Globalization and the problems of entrepreneurial development in Nigeria

Akinola Grace Oluyemisi

Department of Management and Accounting, Obafemi Awolowo University, Ile-Ife, Nigeria.

email: gakinola2002@yahoo.com; gakinola@oauife.edu.ng

Accepted 11 June, 2014-06-11

Abstract

This study investigated how globalization enhanced Nigerian businesses and examined the challenges it posed to entrepreneurial development of the country. Both primary and secondary data were sourced for this study. Primary data were sourced through administration of structured questionnaire, while secondary data were sourced from relevant documents. Data collected were analysed using descriptive statistics. It was found out in the study that globalization has created free trade and made Nigerian entrepreneurs have wider market coverage. Specifically, productivity grows for some goods and services in which Nigeria has a comparative advantage; global competition and less costly imports have kept prices of some products down, so inflation has not curtailed economic growth; and free trade has inspired innovation for new products and kept some Nigerian firms competitively challenged. However, domestic workers in manufacturing based jobs are losing their jobs due to increased cheaper imports or shifts of production base to low-wage regions or low production cost global markets; alternatively workers are forced to accept pay cuts from employers. Also, Nigerian domestic companies are losing their comparative advantage since competitors build advanced operations in low-wage countries. The study concluded that globalization, though has enhanced some areas of the economy, it nevertheless created more havoc to entrepreneurial development in Nigeria than the benefits derived.

Keywords: globalisation, entrepreneurship, entrepreneurial enterprises, small and medium enterprises, SMEs, international entrepreneurship

INTRODUCTION

Globalization has become a common theme around the world since the early 1980s. It is a process characterized by the increasing integration of goods, labor and financial markets, without regard for international boundaries with the ultimate goal of pursuing a single global market. This process of global economic integration has been accelerated by rapid advances in information, communication, computing, as well as transportation technologies, which have made it easier and quicker to complete international transactions for both trade and financial flows. It is the growing interdependence of national economies involving consumers, producers, suppliers, and governments in different countries.

Boundaries between domestic and international markets are becoming less relevant as businesses increase their profiles abroad. Globalization reflects the trend of firms selling and distributing products and brands in many countries around the world. It is associated with governments reducing trade and entrepreneurship and marketing strategy investment barriers, large firms manufacturing in multiple countries, local firms sourcing raw materials or parts from cost-effective suppliers.
abroad, and foreign firms increasingly competing in domestic markets (Dunning 1993). Globalization has been a gradual process, stemming from a wide range of self-reinforcing trends.

Entrepreneurship is the act of undertaking an endeavour; it is a French word. Entrepreneurs assemble resources including innovations, finance and business acumen in an effort to transform innovations into economic goods. This may result in new organizations or may be part of revitalizing matured organizations in response to a perceived opportunity. The most obvious form of entrepreneurship is that of starting new businesses; however, in recent years, the term has been extended to include social and political forms of entrepreneurial activity. When entrepreneurship is describing activities within a firm or large organization it is referred to as intra-preneurship and may include corporate venturing, when large entities start spin-off organizations.

Globalization needs entrepreneurs. No country in the world has made it as a significant, active, and meaningful player in the global economy and global society without a critical mass of entrepreneurs operating in a supportive but competitive environment. The level and quality of entrepreneurship is a good indicator of overall development of society and readiness for globalization. Historically, countries with successful entrepreneurs operating in different societal endeavors have achieved faster rates of economic growth, enjoyed more broad-based improvements in peoples’ standards of living and quality of life, and participated more competitively in the global economy and global society. The lesson from history is clear: Any developing country or economy in transition wishing to gainfully participate in globalization must have in its midst a dynamic critical mass of active entrepreneurs operating in all sectors of society. The state must actively support and help to create a positive environment for the development and renewal of this kind of entrepreneurship.

It has been said that globalizing developing countries need a critical mass of “global technopreneurs”; these are young men and women who use technology to develop innovative, profitable businesses and socially desirable services not only for the home market but also regionally, continent-wide, and globally. Many developing countries are in a state of transition. They are striving to move from a subsistence-oriented, tightly integrated, inward looking local economy to a surplus seeking, market led, outward looking economy. Such a move is possible only with the emergences of a multitude of a small-scale and rural enterprise in all works of life. This requires building up of a wider base of population capable of entrepreneurial behaviour.

As consumer preferences across national markets converge, trade barriers fall, and national economies integrate to form a global economic system, increasing numbers of small businesses across national markets are taking advantage of trading opportunities engendered by the globalization of markets and production. The potential for global sales is clear, but does it extend to small businesses in Nigeria? Some observers have noted that African countries are falling behind in this global economic race (Zeng, 2008); this is a serious matter because of the key role that entrepreneurs and small businesses play in job creation and economic growth in every country. A key issue of our time is who loses and gains from globalization. In markets of tradable goods, it is easy to predict that industries which have had little exposure to international competition will suffer. Despite the fact that small businesses are the engines that drive economic growth in most economies, small scale enterprises in Africa are at a great disadvantage in this race for growth and profitability; how is Nigeria affected? Are there ways by which globalization has enhanced small scale enterprises in Nigeria? What are the challenges being posed by globalization to entrepreneurial development in Nigeria and are there ways out?

This study investigated how globalization has enhanced Nigerian businesses and examined challenges posed by globalization for entrepreneurial development in Nigeria; it made suggestions that would help in solving some of these problems and enhance the participation of small Nigerian firms in the global marketplace. Understanding the challenges and difficulties faced by entrepreneurs in Nigeria would be important if Nigerian government is to come up with policies which will stop their small businesses from being swept away by rapid changes taking place in today's global economy. The rest of the paper is divided into three sections. The first section examines opportunities available to Nigerian entrepreneurs in today's global economy; the second section highlights some of the major challenges facing small scale enterprises in Nigeria. The article concludes with recommendations for addressing these challenges and enhancing the competitive ability of Nigerian small firms. The focus in this article is largely on indigenous entrepreneurs and small businesses in Nigeria.

Literature Review

Globalization is a complex phenomenon, which encompasses a great variety of tendencies and trends in the economic, social and cultural spheres; this is reflected in people’s opinion that it has a multidimensional character and thus does not lend itself to a unique definition. For purposes of simplicity, it may be described as increasing and intensified flows between countries of goods, services, capital, ideas, information and people, which produce crossborder integration of a number of economic, social and cultural activities. It creates both opportunities and costs and for this reason it should not be demonized nor sanctified, nor should it be
used as a scapegoat for the major problems that are affecting the world today.

There are four main driving forces behind increased interdependence, these are: trade and investment liberalization; technological innovation and the reduction of communication costs; entrepreneurship; and global social networks. Although many believe that technological innovation and entrepreneurship are the main forces behind globalization, these factors cannot alone explain the process of enhanced economic integration. National governments have played a pivotal role in allowing greater interdependence and economic integration of specific activities through the elaboration and adoption of market-oriented policies and regulations, at both the international and local levels.

Increased global integration in a number of economic areas began to intensify in the 1980s when many governments supported economic liberalization. The latter has included “financial sector deregulation, the removal of controls over foreign exchange and enhanced freedom of trade. Financial deregulation has resulted in the progressive elimination of capital controls, the removal of controls over interest rates, and the lifting of traditional barriers to entry into banking and other financial services” (Cable, 1995).

Thus, contrary to what is often claimed, economic globalization is not a blind force. It is still individual governments that set the policies and the rules of the globalized economy. Economic globalization is, in other words, the result of policy decisions made by individual countries that allow global market forces to operate. It is of great importance to underscore the political source of economic globalization, in order to avoid interpreting this phenomenon as a deterministic force about which little can be done, moreso that multinational corporations have taken full advantage of more open markets to spread production processes all over the world (WTO, 1999, Annual Report). The opening up of economic opportunities allows the movement of foreign capital, technological innovation and entrepreneurship are the main forces behind globalization, these factors cannot alone explain the process of enhanced economic integration. National governments have played a pivotal role in allowing greater interdependence and economic integration of specific activities through the elaboration and adoption of market-oriented policies and regulations, at both the international and local levels.

Increased global integration in a number of economic areas began to intensify in the 1980s when many governments supported economic liberalization. The latter has included “financial sector deregulation, the removal of controls over foreign exchange and enhanced freedom of trade. Financial deregulation has resulted in the progressive elimination of capital controls, the removal of controls over interest rates, and the lifting of traditional barriers to entry into banking and other financial services” (Cable, 1995).

Thus, contrary to what is often claimed, economic globalization is not a blind force. It is still individual governments that set the policies and the rules of the globalized economy. Economic globalization is, in other words, the result of policy decisions made by individual countries that allow global market forces to operate. It is of great importance to underscore the political source of economic globalization, in order to avoid interpreting this phenomenon as a deterministic force about which little can be done, moreso that multinational corporations have taken full advantage of more open markets to spread production processes all over the world (WTO, 1999, Annual Report). The opening up of economic opportunities allows the movement of foreign capital, technological innovation and entrepreneurship are the main forces behind globalization, these factors cannot alone explain the process of enhanced economic integration. National governments have played a pivotal role in allowing greater interdependence and economic integration of specific activities through the elaboration and adoption of market-oriented policies and regulations, at both the international and local levels.

Increased global integration in a number of economic areas began to intensify in the 1980s when many governments supported economic liberalization. The latter has included “financial sector deregulation, the removal of controls over foreign exchange and enhanced freedom of trade. Financial deregulation has resulted in the progressive elimination of capital controls, the removal of controls over interest rates, and the lifting of traditional barriers to entry into banking and other financial services” (Cable, 1995).

Thus, contrary to what is often claimed, economic globalization is not a blind force. It is still individual governments that set the policies and the rules of the globalized economy. Economic globalization is, in other words, the result of policy decisions made by individual countries that allow global market forces to operate. It is of great importance to underscore the political source of economic globalization, in order to avoid interpreting this phenomenon as a deterministic force about which little can be done, moreso that multinational corporations have taken full advantage of more open markets to spread production processes all over the world (WTO, 1999, Annual Report). The opening up of economic opportunities allows the movement of foreign capital, technological innovation and entrepreneurship are the main forces behind globalization, these factors cannot alone explain the process of enhanced economic integration. National governments have played a pivotal role in allowing greater interdependence and economic integration of specific activities through the elaboration and adoption of market-oriented policies and regulations, at both the international and local levels.

Increased global integration in a number of economic areas began to intensify in the 1980s when many governments supported economic liberalization. The latter has included “financial sector deregulation, the removal of controls over foreign exchange and enhanced freedom of trade. Financial deregulation has resulted in the progressive elimination of capital controls, the removal of controls over interest rates, and the lifting of traditional barriers to entry into banking and other financial services” (Cable, 1995).

Thus, contrary to what is often claimed, economic globalization is not a blind force. It is still individual governments that set the policies and the rules of the globalized economy. Economic globalization is, in other words, the result of policy decisions made by individual countries that allow global market forces to operate. It is of great importance to underscore the political source of economic globalization, in order to avoid interpreting this phenomenon as a deterministic force about which little can be done, moreso that multinational corporations have taken full advantage of more open markets to spread production processes all over the world (WTO, 1999, Annual Report). The opening up of economic opportunities allows the movement of foreign capital, technological innovation and entrepreneurship are the main forces behind globalization, these factors cannot alone explain the process of enhanced economic integration. National governments have played a pivotal role in allowing greater interdependence and economic integration of specific activities through the elaboration and adoption of market-oriented policies and regulations, at both the international and local levels.

Increased global integration in a number of economic areas began to intensify in the 1980s when many governments supported economic liberalization. The latter has included “financial sector deregulation, the removal of controls over foreign exchange and enhanced freedom of trade. Financial deregulation has resulted in the progressive elimination of capital controls, the removal of controls over interest rates, and the lifting of traditional barriers to entry into banking and other financial services” (Cable, 1995).

Thus, contrary to what is often claimed, economic globalization is not a blind force. It is still individual governments that set the policies and the rules of the globalized economy. Economic globalization is, in other words, the result of policy decisions made by individual countries that allow global market forces to operate. It is of great importance to underscore the political source of economic globalization, in order to avoid interpreting this phenomenon as a deterministic force about which little can be done, moreso that multinational corporations have taken full advantage of more open markets to spread production processes all over the world (WTO, 1999, Annual Report). The opening up of economic opportunities allows the movement of foreign capital, technological innovation and entrepreneurship are the main forces behind globalization, these factors cannot alone explain the process of enhanced economic integration. National governments have played a pivotal role in allowing greater interdependence and economic integration of specific activities through the elaboration and adoption of market-oriented policies and regulations, at both the international and local levels.
Table 1. How Globalization Enhanced Nigerian Businesses

<table>
<thead>
<tr>
<th>Enhancement Role by Globalization for Businesses</th>
<th>Number of Respondents Suggesting Role</th>
<th>% of Respondents Suggesting Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Globalization has created free trade</td>
<td>67</td>
<td>95.7%</td>
</tr>
<tr>
<td>2. Led to the expansion of exports and stimulate growth</td>
<td>60</td>
<td>85.7%</td>
</tr>
<tr>
<td>3. Globalization has allowed access to ideas and international best practices in different fields and realms</td>
<td>50</td>
<td>71.4%</td>
</tr>
<tr>
<td>4. Productivity grows for some Nigerian products and services in which Nigeria has a comparative advantage</td>
<td>47</td>
<td>67.1%</td>
</tr>
<tr>
<td>5. Global competition and less costly imports have kept prices of some products down</td>
<td>44</td>
<td>62.9%</td>
</tr>
<tr>
<td>6. Improvement in transportation has brought about more efficient distribution systems, and prices of products among countries are easily compared</td>
<td>43</td>
<td>61.4%</td>
</tr>
<tr>
<td>7. Free trade has inspired innovation for new products and has kept some Nigerian firms competitively challenged</td>
<td>39</td>
<td>55.7%</td>
</tr>
<tr>
<td>8. Created awareness of specifications of products that will meet international standard</td>
<td>32</td>
<td>45.7%</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2009

2002). Incubators are just one approach to stimulating entrepreneurship; others include entrepreneurship education, Small Business Development Centers (SBDCs), and science parks.

One advantage of indigenous development is that it begins with a ubiquitous resource, the nation’s inventors and entrepreneurs (Udell, 1988: 61). Local entrepreneurs are not likely to be enticed away given their deep roots in the community and as they become successful, they serve as a role model for others with similar aspirations. Entrepreneurship tends to be a local phenomenon because the personal networks are typically local. When a state lacks comparative advantage, human resource and entrepreneurship development may be the only viable path to development. Japan, South Korea, Taiwan, and Singapore are examples of nation-states that lack the obvious factor endowments for economic development but have been exceptionally successful through the development of human resources and indigenous industry.

Otieno Mbaro (2009) concluded in his work that: Despite the hype of globalization and its attached benefits, it is a phenomenon whose growth if not checked, can easily destroy the living environment of the world people. The problem with developing countries lies in their easy acceptance of new concepts without finding out the impact it may have on the economy. It is important for these countries to determine the way and the extent at which they want to open up their markets. This gradual change has helped developed countries and insulated their economies from fierce competition. Another issue, central to this debate, is the timing and sequence of opening up the economy. Governments must not simply surrender their obligation to the nation simply by the mere allure of globalization without a clear understanding of its context. The timing and sequence is, therefore, an important decision. Should the government start with one industry or sector? Freeing the market at a premature state will prove dangerous to the local industries for they lack the wherewithal to stand aggressive competition waged by the most sophisticated and technologically advanced corporations. It might require a careful approach such as integrating sector wise and determine which sector first require integration with the global economy in order to avoid falling into global pit.

METHODOLOGY

Both primary and secondary data were sourced for this study. Primary data were sourced through administration of structured questionnaire drawn in English to production and marketing managers of ten purposively selected manufacturing companies in Nigeria and fifty entrepreneurs and workers of small firms in Nigeria. Additional data were also collected from newspaper cuttings, textbooks and the Internet as secondary sources. Data collected were analysed using descriptive statistics such as frequency distribution tables.

RESULTS AND DISCUSSIONS

How globalization enhanced Nigerian businesses

The study revealed the followings as ways by which globalization has enhanced Nigerian Businesses with the percentage of those who suggested the ways in parentheses:

1. Globalization has created free trade in which goods and services are moved among nations without political barriers (95.7);
2. It has led to the expansion of exports and stimulate
### Table 2. Challenges Posed by Globalization for Entrepreneurial Development in Nigeria and Probable Solution

<table>
<thead>
<tr>
<th>Challenges Posed by Globalization for Entrepreneurial Development</th>
<th>No and % of Respondents Suggesting Challenge</th>
<th>Probable Solution</th>
<th>% of Respondents Suggesting Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Epileptic supply of electricity</td>
<td>65 (93%)</td>
<td>1. If the Federal government can pursue only electricity agenda, epileptic supply of electricity problem will be solved</td>
<td>63 (90%)</td>
</tr>
<tr>
<td>2. Neglect of farming</td>
<td>62 (89%)</td>
<td>2. Government should encourage people to go back to the farm, by providing the enabling environment</td>
<td>65 (93%)</td>
</tr>
<tr>
<td>3. Domestic workers in manufacturing based jobs are losing their jobs due to increased cheaper imports or shifts of production base to low-wage regions or to low production cost global markets</td>
<td>61 (87%)</td>
<td>3. Opportunities must be provided, by government policies, for people to own and manage businesses of their choice</td>
<td>63 (90%)</td>
</tr>
<tr>
<td>4. Workers are forced to accept pay cuts from employers</td>
<td>45 (64%)</td>
<td>4. Workers being forced to accept pay cuts from employers could look outward for needs that have not been met in the society, so that their companies could diversify</td>
<td>44 (63%)</td>
</tr>
<tr>
<td>5. Scarcity of apprentices and journeymen or laziness on part of available apprentices and journeymen for people in vocational jobs.</td>
<td>52 (74%)</td>
<td>5. Educative programmes and jingles should be used by media houses to change people’s orientation from thinking to getting rich quick through all means to using their talents and hands for creative purposes</td>
<td>31 (44%)</td>
</tr>
<tr>
<td>6. Continuous loss of comparative advantage by Nigerian domestic companies</td>
<td>48 (69%)</td>
<td>6. Companies can think of other products that they can produce in a more efficient way than any competitor any where in the world</td>
<td>38 (54%)</td>
</tr>
<tr>
<td>7. Technological constraints</td>
<td>46 (66%)</td>
<td>7. The country should make maximum use of technology transfers brought about by globalization. It will however be equally necessary to generate local innovation to meet the specific production possibilities in Nigeria.</td>
<td>43 (61%)</td>
</tr>
<tr>
<td>8. There are problems of adequate clean water supply and lack of effective sewage systems</td>
<td>41 (59%)</td>
<td>8. The government should ensure adequate supply of pipe borne water to all nooks and crannies of the country and work towards improved sanitation as well.</td>
<td>59 (84%)</td>
</tr>
</tbody>
</table>


growth, that is, it has allowed Nigerian entrepreneurs have wider market coverage (85.7), this is in line with Nickels, McHugh and McHugh (2008:62) who are of the opinion that since global market contains over 6 billion potential customers for goods and services which allows entrepreneurs have wider market coverage.

3. Globalization has allowed access to ideas and international best practices in different fields and realms (71.4): these are new product designs, new investment projects, new production technologies, new managerial practices, certain sets of institutions that have proved successful in other places, and, eventually, modelling of societies;

4. As a result of globalization, productivity grows for some Nigerian products and services in which Nigeria has a comparative advantage (67.1); and

5. Global competition and less costly imports have kept prices of some products down, so inflation has not curtailed economic growth (62.9).

6. Also, there is improvement in transportation as a result of globalization which has brought about more efficient distribution systems, advances in communication has made knowledge about where one’s product is needed internationally easy, and prices of products among countries are easily compared (61.4);

7. Free trade has inspired innovation for new products and has kept some Nigerian firms competitively challenged, in other words, with
globalization, innovation, creativity and entrepreneurship have flourished (55.7); and

8. Globalization has created awareness of specifications of products that will meet international standard (45.7).

**Challenges posed by globalization for entrepreneurial development in Nigeria**

The study revealed the followings as challenges posed by globalization for entrepreneurial development in Nigeria:

(i) Epileptic supply of electricity (93), this affects almost all sectors or industries in the economy and has made entrepreneurial development very difficult, if not impossible. This has destroyed creative as well as innovative spirit in a lot of Nigerians.

(ii) Neglect of farming (89) – people are no longer interested in farming which has been our economic mainstay before oil boom which has made the number of farmers drop so drastically. Though the modern farming industry has become so efficient through the use of technology, but most Nigerian farmers could not afford these modern implements and the people in government who are supposed to provide modern agricultural equipments for rent at affordable rates to farmers showed less concern. Instead of these government officials to think on how to make millions of small farms that are in existence be replaced by some huge farms, or by some merely large farms, or better still by some small but highly specialized farms, so that the loss of farm workers will not be a negative sign, but rather an indication that Nigerian agricultural workers will become the most productive in the world being blessed with good soil and vegetation, they rather wait for federal allocation to be shared among them;

(iii) Domestic workers in manufacturing based jobs are losing their jobs due to increased cheaper imports or shifts of production base to low-wage regions or low production cost global markets (87); and

(iv) Alternatively workers are forced to accept pay cuts from employers (64.3).

(v) There are also problems of scarce apprentices and journeymen or laziness on part of available apprentices and journeymen for people in vocational jobs (74.3); that is people into vocational jobs find it difficult to get apprentices as well as journeyman, this is as a result of wanting to get rich quick syndrome created by internet fraud, as well as commercial motor cycle businesses. Those who got apprentices and journeyman discovered that they are very lazy, wanting to be highly paid for an infinitesimal contribution.

(vi) There is continuous loss of comparative advantage by Nigerian domestic companies; that is, Nigerian domestic companies are losing their comparative advantage since competitors build advanced operations in low-wage countries (69).

(vii) Technological constraints (65), there are primitive transportation and storage systems which makes international distribution ineffective, if not impossible. This is reflected in the way perishable food like fresh tomatoes get spoiled by the time it reaches the market.

(viii) There are also problems of adequate clean water supply and lack of effective sewage systems (58).

**Probable solution to challenges of entrepreneurial development posed by globalization and enhancing the competitive ability of Nigerian small firms in global market**

The following were recommended for addressing the challenges posed by globalization to entrepreneurial development and the percentage of respondents suggesting each recommendation are in parentheses:

1. There is an adage that says “jack of all trades, master of none”; if the Federal government can pursue one point agenda, which is electricity, instead of pursuing many point agenda without success in a single one, this will go a long way to solve problem of epileptic supply of electricity (90).

2. To solve problem of neglect of agriculture, government should encourage people to go back to the farm, by providing enabling environment, e.g. technology for those who are ready to go to farm (92). Manufacturing industries will also spring up these industries will make use of farm produce as raw materials for these industries. This will create more jobs to school leavers.

3. For problems of job losses on part of domestic workers in manufacturing based jobs due to increased cheaper imports or shifts of production base to low-wage regions or low production cost global markets, government should encourage and provide opportunities for people to own and manage businesses of their choice (90). People must be educated more on requirements of having own businesses and how to take up entrepreneurial challenge; stressing that they do not need a huge sum of money before they start businesses of their own.

4. Workers being forced to accept pay cuts from employers could look outward for needs that have not been met in the society, so that their companies could diversify (63). This will develop their spirit of innovativeness and will assist the company to be relevant in a dynamic global market. Businesses affected should use technology to be responsive to customers.
5. To take care of Scarcity of apprentices or journeymen, educative programmes and jingles should be used by media houses to change people’s orientation from thinking to getting rich quick through all means to using their talents and hands for creative purposes.

6. For Nigerian domestic companies losing their comparative advantage, since competitors build advanced operations in low-wage countries; these companies can think of other products that they can produce in a more efficient way than any competitor anywhere in the world (54). Nigerians have neglected agricultural businesses which was our economic mainstay before oilboom, if this sector of the economy is revisited, it will change the stories of many domestic companies that have lost their comparative advantages for better.

7. To tackle problem of technological constraints, the country should make maximum use of technology transfers brought about by globalization. It will however be equally necessary to generate local innovation to meet the specific production possibilities in Nigeria (62).

The ways by which the competitive ability of Nigerian small firms could be enhanced in global market

1. Embracing innovation is one of the ways for Nigerian businesses to succeed in the global market. Labor could be very cheap in Nigeria, manufacturing firms will continue to relocate abroad as long as the tasks and costs of production involved continue to increase, but companies that reward new ideas, niche markets and community collaboration can thrive on local employment.

2. There is need for entrepreneurial education. Through this, entrepreneurs will understand more why: overseas buyers enjoy dealing with individuals rather than with large corporate bureaucracies; small companies can usually begin shipping much faster; small companies provide a wide variety of suppliers; and small companies can give more personal service and more undivided attention, because each overseas account is a major source of business to them.

3. Apart from having good character, being competent and committed, managers or owners of small firms should study foreign languages, learn about foreign cultures and take global business courses. This will assist entrepreneurs in identifying those nations with high export potential and those with low export potential.

4. Manage processes, not people. Focus not on what people do, but on how they do things. Establish a synergistic enterprise-wide and an end-to-end cross-departmental and often, cross-company coordination of work activities that create and deliver ultimate value to customers.

5. Be ethical in everything you do. Try to follow integrity-based ethics codes – which defines the organizations guiding values, create an environment that supports ethically sound behaviour, and stress a shared accountability among employees.

6. Be involved in a business you have passion for, in which raw materials are accessible and available at all times, and in which you create things that you can be proud of. Inspire your people with a clear vision. Define shared values and let values rule. Build your distinctive corporate capabilities to achieve competitive advantage.

7. Going global means localization efforts are required to make a product truly global. Enhanced personalization (support of user preferences) is a key method of improving customer experience in a global market.

8. As boundaries vanish regional behavior diminishes, this requires offerings tailored to appeal to local customers rather than an artificial collections of users. An enhanced IT infrastructure to support globalized applications is required.

CONCLUSION

The study concluded that globalization, though has enhanced some areas of the economy, but it nevertheless created more havoc to entrepreneurial development in Nigeria than the benefits derived.

REFERENCES


Schmitz H (2000). Responding to Global Competitive Pressure; Local Co-operation and Upgrading in the Sinos Valley; Brazil IDS Working Paper 82.

Sen A (2001). “If It is Fair, It is Good: 10 Truths about Globalization”; Los Angeles Times Syndicate; Saturday-Sunday, July 14-15.


the implementation of General Assembly resolution 50/225 on public administration and development”; Report of the Secretary General; A/56/127-E/2001/101.

