



2016 - 2020 STRATEGIC INITIATIVE



Executive Summary

This document outlines the strategic priorities of the Academy of International Business, Sub-Saharan Africa (AIB-SSA) over the next 5 years – 2015-2020. The document presents, the background of the Association, executive committee, membership, vision, mission, strategic objectives and an actionable matrix.

Introduction

The Academy of International Business (AIB) is the leading association of scholars, consultants, and specialists in the field of International Business. Established in 1959, the AIB Association has an active membership base of 3,187 participants spread across 188 countries. As part of its core objectives, the AIB creates and disseminate academic research in international businesses and policy related issues. In addition AIB promotes international business education and teaching in International Business. The AIB's audience includes: academia, practitioners, governments and other professionals.

The Sub Saharan African Chapter of the Academy of International Business (AIB-SSA) was established in 2014. The chapter was set up to address the limitations of the existence of weak PhD Programmes, weak curricula in social science and humanities, shortage in qualified teaching staff, weak PhD supervisors, lack of mentorship for young African academics as well as weak relationship between African Academics in the diaspora and African based Academics. Thus, AIB – SSA was set up to leverage on the large deposit of academic knowledge that Africa diaspora consists of as well as the existing interest among a cross-section of African based academics to advance the course of African academics, PhD students, early career faculty through international business education, teaching, research, consulting and government policy.

The Scope of AIB-SSA

The Chapter covers the Sub-Saharan Africa region, which includes: Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Republic of the Congo, Rwanda, São Tomé and Príncipe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

Since its establishment in 2014, the AIB-SSA has successfully held two conferences. The first Inaugural Conference, held in Nairobi, Kenya from August 13-15, 2014 was based on the theme: **Africa Rising: The Internationalization of African Firms and the Prospects for Western and Eastern Multinationals**. Key speakers included: Prof Elizabeth Rose, AIB Vice-President and Professor, University of Otago New Zealand; Prof. Ken Kamoche, Director, Africa Research Group, University of Nottingham, UK; Prof Kevin Ibeh, Assistant Dean/Head of Department of Management at Birbeck, University of London and Mr. Kiprono Kittony, Chairman, Kenya National Chamber of Commerce and Industry. Besides, a Paper Development Workshop and a session on the Practice of Teaching International Business were conducted.

The second conference was held at the Gordon Institute of Business Science, University of Pretoria in Johannesburg, South Africa from August 26-28, 2015 based on the theme: **Africa Direct Investment, Trends, Prospects, Challenges and Policy Issues**. The second conference drew participants from a range of countries (e.g. the US, UK, Nigeria, South Africa, China, Ghana). Key speakers included: Professor Elizabeth Rose, AIB Vice-President and Professor, University of Otago New Zealand; Dr. Adrian Saville, Chief Strategist, Citadel & CIO, Cannon Asset Managers; Dr Chris, Ogbachie, Charman, CEO Diamond Bank and senior Fellow in Strategy and Corporate Governance, Lagos Business School; Mr. David Rice, Director Tony Elumelu foundation; and Dr. Jurie Van Niekerk, country Director Pyxera Global, South Africa. A subsidized Paper Development Workshop took place and at the same time AIB-SSA first book series 'The Changing Dimension of International Business in Africa' by Palgrave Macmillan was launched.

Current Membership

The AIB SSA as of 22nd February, 2016 had 63 registered members and 86 interested expats. Members are drawn mainly from: Nigeria (17), Kenya (11), South Africa (20), Ghana (09), Tanzania (2), Ethiopia (1), Côte d'Ivoire (1), Sudan (1), and Angola (1).

Vision

By 2020 the Sub Saharan chapter of the Academy of International Business will be recognized as the leading international business academic association in Sub Saharan Africa with research expertise in three main areas:

- Intra African trade
- African industrialisation
- Knowledge transfer and creation within Sub Saharan Africa

We aspire to be the platform for knowledge development, exchange, and transfer between researchers, practitioners, businesses, and local communities in sub Saharan Africa. The chapter will influence policy development in: Intra African Trade; Industrialisation; knowledge transfer and creation; and other international business disciplines. We will grow the academic scholarly base within sub Saharan Africa by promoting the development of early career researchers and Doctoral candidates. Ultimately we aim to provide a platform which allows for African voices to be heard and privileged whilst also acknowledging non-African voices that have an interest in Africa.

Mission Statement

We are a young international business association with a growing Sub Saharan Africa and expatriate academic and stakeholder/practitioner membership base. Our strength lies in our ability to leverage the skills and competencies of a growing African and non-African international academic and a regional practitioner stakeholder community.

Core Values

AIB-SSA is founded on the values of academic integrity and nurturing IB scholars in the region and beyond.

Academic Integrity

The AIB SSA promotes positive, critical and ethical International Business narratives drawn from the Sub Saharan Africa which:

- Privileges the African voice.
- Draws on evidence based research.
- Promotes the development of Sub Saharan Africa's knowledge base.

- Provides a platform for the intellectual contribution in global debates on African perspectives.

Commitment to building Sub Saharan Africa's International Business Capacity

The AIB SSA is committed to developing Sub Saharan Africa's International Business academic base by mentoring and training early career researchers.

Strategic Objectives

The chapter's strategic objectives will focus on the following areas:

Training, mentoring and accessing Early Career Researchers and Doctorial Candidates.

- Providing one to one mentoring which matches early career researchers and doctoral candidates with experienced academics in International Business.
- Promoting visiting scholars from both Sub Saharan Africa and international universities who will engage in either research or international business teaching collaborations or both.
- Running annual research events focused on international business research related areas and teaching excellence in international business in non-major Hub African countries.
- Subsidizing annual event and conference costs for Sub Saharan Africa based doctoral candidates and early career researchers.
- Encouraging active AIB SSA members to identify early career business/international business researchers in Sub Saharan (particularly the French speaking West African countries) academic institutions.

Allowing African voices to be heard within the International Business Research Agenda.

- Supporting IB knowledge transfer among African academia, businesses, communities, and organizations
- Promoting visiting scholars from both sub Saharan African and international universities who will engage in either research or international business teaching collaborations or both.
- Encouraging AIB SSA members to propose and respond to calls for special issue topics on emerging and developing markets in ranked journals.

Influencing Policy Decision making in Sub Saharan Africa on International Business related areas.

- Developing position papers and policy statements which facilitate dialogue between researchers and policy makers (i.e. local chambers of commerce; African Union; SADC and other government bodies).
- Arranging breakfast meeting events at selected Sub Saharan African institutions which promote dialogue between academics and policy makers (as a start the local chambers of commerce could be approached).
- Promoting International Business Teaching practice which encourages practitioner participation and the application of industry related tools in the lecture and small group environment.

Actionable Matrix 2016 – 2020

STRATEGIC OBJECTIVE : 1

TRAINING, MENTORING AND ACCESSING EARLY CAREER RESEARCHERS AND DOCTORAL CANDIDATES

Strategy : 1

Providing one to one mentoring which matches early career researchers and doctoral candidates with experienced academics in International Business

| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | Annual Targets | | | | | Person Responsible |
|---------------------------|---|---|---|------------------------------------|----------------|------|------|------|------|---------------------|
| | | | | | 2016 | 2017 | 2018 | 2019 | 2020 | |
| Scouting doctoral mentors | Doctoral students' Mentorship programme | Increased doctoral level research in international Business | Mentored doctoral researchers in international business | 3 mentorship arrangements per year | 2 | | 3 | 3 | 3 | Ado/Adun/Shinga/Obi |

Strategy : 2

Promoting visiting scholars from both sub Saharan African and international universities who will engage in either research or international business teaching collaborations or both

| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
|----------|---------|-------------------|------------------------|------------|----------------------------|---|--|--|--|--------------------|
| | | | | | Scouting visiting scholars | Visiting researchers and scholars from SSA and beyond programme | Increased visibility in IB research and teaching engagements | Number of collaborative research and teaching arrangements | 3 collaborative research and teaching assignments per year | |

Strategy : 3

Running annual research events focused on international business research related areas and teaching excellence in international business in non-major Hub African countries

| Activities | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
|---|--------------------------|--|--|------------|--------------------------------------|------------------------|---|--|------|--------------------|
| | | | | | Organizing annual IB research events | Annual research events | Entrenched IB research among SSA Scholars | No of research events. No of participants | 1 | |
| Organizing annual IB teaching excellence events | Annual IB teaching event | Excellence in teaching IB among SSA Scholars | No of excellence in teaching IB forums | 1 | 1 | 1 | 1 | 1 | 1 | Abel/Shinga/Dapo |

Strategy : 4

Subsidizing annual event and conference costs for sub Saharan African based doctoral candidates and early career researchers.

| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
|----------|---------|-------------------|------------------------|------------|-------------|---------------------|--|---|----------------------------|--------------------|
| | | | | | Fundraising | Available subsidies | Increased doctoral students participation in annual events and conferences | Subsidies obtained Number of proposal submitted and approved | Us dollars 3,000 per annum | |

Strategy : 5

Encouraging active AIB SSA members to identify early career business/international business researchers in sub Saharan (particularly the French speaking West African countries) academic institutions

| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
|----------|---------|-------------------|------------------------|------------|---|-----------------------------|-------------------------|---------------------------------------|--------------|--------------------|
| | | | | | Identify early career business/ IB researchers in French Speaking countries | French speaking researchers | Integral research in IB | Number of French speaking researchers | Two per year | |

STRATEGIC OBJECTIVE: 2

ALLOWING AFRICAN VOICES TO BE HEARD WITHIN THE INTERNATIONAL BUSINESS RESEARCH AGENDA

Strategy: 1

Supporting IB knowledge transfer among African academia, businesses, communities, and organizations

| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
|----------|---------|-------------------|------------------------|------------|--|-------------------------------------|-----------------------|------------------|------------|--------------------|
| | | | | | Participate in IB related events in Africa | Participation reports / proceedings | IB knowledge transfer | Number of forums | 5 per year | |

| Strategy: 2 | | | | | | | | | | |
|---|--|--|--|-------------|------|------|------|------|------|--------------------|
| Promoting visiting scholars from both sub Saharan African and international universities who will engage in either research or international business teaching collaborations or both | | | | | | | | | | |
| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
| Identify and link visiting scholars with business schools | IB teaching and research collaboration | Joint research activities and teaching | Number of joint researches and IB teaching | 10 per year | 5 | 8 | 10 | 10 | 10 | ALL Members |

| Strategy: 3 | | | | | | | | | | |
|--|-------------------------|---|-----------------------------------|-------------|------|------|------|------|------|--------------------|
| Encouraging AIB SSA members to propose and respond to calls for special issue topics on emerging and developing markets in ranked journals | | | | | | | | | | |
| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
| Publishing in ranked journals | Papers and publications | Creation of emerging and developing markets content | Number of papers and publications | 20 per year | 10 | 15 | 20 | 20 | 20 | ALL Members |

STRATEGIC OBJECTIVE : 3

INFLUENCING POLICY DECISION MAKING IN SUB SAHARAN AFRICA ON INTERNATIONAL BUSINESS RELATED AREAS

| Strategy: 1 | | | | | | | | | | |
|---|-----------------------------|---|------------------------------------|-------------|------|------|------|------|------|--------------------|
| Developing position papers and policy statements which facilitate dialogue between researchers and policy makers (i.e. local chambers of commerce; African Union; SADC and other government bodies) | | | | | | | | | | |
| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
| Writing position papers and policy statements | Papers and policy documents | Intervention in SSA IB policy and decisions | Contribution to IB dialogue in SSA | 20 per year | 10 | 20 | 20 | 20 | 20 | ALL Members |

| Strategy: 2 | | | | | | | | | | |
|--|-------------|---|-------------------------------|------------|------|------|------|------|------|--------------------|
| Arranging breakfast meeting events at selected sub Saharan African institutions which promote dialogue between academics and policy makers (as a start the local chambers of commerce/embassies could be approached) | | | | | | | | | | |
| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
| Organize respective breakfast meeting with policy makers | Way forward | Increased awareness of IB among academics and policy makers | Influence in SSA IB decisions | 5 per year | 3 | 5 | 5 | 5 | 5 | ALL Members |

| Strategy: 3 | | | | | | | | | | |
|---|-----------------------------|---------------------------------------|--|------------|------|------|------|------|------|--------------------|
| Promoting International Business Teaching practice which encourages practitioner participation and the application of industry related tools in the lecture and small group environment | | | | | | | | | | |
| Activity | Outputs | Expected Outcomes | Performance indicators | Attainable | 2016 | 2017 | 2018 | 2019 | 2020 | Person Responsible |
| Host international business teaching practice session | IB Scholars and researchers | Enhancing teaching and learning of IB | Increased interest in IB research and teaching | 2 per year | 1 | 2 | 2 | 2 | 2 | ALL Members |

Executive Committee

The Association is managed by a six member committee. Table outlines the roles of each committee member.



Chapter Chair
Associate Prof. Abel Kinoti,
 Dean, Riara School of Business,
 Riara University, Nairobi, Kenya.



Treasurer
Theresa Idenyi Onaji-Benson
 Lecturer, Economics and Finance, Department of
 Economics, Federal University Lafia, Nigeria.



Vice Chair
Professor John Luiz,
 Director of International Relations, Graduate School of
 Business,
 University of Cape Town, Cape Town,
 South Africa.



Secretary
Dr. Shingairai Masango,
 Senior Lecturer in International Business,
 Sheffield Hallam University, United Kingdom.



Programme Chair
Dr. Ifedapo Adeleye,
 Lagos Business School,
 Pan-Atlantic University, Lagos, Nigeria.



Membership Secretary
Dr. Richter, Ulf Henning,
 Assistant Professor of Strategy at the University of
 Nottingham Ningbo, China.