.

Entrepreneurship according to global entrepreneurship monitor (2001) is a global multi-faceted phenomenon with significant difference between countries but has positive relationship between technology and economic growth that contribute towards the wealth and social development of a nation under the given technological, industrial and political framework. According to Song (2001), the competitiveness of any economy depends on how efficiently all the resources in the process of production are utilized and how efficiently these are marketed; hence the entire chain of production and marketing has to be efficient. Many of the items produced by small-scale entrepreneurs are becoming redundant because of the change in consumers' choices, preferences and also due to a change in new technology. The entry of foreign products/services has given consumers a wide choice of hi-tech and good quality products at competitive prices. This implies that the process of the production has to be cost efficient and meets quality needs of the consumers. This improvement can be achieved through the use of the latest technology; hence, the need for change in technology is more relevant for startup entrepreneurs.

Entrepreneurship is therefore concerned with what an entrepreneur actually does which include utilization of resources in managing an enterprise and assuming the risks and maximizing profits from the business venture. It is a very dynamic process of both the entrepreneur and individual in the society (Tende, 2011). He further posits that successful entrepreneurship requires the entrepreneur to possess certain managerial skills which include the ability to conceptualize and plan effectively, manage other individuals and time effectively and to learn new techniques in handling business operations and ability to adopt to change and to handle changes in their environment.

Identified Gaps

Poverty among people is usually caused by inadequate income due to shrinking job opportunities as well as a high rate of failures of new businesses. Small-scale businesses tend to add jobs faster than big companies because they are highly adaptable, innovative and responsive to new business and market challenges. Small enterprises in particular are central in achieving sustainable growth. They constitute about 90% of the business population in North America and they account for newest jobs in the country (Kuratko & Hodgetts, 1998).

Entrepreneurship development has gained global recognition as a vital tool for accelerated poverty eradication. This gave birth to concerted effort by government and organized private sector to pursue entrepreneurship development with vigor yet in most states and nations the anticipated results in the specific focus areas of venture creation, wealth creation, job creation and community improvement failed to be actualized due to non-implementation of entrepreneurship development programme according to global best practice using some models, tools and strategies that can fast track the realization of the overall entrepreneurship goals. These further created lacuna in employment, new ventures/enterprises, high level of poverty, infrastructural decay, lack of focused planning, maintenance and socio-economic growth in our communities.

Objectives of the paper

The general objective of this paper is to highlight the important role of the new business models and strategies for the success of entrepreneurship development. Meanwhile, the specific objectives are;

i. To identify new business models and strategies those can fast track entrepreneurship development.
ii. To provide entrepreneurs with an effective and efficient business tools that can guide them to success.
iii. To recommend to potential and existing entrepreneurs on the techniques and procedures for the application of the new business models and strategies in entrepreneurship development.
iv. To create awareness on the importance of entrepreneurial counseling on entrepreneurship development.

Conceptual Framework

In today's world where globalization, liberalization and technological changes rule, the subject of entrepreneurship has gained greater interest. The discussions centered on what actually constitutes entrepreneurship and how far it extends. The term entrepreneurship is derived from the French word entreprenre – to undertake. This suggests that, the concept of entrepreneurship is the process of undertaking activities concerned with identifying and exploiting business opportunities while assuming its associated risks. In a more specific term, "Entrepreneur" is of French origin and was first noted in Savary's 1723 Universal Dictionary of Business as one who undertook a project on behalf of the owners; a manufacturer, or a master builder. Adam Smith (1723-1790), who is commonly accepted as the father of free enterprise economics, used the standard terms of the times, that of "projectors and undertakers" to identify entrepreneurial individuals. Smith's undertaker was a "mere capitalist" and while he was important as a decision maker in regard to the division of labor, he was ahead of his time in terms of identifying innovation, the use of capital and the division of labor (but not technology per se) and its dependency on the markets. Jean Baptiste Say (1767 – 1832), who is particularly well known for his "law of markets" and "theory of production" visualized three components of the production process: human industry, capital and national agents. He was the first in economic history to identify the value that is contributed to the system by the entrepreneur.

Ludwig von Mises (1881-1972) was the first in modern times to come out foursquare in placing the entrepreneurs in the same rank as, if not more important than, the three classical agents of economics – land, capital and labor. The Austrian economist Joseph Schumpeter (1883 –1950) believed that the action of entrepreneurs, working their innovations and technology on the market introduces change to what otherwise might be a system at rest or in equilibrium. Schumpeter saw five possible scenarios that would create a metamorphosis that causes disequilibrium: 1) Introduction of a new product or a new quality, neither of which the consumer is familiar with;2) Application of a new production method or process that relies on innovation, rather than invention ;3) Opening up a new market;4) A new or innovative servicing of material or components and5) Establishing a new organization, either in structure or type. What sets Schumpeter apart from others is that his theory positions the entrepreneur as the prime mover.

Entrepreneurship is about a kind of behaviour that includes initiative taking, reorganizing economic activities and the acceptance of its risks (Shapero, 1982). It is important to note that entrepreneurial activities are universal and can therefore be promoted even in societies that manifest low entrepreneurship activities.

Entrepreneurship involves taking chances, but new businesses do not emerge by accident (Egelhoff, 2005). They are usually founded as a result of motivated prospective entrepreneur gaining access to resources and finding niches in opportunity structures. Hence, entrepreneurship could be seen as the process of identifying and exploiting unique business opportunities that stretch the creative capacities of both private and public organizations. Sue and Dan (2000) argue that entrepreneurship is influenced by genetic power, family background and economic environment. Since economic environment could support or suppress entrepreneurship, governments world over undertake development of macro-economic policies that focus mainly on providing access to resources and support services to individuals and organizations that display a flair for expanding their business horizons.

Supporting entrepreneurs becomes a critical policy issue especially since those new businesses that do survive tend to expand employment and growth of the nation's economy. The important question to be asked is why too few young businesses grow in meaningful ways? Bruno et-al (1987) maintains that there are three categories of reason for high business failures: product/market problems, financial difficulties and managerial problems. This suggests that the responsibility for creating and growing new businesses does not rest entirely on government. Individuals and organizations are required to analyze key success factors in business environment and take personal responsibility for survival and growth of their own ventures. On its part, government is expected to provide adequate infrastructure and friendly policy guidelines.

Entrepreneurship according to Mainoma and Aruwa (2013), is the pursuit of opportunity through innovation, creativity and hard-work without regards for the resources currently controlled; Entrepreneurship as posited by May (2015); is the practice of starting new organizations or revitalizing mature organization particularly new businesses generally in response to identified opportunities. Entrepreneurship is simply doing an ordinary thing in an extra-ordinary way i.e making a difference (yakubu 2016). For the purpose of this paper and in line with above definitions, entrepreneurship is value re-orientation, change of societal mind set and economic belief by inculcating self-confidence, interest re-alignment and development of passion for the futuristic adventure through skills acquisition and competency. Furthermore, an entrepreneur is someone who has the ability, initiative, creativity and competencies to identify and evaluate opportunities to take advantage by committing resources, time and energy for the purpose of making profit as a moderate and calculated risk taker.

Entrepreneurship is thus considered as the process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic, and social risks, and receiving the resulting rewards of monetary and personal satisfaction and independence that comes with it. Entrepreneurship development require a selection process that attempts to identify those target groups that have some of the key prerequisites for entrepreneurial success and selection process deploys limited resources where they are most effective, to the overall benefit of the community. Entrepreneurship development should help aspiring entrepreneurs to recognize and design unique, innovative business opportunities, based on an analysis of local conditions and their own special skills. Entrepreneurship development most include Entrepreneurship orientation and awareness; Development of the competencies (skills, experience and attitudes) necessary to recognize a market opportunity and organize the resources to meet it and Improvement of business performance for growth and competitiveness.

Classification of Entrepreneurship

The classification of entrepreneurship into nine categories according to Schollhammer (1990) is as follows;

I. Administrative Entrepreneurship: This is centered on administrative techniques and functions such as total quality management, job redesigning, new techniques of doing things, participative management. This increases overall organizational efficiency and more effective way that provides advantages and competitive edge for the entrepreneur.

ii. Opportunistic Entrepreneurship: Environmental changes offer new opportunities but not all entrepreneurs have the ability of identifying and to utilize that opportunity on time. The ability to identifies, exploits and executes the opportunity within the shortest possible time is regarded as opportunistic entrepreneurship

iii. Acquisitive Entrepreneurship: This involves entrepreneurs learning from others competencies from the competitive environment to achieve competitors' technical capacities.

iv. Incubative Entrepreneurship: This involves generation and nursing new ideas and ventures within the organization which is executed in a productive manner that ensures benefit for the organization. It is easily achieved through by incubating new varieties of products and creates product differentiation in the market.

v. Imitative Entrepreneurship: This is imitation of a good or service operating in the market under a franchise agreement. This is also a medium through which technology is spread all over the world by adopting existing technology with minor modification appropriate to the new local environment.

vi. Private Entrepreneurship: This is initiated under private sector where government gives various support services through private and public concerns that encourage private initiative in taking entrepreneurial ventures.

vii. Public Entrepreneurship: This is always carried out by the government through its various development agencies. It is a public sector initiative in venture ideas to fulfill the initial deficiency of private entrepreneurs.

viii. Individual Entrepreneurship: This is undertaken by an individual or a family with the personal initiative.

ix. Mass Entrepreneurship: This emerges in an economy where a favourable climate of motivation and encouragement exist for developing a wide range of entrepreneurship among general mass.

Entrepreneurial Process

Entrepreneurial process is a process of pursuing a new venture that involves more than just problem solving in a typical management position (Aruwa, 2016). An entrepreneur must find, evaluate and develop an opportunity by overcoming the forces that resist the creation of something new. Opportunity is recognizing a desired future state involving growth or change; A belief that achievement of that state is possible.

Stages of entrepreneurial process

i. Discovery stage [ideas generation, opportunities identification and Market survey/research.
ii. Developing a business plan [conceptual development]
iii. Resourcing
iv. Managing company [Actualization]
v. Harvesting

Types, Roles and Functions of Entrepreneurs

There are different types of entrepreneurs according to Schollhammer and kuriloff (1997) that they include among others;

Techno- preneurs (Technology freaks), Agro- preneurs (Agriculture driven), Mobile-preneurs (Freelancers), Ultrapreneur (ultra-high achieving philanthropists), Ecopreneur(driven by nature), Alphapreneur (money driven), Bosspreneur (control freaks), Dadpreneur (lifestyle orientated), Sociopreneur (want to change the world for the positive), Mumpreneur (family comes first), Execpreneur (corporate animals), Webpreneur (internet driven), Passionpreneur (driven by doing what they love), Safepreneur (risk averse), Edupreneur (Coaching freak).

Roles and Functions of an Entrepreneur.

The roles and functions of entrepreneurs according to Ndagi (2004) are as follows:

1. An Innovator: turns creativity into reality. The entrepreneur as innovator produces new things or creates new ways of doing things.
2. A promoter: are concerned more about how to develop the innovation into a viable and successful business proposition.
3. A Catalyst: Facilitates the functions of the innovator and the promoter by Committing resources to exploit it, takes a personal risk whether in financial or status terms accept the consequences of failures.

The functions include;

Interpersonal: As a Figure head, the subordinates and staff do the work while he/she attends other functions; Leadership, he/she encourage direct, guide staff while also act as the Liaison officer of the enterprise

Informational: Information monitoring and gathering and dissemination to subordinates and staff while speaks to outsiders on behalf of the enterprise.

Decisional: Allocate resources appropriately, manage crises and make all negotiations on behalf of the enterprise.

Analysis of New Business Models and Strategies

Today countless innovative business models are emerging while new industries are being established through accelerated promotion of entrepreneurship as old industries are folding up. The new start-ups are challenging the old existing ones, some of the old ones struggling to reinvent themselves. A business model according to Osterwalder and pigneur [2010] describes the rationale of how an organization creates, delivers and captures value in economic, social, cultural or other contexts. In a generality, according to Al-debei and Avison [2008] a business model is an abstract representation of an organization, be it conceptual, textual or graphical of all core interrelated architectural, operational and financial arrangement designed and developed by an organization as well as all core products or services the organization offers based on these arrangements that are needed to achieve its strategic goals and objectives. A business model is the conceptual structure supporting the viability of a business, including its purpose, its goals and its plans for achieving them. It must be noted that business model is at the core of any successful startup because no matter how good an idea is or how unique something may seem, a startup must have a viable way of making money that is worthy enough for future investment and to sustain itself. The process of business model construction is part of organization business strategy.

Types of New Business Models

There are different types of business models and strategies but we will take some time to discuss few which include;

Business Model Canvas according to Osterwalder and pigneur [2010] is a shared language for describing, visualizing, assessing and changing business models which is made up of nine [9] building blocks

i. Customer Segments: This defines the different groups of people or organizations an enterprise aims to reach and serve.
ii. Value Proposition: This describes the bundle of products and services that create value for a specific customer segment
iii. Channels: This explains in detail how a company communicates with and reaches its customer segments to deliver a value proposition
iv. Customer Relationships: This defines the types of relationships a company establishes with specific customer segments.
v. Revenue Streams: This represents the cash a company generates from each customer segment [costs must be subtracted from revenues to create earnings]
vi. Key Resources: This describes the most important assets required to make a business model work by identifying key resources required by our value propositions, our distribution channels, customer relationships and our revenue streams.
vii. Key Activities: This explains the most important things a company must do to make its business model work.
viii. Key Partnerships: This describes the network of suppliers and other key partners that make the business model work by looking at key resources required, key activities to be performed, key suppliers and the key partners.
ix. Cost Structure: This defines all costs incurred to operate a business model by identifying the most important costs inherent in our business model, the most expensive key resources and key activities.

Transformative Business Model: Industry transformation usually believed to be adoption of new technology meanwhile, new technology are major factors of transformation but never transform an industry it is the adopted business model that transform an industry. Transformative business model is a system where various features interact often in complex ways to determine the company`s success, it further describes how a company creates and capture value. The features include customer value proposition, pricing mechanism, organization structure, strategic partnering with whom it will value. The six [6] key to successful transformative business model according to HBR [2016] are;

i. A more personalized product or service
ii. A closed-loop process
iii. Asset sharing

iv. Usage-based pricing
v. A more collaborative ecosystem
vi. An agile and adaptive

Lean Start up

Most start-ups fail, but many of those failures are preventable. The lean start-up is a new business model being adopted across the globe changing the way companies are built and new products are launched.

Start-up according to Ries (2011), is an organization dedicated to creating something new under conditions of extreme uncertainty. He further posits that lean start up is all about how today an entrepreneur uses continuous Innovation to create radically successful businesses.

The lean start-up model fosters companies that are more capital efficient and that leverage human creativity more effectively. Inspired by lessons from lean manufacturing, it relies on validated learning rapid scientific experimentation, as well as a number of counter intuitive practices that shorten product development cycles, measure actual progress without resorting to variety metrics and help us learn what customers really want. It enables a company to shift directions with agility, altering plans inch by inch, minute by minute.

The lean start-up is divided into three major parts

Vision – This is validated learning where a new discipline of entrepreneurial management involved identification of an entrepreneur, definition of start-up and articulation of start-up evaluation. In a nut shell, validated learning is the use of scientific experimentation to discover how to build a sustainable business.

Steer – This is leap of faith assumptions that use rigorous testing through learning to build a minimum viable product to test those assumptions by evaluating to ascertain if one is making progress and a method to decide whether to pivot.

Accelerate – Exploring techniques that enable lean start-ups to speed through the Build – **Measure** – Lean feedback loop as quickly as possible.

There are five (5) principles of lean start-up:
Entrepreneurs are everywhere based on the fact that a start-up is a human institution designed to create new products and services under conditions of extreme uncertainty.

Entrepreneurship is management. A start-up is an Institution, not just a product and so it requires a new kind of management specifically geared to its context of uncertainty.

Validated Learning - Start-ups exist to learn how to build a sustainable business not just to make money or serve customers. The learning can be validated scientifically by running frequent experiments to test each element of entrepreneur's vision.

Build – Measure – Learn. All fundamental activity of a start-up is focused to accelerate a feedback loop of learning ideas into products, measuring how customers respond and learning whether to pivot or persevere.

Innovation accounting – This involves how to measure progress, how to set-up milestones and how to prioritize work. This is to improve entrepreneurial outcome and hold Innovations accountable by using new kind of accounting designed for start-ups.

Growth Wheel

Growth Wheel according to Madie (2011) is a visual business model for assisting start-up, growth companies, entrepreneurs and business counselors to get focused, set the right agenda, make decisions and take actions. The Growth Wheel business model was designed around the observation that all businesses in all Industries sizes and stages have four lasting challenges in common. They must create an attractive business concept, build a strong organization, develop a lasting customer relations and maintaining profitable operations. The Growth Wheel business model creates a better experience for the entrepreneurs because it is a visualized model which changes the conversation, they make it easier to understand a challenge, they inspire creativity and conclusions are easy to communicate to outsiders. The Growth Wheel is designed to work independently and flexible because each of the model can be used on their own. It is reinvented by over 700 Growth Wheel certified business advisors across the globe who hand-pick from the wide selection of models and use them in their own way.

Growth Wheel`s 360^{o} perspective framework have four lasting business challenges broken into 20 focus areas which are:

i. **Attractive Business Conc**ept: Involved getting the business idea and designing the right-product portfolio. Selling it to the right customers' portfolio using the right revenue model and maintaining a strong market position.

ii. **Strong Organization**: This is finding the right ownership and board recruits and develops the right employees. Outsourcing tasks through partnerships with suppliers and contractors and mapping the core business processes. Having the legal frameworks in place for working together.

iii. **Lasting Customer Relations**: networking to get the right introductions, choosing the right way to do marketing and organizing effective sales processes. Getting in the media and on the customers' agenda by handling communications and public relation. Living the values that shape a strong branding of the organization and the products.

iv. **Profitable Operations**: making sure the right financial practices are in place and ensuring that there is enough funding for profitable investments to be made. Setting up the right production and project management systems to ensure deliveries and set up the right information technology system and facilities to carry out the business

Blue Oceans Strategy

Blue ocean strategy is new but its existence is not. They are defined by untapped market space, demand creation and the opportunity for highly profitable growth. Some Blue Oceans are created well beyond existing industry boundaries most are created from within red oceans by expanding existing industry boundaries.

Red Oceans industry boundaries are defined and accepted and the competitive rules of the game are known. Here companies try to outperform their rivals to grab a greater share of existing demand. As the market space gets crowded, prospects for profits and growth are reduced, products become commodities and cutthroat competition turns the Red Ocean bloody. Red Oceans represent all the industries in existence today which is the known market space while Blue Oceans denote all the industries that are not in existence today which is the unknown market space.

Companies according to Kim and Mauborgne (2005), have long engaged in head to head competition in search of sustained and profitable growth. They have fought for competitive advantage battled over market share and struggled for differentiation.

In today's over crowded industries competing head-on results in nothing but a bloody Red Ocean of rivals fighting over a shrinking profit pool which is unlikely to create profitable growth in the nearest future. They further argued that tomorrow's leading companies will succeed not by battling competitors but by creating Blue Oceans of uncontested market space ripe for growth, such strategic moves they termed Value Innovation which create powerful leaps in value for both firm and its buyers, rendering rivals obsolete and unleashing new demand.

The Blue Ocean strategy is anchored on Value Innovation which can be achieved through the six principles of Blue Ocean strategy namely;

i. Reconstruction of market boundaries
ii. Focus on the big picture not on the numbers
iii. Reach beyond existing demand
iv. Get the strategic sequence right
v. Overcome key organizational hurdles
vi. Build execution into strategy

The Value Innovation is further accelerated through the four actions framework;

i. Eliminate factors that the industry takes for granted
ii. Create factors that the industry has never offered
iii. Reduce factors well below the industry's standard
iv. Raise factors well above the industry's standard

These will automatically create a new value curve for the company.

Value innovation is the cornerstone of blue ocean strategy created in the region where a company`s actions favorably affect both its cost structure and its value proposition to buyers.

Cost savings are made by eliminating and reducing the factors an industry competes on. Buyer value is lifted by raising and creating elements the industry has never offered. Over time, costs are reduced further as scale economies kick in due to the high sales volumes that superior value generates.

McKinsey 7-S Model

Gupta [2008] as contained in Peters [2011] posit that as the science of management continues to develop as scholars and global business leaders refine their approaches to organizing their enterprises to ensure both profitability and sustainability. There is surely no 'one size fits all' solution that can guarantee success in business. However, among the array of business models, techniques and theories that can help strengthen business, I have always found that the 7-S framework offers a sound approach to combining all of the essential factors that sustain strong organizations:

Strategy, systems, structure, skills, style, and staff—all united by shared values. The 7-S Framework remains one of the enduring elements of diligent, focused business management.
Strategy: the direction and scope of the company over the long-term.

Structure: the basic organization of the company, its departments, reporting lines, areas of expertise and responsibility (and how they inter-relate).

Systems: formal and informal procedures that govern everyday activity, covering everything from management information systems, through to the systems at the point of contact with the customer (retail systems, call center systems, online systems, etc).

The Soft S's

Skills: the capabilities and competencies that exist within the company. What it does best.

Shared values: the values and beliefs of the company, ultimately they guide employees towards 'valued' behavior.

Staff: the company's people resources and how they are developed, trained and motivated.

Style: the leadership approach of top management and the company's overall operating approach.

Innovation

Innovation can be defined from different perspectives of applied invention, technology up-grade, business model, creativity, problem solving, and demand in the market place or unmet user needs. Irrespective of the perspective innovation can be said to be fresh thinking that creates value or new products, business processes and organic changes that create wealth or social welfare. Drucker (1993) sees innovation as the change that creates a new dimension of performance and further said innovation is the specific instrument of entrepreneurship that endows resources with a new capacity to create wealth.

Innovation is therefore, a process management resulting in an improvement, modification or adoption of a value-added end products, services or ideas. Innovation is the second stage of technological changes, processes which aroused from Invention, Innovation and Diffusion. There are two categories of innovation namely a) Evolutionary innovation: this results from incremental advances in technology or processes [dynamic/continuous innovation], b) Revolutionary innovation: this is referred to as disruptive or new innovation [discontinuous innovation]. There are other types of innovation which include; profit model, networking, structure, process, product performance, product system, service, channel, and brand and customer engagement.

Frugal Innovation

Frugal innovation according to Radjou and Prabhu (2011) is the process of reducing the complexity and cost of a good and its production. This is a new concept among types of innovation, the root of this concept lie in the appropriate technology movement of the 1950s. Frugal innovation refers to removing nonessential features from a durable good, such as a car or phone, in order to sell it in developing countries. Designing products for such countries may also call for an increase in durability and when selling the products, reliance on unconventional distribution channels. When trying to sell to so-called overlooked consumers, firms hope volume will offset razor-thin profit margins. Globalization and rising incomes in developing countries may also drive frugal innovation. Such services and products need not be of inferior quality but must be provided cheaply. The frugal innovation is a kind of disruptive innovation also called inclusive innovation, catalytic innovation or reverses innovation and also referred to as frugal engineering which was first coined by Carlos Ghosn the then chief of Renault and Nissan who stated that frugal engineering is achieving more with fewer resources.

Frugal Innovation, give an overview of the principles, perspectives and techniques managers can use to consistently perform at the top of their game, with limited resources. It offers a blueprint for leaders and managers in companies of all sizes and across all sectors on how to do more and better with less resource. What made Frugal Innovation stand out is its absolute relevance to managers across all sectors and levels and the growing urgency with which we need to use less of the world's resources. The frugal innovation is based on six principles that firms both large and small can adopt to innovate faster, better and cheaper. These include:

i. Engaging and emphasizing on continuous improvement
ii. Flexing assets to make big companies more agile
iii. Developing sustainable solutions to reduce environmental footprints
iv. Shaping customer behaviour through apps and big data
v. Co-creating value with consumers
vi. Partnering with other innovative companies.

To embed these effectively, firms must be able to embrace large-scale change that starts from the top and works down the organization. The concept has gained popularity in the South Asian region, particularly in India. The US Department of Commerce has singled out this nation for its innovative achievements saying in 2012 that there are many Indian firms that have learned to conduct R&D in highly resource-constrained environments and who have found ways to use locally appropriate technology to attain the desire goal of the firm. In India, the words Gandhianor jugaad Hindi words for a stop-gap solution are sometimes used instead of frugal.

Strategy

Strategy according to Chandler (1962) is the determination of the basic long-term goals of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. Porter (1980) defined strategy as the broad formula for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals and the combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there. He further said there are five forces that shape the market and competition which are; The threat of new entrants, the threat of substitute products, the bargaining powers of the buyers, the bargaining powers of the suppliers and the industry rivalry.

Mintzberg (1998), described five definitions of strategy as follows,

i. Strategy as plan – a directed course of action to achieve an intended set of goals; similar to the strategic planning concept;
ii. Strategy as pattern – a consistent pattern of past behavior, with a strategy realized over time rather than planned or intended. Where the realized pattern was different from the intent, he referred to the strategy as emergent;
iii. Strategy as position – locating brands, products, or companies within the market, based on the conceptual framework of consumers or other stakeholders; a strategy determined primarily by factors outside the firm;
iv. Strategy as ploy – a specific maneuver intended to outwit a competitor; and
v. Strategy as perspective – executing strategy based on a theory of the business or natural extension of the mindset or ideological perspective of the organization

STM Model

STM Model involves the formulation and implementation of the major goals and initiatives taken by a company`s top management on behalf of owners, based on consideration of available resources and assessment of the internal and external environments in which the organization competes. Strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. Academics and practicing managers have developed numerous models and frameworks to assist in strategic decision making in the context of complex environments and competitive dynamics. Strategic management is not static in nature; the models often include a feedback loop to monitor execution and inform the next round of planning.

Strategic management model according to (Ndagi, 2003) is a process that involves strategic thinking, planning, analysis, implementing, monitoring and evaluation of a management process that begins with Business definition, Objectives formulation, Environmental appraisal, Organizational appraisal, Strategic alternatives, Decision making procedures, Strategic choice, Strategy implementation, Strategic evaluation and Taking corrective action

Discussions

The hall mark of the new business models and strategies in entrepreneurship is to facilitate attainment of some specific entrepreneurial outcome which includes venture creation, job creation, wealth creation and community improvement. These entrepreneurial outcomes are discussed below in relation to effect of new business models and strategies on entrepreneurship development.

Venture Creation

Venture creation according to Mainoma and Aruwa (2012), is the process of turning a new idea or technology into a business that can succeed and will attract investors. One important requirement in the process of new venture creation is a match between the opportunity, propensity and the ability to enterprise. The further posit that Entrepreneurial Opportunityrefers to the extent to which possibilities for new ventures exist and the extent to which entrepreneurs have the leeway to influence their odds for success through their own actions. Entrepreneurial Propensity refers to the willingness to engage in a start-up business while Entrepreneurial Abilityrefers to the sum of technical and business capabilities required to starting and managing a business. They concluded that entrepreneurial spirit is characterized by innovation and risk-taking, and is an essential part of a nation's ability to succeed in an ever-changing and increasingly competitive global marketplace which is the hall mark of venture creation as a result of entrepreneurial success.

Job Creation

Job creation has become inevitable as social insecurity, youth restiveness and unemployment have hindered economic growth. CBN (2016) stated that estimated youth population of age between 15 - 35 years is 60% of total population of about 174.5 million and 70% of youth population are within 20 - 35 years that36.3 million youths aged 15 – 34 years are in the labour force which is 48% of entire labour force. CBN further said 13.6 million (37.7%) youths are unemployed or underemployed and concluded that Youth entrepreneurship constrained by weak capacity, lack of access to finance and parlous infrastructural facilities. The ultimate of entrepreneurship is job creation for the individual entrepreneurs and employees of the enterprise so created. It also has a multiplier effect of job creation by employees becoming an entrepreneur but the workability and success of job creation requires the new business model to ensure sustainability of the entrepreneurship. In a specific term job creation is the process by which the number of jobs in an economy increases and job creation is a direct opposite of unemployment. New jobs are created according to OECD (2011) as industries expand and new firms` start-up and grow, net job creation is typically led by a large number of small firms. This occurs in variety of forms including government lowering taxes and regulations to make hiring less expensive. On the other hand, government may decide to encourage and support private sector operators (Entrepreneurs and Industrialists) directly or indirectly to enhance job creation.

Wealth Creation

Wealth creation refers to the amassing of assets and property that is a surplus to the requirement for survival. This surplus, or wealth, may be used to amass an even greater surplus to the requirement via the further acquisition of resources and means of production. Wealth creation accounts for many of the inequalities within and between nations. During the Industrial Revolution, for example, the countries now referred to as "developed" were able to acquire a surplus of resources thanks to the technological innovations that made production more efficient. Wealth creation is a more appropriate term than wealth acquisition because there is not, in theory, a limited supply of wealth to go around; it is created by entrepreneurs and grown. The new business models and strategies will provide the impetus for continuous entrepreneurial ability, growth and success to ensure the continuous amassing of wealth which will eventually leads to the breakup of the vicious cycle of poverty. Only visionary, proactive and pragmatic entrepreneurs who imbibed the concept of new business models and strategies can ensure wealth creation.

Community Improvement

Enhanced entrepreneurship facilitates and accelerate community improvement through integrated economic activities, job and wealth creation, youth and women empowerment, leadership development, infrastructure improvement, financial assistance to prospective entrepreneurs. The primary goals of community improvement are to stimulate targeted reinvestment, reveal and inspire selected infill and intensification opportunities, coordinate planning efforts, preserve neighbourhood and heritage character, enhance industrial and other business opportunities, and aid in the cleanup of contaminated sites. Entrepreneurs that successfully built their production factories within the community, they contribute positively to the community in terms of enhancing economic activities through the purchase of local raw material, engaging the locals within the community as sales officials, engagement of the young ones as factory workers, the entrepreneurs also pay their taxes and levies promptly while contributing to the community in terms of social responsibilities.

Conclusion

The significant of the new business models and strategies in entrepreneurship development cannot be over emphasis but entrepreneurial competencies possessed by successful entrepreneurs are required to perform entrepreneurial functions effectively. These entrepreneurial competencies include among others; Initiative, Self-Confidence, Problem Solving ability, Persuasion etc. intrapreneurs are special entrepreneurs with in an enterprise, who uses entrepreneurial skills without incurring the risks associated with those activities. They are given the authority and support to create a new product without having to be concerned about whether or not the product succeeds or fails. Hence, entrepreneurs should be encouraged to improve on their entrepreneurial competencies while intrapreneurs should be motivated to take more risks and use the new business models and strategies for the ultimate growth and sustainability of the enterprise.

Entrepreneurship truly requires these new business models, strategies and entrepreneurial competencies to reduce or completely eradicate unemployment in our society but entrepreneurial counseling is key to the success of using entrepreneurship to overcome unemployment in Nigeria.

Recommendations

These recommendations are pragmatic approach to successful application of entrepreneurship development which are:

i. Entrepreneurial Counseling: all potential and prospective entrepreneurs need to specifically sort entrepreneurial counseling. Entrepreneurial counseling is a branch of business counseling and there is also need for the professional counselors to get kind of specialization especially entrepreneurial counseling to provide the desire result and confidence for the prospective entrepreneurs.

ii. Re-training of Entrepreneurs: Entrepreneurship is the dynamic process of creating incremental wealth. The wealth is created by individuals who assume the major risks in terms of equity, time and/or career commitment or provide value for some product or service. The individuals are referred to as the entrepreneurs, these entrepreneurs regularly require up grade, retraining on entrepreneurship to focus on building knowledge and skills, explicitly in preparation for starting or operating an enterprise. The targets are range of potential and practicing entrepreneurs who are not part of formal, degree-granting programs which include, at one end of the range, vulnerable, unemployed, inactive individuals or necessity-driven potential entrepreneurs, and at the other end, highly skilled, innovation-led, or opportunistic potential entrepreneurs. Likewise, the range of practicing entrepreneurs runs from individuals owning informal, micro- and small enterprises (MSEs), all the way to high-growth potential enterprise owners.

iii. Trade Scoping: Is process of defining and selecting the trade and the scope of the entrepreneurship development by the entrepreneurship development and training moderators to document trade selection management decisions. The trade scoping management plan provides guidance to stakeholders on how trade selection and acquisition will be managed and controlled throughout the entrepreneurship development and training programme.

vi. Skills Acquisition: Trade scoping is closely followed with skills acquisition which is ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carryout complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills). Skill acquisition is the ability to be trained on a particular task or function and become expert in it. Proper skills acquisition through reskilling, skills upgrade etc are necessity for successful entrepreneurship that can imbibe new business models and strategies for sustainable socio-economic growth. Specifically, to reduce unemployment.

v. Entrepreneurship Development Fine Tuning: Entrepreneurship education is no longer all about developing technical skills in business. It is also about strengthening a positive mindset in potential entrepreneurs and contributing to building an enterprise culture in the community. Universities are in a unique position to not only influence and shape the attitudes towards entrepreneurship for new venture creation, but also to develop an entrepreneurial perspective that students can apply to the multiple roles they will play in life.

vi. Enhance Personal Entrepreneurial Competence: There is a need for entrepreneurs to identify and fortify their personal competencies such as self-confidence, creativity, initiative, personal intuition, attitude, energy, leadership, responsibility, Problem Solving ability, Persuasion, perseverance, industrious, procrastination, conscientiousness fearlessness and boldness.

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