

CONTRIBUTIONS TO AN EMERGING CULTURE OF ENTREPRENEURSHIP

Abstract

There is a global trend to take advantage of opportunities in entrepreneurship to grow and develop contemporary societies. The Nigerian society like other developing societies is experiencing some awakening in that regard. This work traces the advent of entrepreneurship from ancient to modern times capping it with the Nigerian contributions to entrepreneurial evolution. It argues that Nigeria's is still an emerging culture of entrepreneurship which must be deliberately cultivated in spite of the individual, governmental and global recognition of entrepreneurial potentials of the Nigerian context through theory and practice. Consequently, to facilitate the development of entrepreneurial culture in the Nigerian economy and society, some ideas for intending entrepreneurs, governments and other stakeholders are advocated.

Keywords: *Entrepreneurship; entrepreneur; culture of entrepreneurship; aspiring entrepreneurs; tertiary institutions; creativity and innovation; tips for aspiring entrepreneurs*

1. INTRODUCTION

The history of the human race points to human capacity and ability to always generate ideas or concepts which cater to the challenges humans confront in their daily existence. Each epoch of human existence has solutions that are peculiar to the people of such an era in their efforts at improving the human condition. One of such advances in human history is the development of the idea of entrepreneurship. It developed out of the need to respond to different situations that required some change that would result in solving the challenges that confront people in such contexts. What the term *entrepreneurship* and its resultant complimentary term *entrepreneur* connote are not new to human experience in the sense that they capture those activities that promote the economies of communities and nations and those individuals involved in these economic activities respectively. Though the two terms capture already existing phenomena, they were developed and had become very popular in modern economic development. The birth of the two terms has occasioned a lot of interests by individuals, organizations, and governments. Scholars from virtually every discipline have continued to interest themselves in the idea of *entrepreneurship*. Studies in entrepreneurship now exist at undergraduate and graduate levels in many universities and other institutions of higher learning all over the world. There also exists a good number of centers dedicated to the teaching and studying of entrepreneurship both in academic and nonacademic settings globally. These programmes are geared towards the development of entrepreneurial skills in the students among other objectives. The interest of experts from various fields of human endeavor in the field of entrepreneurship throws up all kinds of understandings of what *entrepreneurship* means. One thing, however, is certain, contemporary economies are driven by entrepreneurs. Modern society cannot therefore develop without any good entrepreneurial culture. Unfortunately, while some countries have developed a culture of entrepreneurship in the modern sense, it is just emerging in a significant amount of

45 others. The implication is that countries that do not possess the culture of entrepreneurship would
46 not benefit from the practice of entrepreneurship.

47 The pursuit of the gains of entrepreneurship takes different forms in different countries and
48 regions. In Nigeria, like every other country, entrepreneurship is as old as humanity's tendency
49 to develop ways to improve existence. In the modern entrepreneurial sense however, Nigeria
50 would seem to possess no significant culture of entrepreneurship. It is an emerging culture with a
51 lot of potentials (1, 2 &3). The need to diversify from a one commodity(oil) based economy and
52 develop the necessary human capital, seem to also account for the interest in promoting
53 entrepreneurship in the country. Nigeria's overreliance on oil has occasioned a lot of economic
54 crisis which has affected the growth and development of the country (4 & 5). One of the
55 immediate outcomes of this economic crisis is unemployment. Further, the diversification of the
56 economy also implies that other areas of the economy would provide opportunities for citizens to
57 do business, create wealth and provide jobs. The potential to create wealth is an advantage to the
58 government because no government can completely provide all the jobs for its citizens.
59 Governments consequently provide the enabling environment for individuals and groups to
60 facilitate entrepreneurial activities. This support was provided by the government of Nigeria
61 through one of its agencies, the National Universities Commission (NUC), which built on the
62 pioneering efforts of the University of Ibadan, to facilitate the teaching of entrepreneurial studies
63 programmes in tertiary institutions of learning in the country(1,2). This development opened up
64 opportunities for all stakeholders to slowly but steadily begin to cultivate the culture of
65 entrepreneurship in Nigerian higher education. The culture is barely a decade old. It would be
66 safe to say that it is still at the infancy stage. As an emerging culture in Nigeria therefore, this
67 work attempts to make some contributions to the theory and practice of entrepreneurship and by
68 extension any similar economy. It begins with a general overview of the development of
69 entrepreneurship in different epochs. It reviews some critical concepts and provides suggestions
70 for aspiring entrepreneurs and concludes with ideas for stakeholders in the development of the
71 phenomenon.

72 2. LITERATURE REVIEW

73 2.1 Theoretical Review

74 2.1.1 From The Etymology to Definitions of Entrepreneurship and Entrepreneur

75 The word "entrepreneur" comes from the amalgamation of two Latin words "entre," which
76 means "to swim out," and "prendes," which translates "to grasp," "understand," or capture.
77 French-Irish Economist Jean-Baptiste Say united the two words thereby popularising the term,
78 "entrepreneur." [6], however, contends that plainly speaking, the words "entrepreneurship" and
79 "enterprise" both derive from the Old French word for "an undertaking," *entrependre*. "Yet even
80 in French, the related word *entrepreneur* did not take on the current meaning until the economist
81 Jean-Baptiste Say so imbued it in 1800"(p.1). It is therefore pertinent at this stage to examine
82 some definitions of entrepreneurship.

83 [7] say that entrepreneurship pertains to the action of a risk taker who creatively ventures into a
84 new business or revives an existing business. Hence for some people, the term "entrepreneur"
85 simply means anyone who takes the risk and begins a business. Such business could be a
86 barbers' shop or a high-tech startup. This work will use the word in a more inclusive sense to
87 accommodate both the above popular loose conception of the word as when someone begins a
88 business and the narrower and therefore technical and unpopular sense. It is worth noting that the

89 intellectual conception goes back to the origin of the word itself. Another definition conceives
90 the entrepreneur as the mediator who has the responsibility to produce social changes, and it is
91 through innovation that he transforms the social environment [8]. This definition presents the
92 entrepreneur as someone whose activity changes their social landscape. Their participation in the
93 entrepreneurial activities is not just economic but also has a lot of social dimensions. That is why
94 entrepreneurs are regarded as change agents. Their activities change whatever environment they
95 find themselves. In fact, their influences often have far reaching impacts beyond their immediate
96 environments. Imagine the impact of Bill Gates, Steve Jobs and Mark Zuckerberg in the area of
97 information and communication technology. What about the influence of the entrepreneurial
98 activity of Aliko Dangote in the cement industry in Africa. Dangote's entrepreneurial activities
99 begun in Nigeria, his native country, have transcended the borders of Nigeria to other African
100 countries.

101 For [9], an entrepreneur is "anyone who undertakes some economic activity on her own
102 initiative on the basis of alert observation of opportunity to enhance her wealth, power or
103 prestige (p. 530). In modern times, this activity would seem to involve the creation and
104 organisation of a new business firm. However, the activity did not always entail the form in
105 which the entrepreneur creates and organises a new business. Even contemporary economic
106 activity that influences the emergence of the entrepreneur does not always end up in the
107 establishment of a business firm. When the definition of entrepreneurship is limited to the
108 establishment of firms by the entrepreneur, there is a wide range of activities involved. Baumol
109 and Strom thus divide the activities into two. The first is the firms that are replicable or similar to
110 existing firms in their functions. An example in Nigeria is the establishment of a firm that
111 produces packaged water popularly called "pure water". This type of business has been
112 replicated multiple times all over Nigeria. The second division is the group that consists of
113 innovative entrepreneurs. The innovative entrepreneurs establish firms that provide new
114 products, utilize new production processes, enter new markets, or adopt new methods of
115 organization. The primary role of the innovative entrepreneur is not invention, but they ensure
116 the deployment of potential inventions by hypothesizing their best use and getting them to the
117 market [9]. It follows that one can be either a replicative or innovative entrepreneur.

118 [10], taking the skills approach to understanding the concept of entrepreneurship describes
119 entrepreneurship as the special collection of skills possessed by an entrepreneur. These skills
120 include a predisposition to take risks above and beyond the ordinary, and a desire to create
121 wealth. Entrepreneurs are people who find ways round business difficulties. They persist with a
122 business strategy at times when others choose the shelter of full-time assured employment. The
123 implication of this approach is that to understand entrepreneurship, one must look for those
124 distinguishing traits or skills that entrepreneurs have been found to possess.

125 [6], in his book *A Brief History of Entrepreneurship: The Pioneer, Profiteers, and Racketeers*
126 *Who Shaped the World*, provides a fascinating account of how individuals took risks over the
127 ages in their quest for profits by adapting and responding to intimidating challenges in their
128 desire for profits. These individuals by pursuing their passions in the midst of numerous
129 challenges have shaped the world as is presently constituted. Carlen revealed that most of the
130 significant developments in the early development of entrepreneurship took place in the Middle
131 East and Mediterranean Europe with their distinctive Islamic and Christian religio-cultural
132 influences respectively. However, by the medieval era, Chinese civilization caught up and at
133 times surpassed the entrepreneurial activities of both the Christian and Islamic civilizations. This

134 according to Carlen was because the Chinese civilization effectively channeled physical and
135 human resources towards entrepreneurship. This position suggests that individuals and societies
136 must deliberately pursue and sustain entrepreneurial spirit and activities in the citizenry. An
137 entrepreneurial society thus becomes the ideal society that will drive growth and development.
138 No wonder [11] defines entrepreneurship as “the act that endows resources with a new capacity
139 to create wealth” (p.27).

140 From the preceding discussions, this present work presents entrepreneurship as the concept
141 which describes a situation whereby an individual through some creative decisions takes
142 advantage of opportunities in their environment to come to some innovative outputs which
143 benefit not only the individual but also the society and by extension the world at large. These
144 innovative outcomes may either be tangible or intangible as in the production of goods or
145 services respectively. Such entrepreneurial activity usually leads to the establishment of
146 businesses or the improvement of existing businesses by the entrepreneur or intrapreneur.

147 **2.1.2 Who is an Entrepreneur?**

148 To understand who an entrepreneur is, one must accommodate the different experiences and
149 convictions of the person explaining the term. [9] see an entrepreneur as “anyone who
150 undertakes some economic activity on her own initiative on the basis of alert observation of an
151 opportunity to enhance her wealth, power or prestige” (P.530). This activity for them has
152 recently been associated with the creation and organization of a new business firm. However, it
153 was not always like that and must not always be so. It will be instructive to mention that the
154 creation of businesses seems to be the focus of some entrepreneurial training programmes
155 globally. This is true of developing countries such as Nigeria. This focus on job creation is to
156 address the issue of job creation and youth unemployment in particular. This effort at job
157 creation is largely sustained by the inability of governments at various levels in Nigeria to
158 provide adequate employment for the huge population of jobless people in the country.
159 Unfortunately, this category of the unemployed is largely populated by youth who are mostly
160 graduates of the numerous tertiary educational institutions in the country.

161 **2.1.3 National Culture and Entrepreneurship**

162 It is increasingly a subject of economic, sociological and psychological concern that nations vary
163 in their stages of entrepreneurship [12]. Questions about this concern therefore emerge. How
164 does a nation’s national culture influence their national entrepreneurial practices? Why is it that a
165 country seems to thrive more in entrepreneurship while another seems to be groping in the dark
166 and consequently lagging behind? These concerns become even more important because
167 entrepreneurial undertakings are a significant basis for growth and development in any country
168 especially a country desirous of growth and development like Nigeria. Further, no matter from
169 what perspective growth and development is viewed, nations must evolve a culture of
170 entrepreneurship that would enhance the ease of entrepreneurial practice among their citizens.
171 Consequently, understanding the impact of a country’s culture on entrepreneurship has a lot of
172 significance both in theory and practice [12]. The idea of culture conveys a multifaceted
173 understanding of common human experience. That experience includes values, idiosyncrasies,
174 behaviours, preferences, economics, arts, science, politics, creativity and innovation culture and
175 so forth. Culture affects every aspect of a people. Consequently, culture is perceived as the
176 totality of a people’s way of life. Since entrepreneurship has to do with the economy of a people,

177 the attitude of this people towards business and the economy will determine how people perceive
178 entrepreneurship.

179 Culture is not hereditary. It is learned. All members of any society usually hold their culture
180 sacred and hand it to succeeding generations. These members share their culture and see it as
181 what defines them as a people or a peculiar group. [13] defines culture as “the collective
182 programming of the mind which distinguishes the members of one group from another” (pp. 21-
183 23). From this definition, it can be deduced that the programming of the mind by people in
184 particular cultural settings would determine how far they permit their minds to wander for the
185 purpose of tapping into the opportunities available to them. Consequently, an examination of
186 some cultural contexts which allowed people in such cultural milieu to leverage on the
187 promotion of entrepreneurship will be made.

188 The advent of urban life by the Mesopotamian civilization was what gave birth to
189 entrepreneurship as a leading often determining influence on the course of history [6]. The new
190 city workplace became the setting of unprecedented economic mobility and occupational
191 diversity. Labour specialization began, and new industries emerged while older ones became
192 full-time occupations. These occupations include ale brewing, metalwork, masonry, civil service,
193 scientific research, boat building, textile and leather works among others. [6] reports that the
194 Mesopotamian worker recognised that the dynamism of the new urban workplace had removed
195 the restrictions on income and the creation of wealth. Many of these new rich people constituted
196 Mesopotamia’s merchant-entrepreneurs.

197 Examining the Neo-Babylonian entrepreneurs and what facilitated their growth, [14] asserts that
198 the Neo-Babylonian political and economic context facilitated ample capacity for innovation
199 towards higher levels of productivity in an agricultural economy. The context permitted and
200 required the entrepreneurs to act as intermediaries between the consumers of the agricultural
201 products and the simple level of farming production on the one hand and the levels of royal or
202 temple administration on the other. Consequently, the entrepreneurs as intermediaries helped to
203 expand as well as intensify farming and processing of raw materials. Further, entrepreneurs
204 helped to monetize and integrate various aspects of farming by extending credit and monetizing
205 product payment-in-kind into money taxes.

206 In the same vein, British entrepreneurs starting the banking sector leveraged on the cultural value
207 placed on trust by British gentlemen. This trust allowed strangers in distant places to trust one
208 another to send goods to distant locations and to pay for such goods when they received them.
209 Those who paid trusted the shippers to ship the promised goods and vice versa [9]. The European
210 love of exploration led many entrepreneur-explorers like Christopher Columbus with the
211 financial backing of governments to embark on expeditions which discovered new lands and
212 established slave trades and trades in other exquisite products such as gold, silver, spices found
213 in distant lands especially Africa and the Far East [6]. The British government was the first to
214 issue patents thereby encouraging inventors to own their concepts and making it attractive for
215 inventors to develop these concepts into practical applications into businesses [6]. This was not
216 the case in other parts of Europe. Royalty controlled inventions and innovative entrepreneurs
217 were not encouraged in such countries to own patents unlike what obtained in the British society.

218 The unfavourable activities of prevailing authorities in any society at any point in time point also
219 to cases in which culture stifles entrepreneurial activities. In ancient Rome for example, the
220 emphasis on the Roman authorities was on what would perpetuate the empire of Rome. War was
221 common. Military inventions thrived with entrepreneurs who emerged promoting the production
222 and sale of military hardware. The empire, encouraged by its leaders, misjudged and
223 marginalized the potential and importance of nonmilitary inventions [9]. Similarly, the culture of
224 corruption plagued medieval China to the point that the myriads of inventions during the Tang
225 and Sung dynasties could not be commercialized. Entrepreneurship was thus discouraged.

226 Colonization brought a new experience to Africa. From the agrarian cultural milieu, the African
227 continent became a bastion of raw materials for Europe and America. Middlemen emerged to
228 bridge the gap between the rural farmers and merchants who came to buy the produce for export.
229 The colonials also introduced a system of education which essentially produced graduates who
230 would service the colonial interests. This culture was reversed however when more Africans
231 were exposed to western culture and civilization and interests in other entrepreneurial activities
232 began. Some members of the populace started accessing education for specialized professions
233 which were nonexistent before the advent of western education. The current economic
234 challenges facing virtually every nation in Africa occasioned largely by bad leadership in the
235 continent, mean that there will be underdevelopment and its attendant problems. There is also a
236 huge amount of unemployed people all over Africa as in many developing countries. What
237 influences entrepreneurial culture in present day Nigeria seems to be similar to the impression of
238 [15] who describe the Indian society's crave for business as a need for business creation for large
239 scale employment which will be innovation driven for the solutions of myriads of problems
240 plaguing the Indian nation.

241 In the context of the needs to drive the Nigerian economy through creative and innovative
242 programmes, the Federal and state governments through the years have come up with numerous
243 policies. One cannot however, immediately affirm the success or otherwise of such programmes
244 that were initiated to drive growth and development. For instance, according to [16], the
245 Nigerian economic policy reform, National Economic Empowerment and Development Strategy
246 (NEEDS), had four main objectives: macroeconomic reform, structural reform, public sector
247 reform, and institutional and governance reform. While NEEDS was developed at the federal
248 government level, the states complemented the federal intervention through individual State
249 Economic Empowerment and Development Strategies (SEEDS). The individual interventions
250 were prepared by all 36 Nigerian states and the Federal Capital Territory (FCT). The NEEDS
251 programme accentuated the significance of private sector development for wealth creation and
252 poverty reduction in Nigeria. Consequently, various programmes were put in place to encourage
253 entrepreneurship. The NEEDS policy would seem to have preempted the assessment of [3: p.67]
254 a decade later when it observed that "Nigeria has the resources and entrepreneurial endowment
255 to build an inclusive economy, but has not yet done so, ranking 71st of 79 developing economies
256 on the IDI".

257 From the above paragraph, the question would therefore be: Does Nigeria have the innovation
258 culture that would drive such a quest? This is because an innovative society and therefore, the
259 innovative entrepreneur performs their activities differently. The arguments of [17] suggest that
260 the contemporary Nigerian society still relies largely on chance creativity and innovation as

261 against deliberateness in the pursuit of creative and innovative endeavours. As such, one cannot
262 conclude that Nigeria qualifies as a creative and innovative nation. However, Nigeria would
263 seem to be slowly making attempts at cultivating a culture which would deliberately nurture and
264 sustain creativity and innovation in various contexts. While it must be admitted that these efforts
265 at fostering creativity and innovation are beginning to gain currency, the efforts are largely
266 championed by groups and individuals. There seems to be no governmental or institutional
267 deliberate articulation in support of these laudable random efforts. At best what obtains are
268 policy statements in form of inclusion of creativity and innovation in vision and mission
269 statements, policies, plans and the like.

270 **2.1.4 Creativity, Innovation and Entrepreneurship**

271 [11] points out that innovation is the essence and concrete reason for an entrepreneur's action.
272 He argues that: "Innovation is the specific tool of entrepreneurs, the means by which they exploit
273 change as an opportunity for a different business or a different service." P. 17. Drucker further
274 argued that the importance of innovation to entrepreneurship is underscored by the contention
275 that "Innovation is not only the goal of the entrepreneur but the instrument through which he
276 exploits change. The entrepreneur is the agent who fulfils the social role of innovator by
277 developing new markets and new businesses in the search for profits".

278 To understand the correlations between innovation and entrepreneurship requires further
279 elaboration. It is pertinent to mention that technology is currently so connected to innovation so
280 much that it helps to understand that innovation is not all about equipment and new technologies.
281 Even though technology increases the productivity of entrepreneurial activities, other factors are
282 not to be neglected by the entrepreneur. A holistic approach to the gains of what innovation
283 portends would be to consider all factors that the entrepreneur as an agent of change faces. [14],
284 warns that "new technologies and equipment are not the only important ways to increase
285 productivity. Critical aspects of entrepreneurial success include the way relationships are
286 established, the way labor and profit is shared, the methods of financing and the manner of
287 marketing and distribution" p. 57. The implication for the Nigerian context is that its lack of
288 technological advancement must not be a barrier to the exploitation of its entrepreneurial
289 potentials. Creativity and innovation in other areas must also be nurtured for entrepreneurial
290 success.

291 **2.1.5 Tips for Aspiring Entrepreneurs**

292 Entrepreneurship describes the process by which individuals, teams or organisations identify and
293 pursue entrepreneurial opportunities without being overly constrained by the resources at hand.
294 [18], a founder of a series of food ventures with decades of involvement in the food industry, has
295 four tips for would-be entrepreneurs. Each of these four and more tips are discussed respectively
296 to accommodate contemporary Nigerian or developing societies' realities.

297 a. *Get an experience of the wider business world.* An intending entrepreneur must acquire
298 experience of the varied aspects of the business domain. They must possess an
299 understanding of the essence of things that relate to the business world. An aspiring
300 entrepreneur must identify and comprehend concepts like balance sheets, margins, cash
301 flow and the like. Essentially, an intending entrepreneur must know the basic business

302 school concepts. This understanding of the business concept will help the entrepreneur to
303 manage their business well when they eventually begin their business.

304 b. *Go into business with people you trust and like.* Trust is germane to any relationship
305 whether business or otherwise. We inhabit a world where trust issues have become very
306 important for the growth and development of all types of relationships. As such, when
307 there is need to go into business partnership, intending entrepreneurs should go into
308 business with people they like and trust. No good intention or best ideas from people
309 should attract entrepreneurs to them if they could not be trusted. When people are open,
310 the atmosphere of trust enables all involved to work hard and have fun while doing so.

311 c. *Put creativity at the heart of things.* The entrepreneur must be a creative person. Creativity
312 must be the focal point of all activities. According to McKenchie, the creative part of
313 entrepreneurship is the “magic.” “Creativity encourages people to try you.” No wonder
314 CEOs of global companies pursue creativity as the singular most important skill they
315 demand from their employees [19]. With creativity, therefore, the entrepreneur can
316 constantly handle challenges that come with doing business and is not overwhelmed by
317 them.

318 d. *Connections are important.* When people are connected to the right people, these people
319 become a resource group from where the entrepreneur can draw assistance, support and
320 more. Knowing who to consult for a solution to particular problems before or during the
321 take-off of the business venture is a huge advantage to the entrepreneur. This connection
322 has the capacity even to save the business owner tons of money. The need for connection
323 is further underscored by the fact that at the outset of a business some ideas or assistance
324 for the growth and development of the business of the entrepreneur might be sought *pro*
325 *bono* thereby saving the entrepreneur some financial resources. Further, getting the right
326 people or experts to fill in positions or perform some roles in a business venture could be a
327 very difficult task in some climes, especially climes that are developing like Nigeria. The
328 proper connections would essentially ensure that the entrepreneur gets the right inputs that
329 will adequately grow their business. The need for connections is borne out of the fact that
330 no individual, no matter how greatly endowed can go it alone in any area of human
331 activity.

332 e. *Political Skills are important.* From the above suggestions of Roger McKechnie and the
333 fact of entrepreneurship as an activity that takes place within a context or environment, it
334 is necessary to add that the entrepreneur needs to have a good knowledge of the
335 environment in which they operate. The entrepreneur must understand that they have
336 brought change into the environment whether, business, social or otherwise. Individuals,
337 groups, and all cultures naturally resist change. A lot of politicking may emanate as a
338 result. It will be safe to contend also that all those involved in the business as stakeholders
339 are generally speaking political beings. Entrepreneurs will consequently be doing
340 themselves some good by having a good grasp of the political dimensions of doing
341 business in whatever environment their business activities take place. Explaining the
342 political entrepreneurial approach to change management, [20: 18) averred that:

343 It is necessary to be able and willing to intervene in the political processes
344 of an organization, to push particular agendas, to influence decisions and
345 decision makers, to cope with resistance, and to deal with, and if necessary
346 silence, criticism and challenge.

347

- 348 f. *Consider the Religious Environment.* In a world where religion has become very important
349 and therefore sensitive to a large number of people especially in the developing world, an
350 aspiring entrepreneur must be very sensitive to the religious environment before they
351 begin their businesses. A business that seeks to promote pork for instance would not
352 succeed within an environment where pigs are not tolerated. An entrepreneur who seeks to
353 produce attires that appeal to a particular religion would be wise to cite such a business in
354 a religious environment where adherents would easily patronise their products. It is also
355 important to add that at times religion and politics are muddled together. Entrepreneurs
356 must therefore be wary of climes where such a mix-up exists. Decisions that they take
357 would consequently facilitate the growth and development of their businesses. This is
358 particularly true in a place like Nigeria where religion and politics are often causes of
359 tension and conflicts.
- 360 g. *Training is key.* No matter how formal or inform the training, intending entrepreneurs
361 should endeavour to undergo some form of instruction to acquaint themselves as much as
362 possible with the details of the kind of business into which they want to venture. This type
363 of training becomes even necessary when we consider the fact that some people are
364 attracted to some businesses without considering the risks involved.
- 365 h. *Be passionate.* Passion drives success. Passion brings satisfaction, perseverance, and
366 fulfillment. Passion for what we involve ourselves in helps us to overlook challenges,
367 delayed successes and the like. Aspiring entrepreneurs must have it at the back of their
368 minds that profit or success does not always immediately attend the start of every
369 business. Passion for the entrepreneur will provide the psychological push for achieving
370 and sustaining success.
- 371 i. *Be guided by integrity.* One of the outcomes of entrepreneurial activities is wealth creation
372 not only for groups, organizations and the society at large but also for the individual
373 entrepreneur. The desire for wealth must not drive the would-be entrepreneur to delve into
374 unwholesome practices which will bring their whole enterprise into disrepute. No matter
375 how alluring this might be to the intending entrepreneur, unethical practices do not go
376 undetected and unpunished. Integrity must guide all activities, and its integration would
377 ensure success and sustainability of the venture.
- 378 j. *Be deliberately creative and innovative.* In spite of the several advances in the field of
379 creativity and innovation research and practice, some people still erroneously hold on to
380 the wrong notion that creativity and innovation are exclusive to a particular set of people
381 or they occur by chance. The notion of exclusivity is incorrect. Each person is endowed
382 with creative and innovative potentials that are waiting to be explored for personal and
383 societal gains. Unfortunately, not everyone exploits their creative and innovative
384 capacities. An intending entrepreneur must not leave their creativity to chance. This is
385 because there can be no innovation if there is no creativity. An entrepreneur must,
386 therefore, pursue deliberate creativity to arrive at the level of innovation. Deliberate
387 creativity would entail learning the process of deliberate creativity and inculcating it in
388 their personal life and the business they want to begin. Deliberate creativity would thus
389 become part of the structure that will drive the entrepreneur in their business operations.
- 390 k. *Don't be afraid to start small.* It has become commonplace to hear young people
391 especially in Nigeria complain that they have business ideas but they lack *big financial*
392 *capital* to birth their dream. It is rather an unproductive idea to think that a prospective
393 entrepreneur must start big. Do not compare yourself with big and well-established firms.

394 Humble beginnings are normal and must not be despised. Most, if not all large firms
395 started out small and humbly before increased creative and innovative activities turned
396 them to become what they are presently. A prospective entrepreneur can also grow their
397 business to become as big or bigger than the large firms they admire.

- 398 1. *Don't be afraid to dream.* Those who dream pursue their dreams with the vigour required
399 not minding the hurdles they might encounter on the path to realising their dreams. When
400 an intending entrepreneur dreams, they must dream big. Such dreams might look
401 unreasonable, unattractive and unsellable. Yet, they must be motivated by the fact that
402 those who make significant contributions to the growth and development of societies are
403 those who had dreams that were once perceived as unreasonable, unsellable and
404 unattractive. Today's successful entrepreneurs once dreamt of owning successful
405 businesses. Today, their dreams have come true.
- 406 m. *Horn your Pitch Skills.* Since the entrepreneur thrives on taking advantage of the
407 opportunities in their environment for personal and other goals, it would be great for the
408 potential entrepreneur to learn how to sell themselves and what they are about through
409 pitching. Businesses whether old or new thrive on advertisements. The ability to
410 personally market one's product or services as a new business owner would help one to
411 advertise one's business activities at little or no financial cost. This is possible when the
412 new entrepreneur acquires pitch skills which provides the opportunity to personally
413 convince potential clients or collaborators. It might even help the entrepreneur to make
414 connections that would transform their new firm. Learning pitch skills thus becomes an
415 opportunity for business and personal relationships.

416
417

3. CONCLUSION

418 This current intervention has exposed the transformatory impact of entrepreneurship in the
419 development of societies. Students of entrepreneurship in emerging economic societies will
420 benefit immensely if they learn from the history and examples of those entrepreneurs who
421 labored over the course of history to the present age through creativity, hard work, persistence,
422 passion and shrewdness to instigate significant changes beyond particular areas of their
423 operations. Teachers of entrepreneurial programmes in Nigeria must mentor potential
424 entrepreneurs through creative teaching and other practices which must facilitate the enabling
425 environment for entrepreneurship to thrive. Nigerian Governments and policy makers at various
426 levels should be challenged to facilitate entrepreneurial spirit in the young especially through
427 deliberate actions and policies. For any society to continue to grow and develop to the point
428 where its problems are solved on a regular basis, it must become an entrepreneurial society
429 where innovation and entrepreneurship are normal, stable, and constant [11]. If "the
430 transformatory impact of entrepreneurs will persist-as undeniably profound and inescapably
431 controversial as ever" [6:Pp 4-5], it would become beneficial if stakeholders in developing
432 economies such as Nigeria would pay closer attention to improving the culture of
433 entrepreneurship in the country.

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