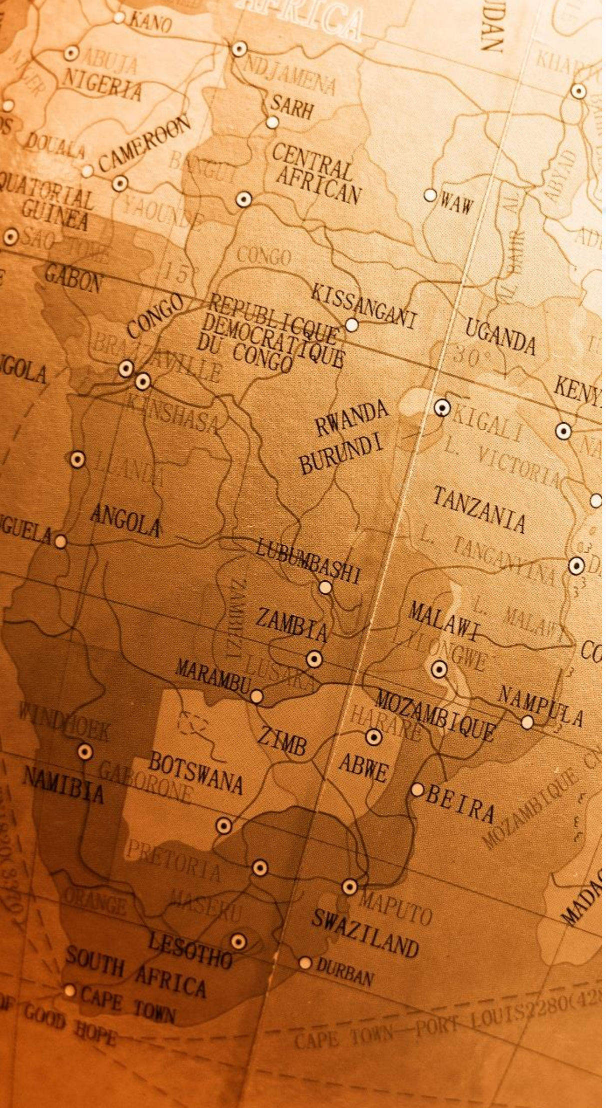
September 2021

EU Tech Chamber
White Paper of the Africa Chapter

10 Key Recommendations on "How to Achieve Business Success in Africa"

European Technology Chamber
eutec.org



EXECUTIVE SUMMARY

Overcoming challenges and competing successfully in the African marketplace are as important for today as for tomorrow. Africa can be described as a multilingual, multicultural, multi-ethnic and multiracial continent with over 55 countries, and deciding to make an investment in it can be challenging yet rewarding.

Doing business in Africa is exciting because it combines the science and art of business with many other disciplines, such as economics, anthropology, geography, history, language, jurisprudence, statistics and demography. The primary types of business that external players can undertake in Africa are export-import trade and foreign direct investment (FDI). The business sector investment drivers include agriculture, energy, health, education, finance and environment, and advocate for greater diversity and inclusion in decision making for Africa to grow and thrive.

FDI is carried out in varied forms, including through wholly owned subsidiaries and joint ventures. Additional types of business are licensing, franchising and management contracts. A company has to weigh the merits and demerits of business opportunities and ultimately decide on what aligns best with the broad goal(s) or target of the company.

The motive of the Europeans investing in Africa is to create long-term and fair value between the company and the local communities with the resources, products and services.

Identifying, locating and using the right strategy to penetrate the African market will result in win-win transactions and can be very rewarding in the end. However, any company that intends to serve the African market needs to answer the questions below.

- How will our idea, product or service fit into the African market?
- Should we enter the market through trade or through investment?
- What adjustments are or will be necessary?
- What threats from global competition should be expected?
- How can these threats be counteracted, and what are the strategic global alternatives?

This EUTECH Africa Chapter Whitepaper is intended to enable you to become a better, more successful participant in the African business ecosystem. Follow our 10 key recommendations on how to achieve business success in Africa.

The original is vague and redundant. Alternatively, you can also say "Follow our 10 key recommendations on how to succeed in the African market."

European Technology Chamber

With great technology comes great responsibility.

Technology Obliges!

The European Technology Chamber is a registered NGO, which enables European businesses to use their technologies for the benefit of Europe and mankind. The EUTEC Chamber has three major goals and believes that technology is the answer to reach those.

Competitiveness

Strengthen Europe‘s competitiveness and transformation capabilities in its Global positioning

Sustainability

Leverage innovation, key technologies and business opportunities to achieve 17 UNSDGs

Growth

Build bridges to international markets and establish partnership for an inclusive growth

About the Africa Chapter

Designed to foster innovation and business opportunities for European technology.

Africa is at a crossroads. The current pandemic and the race for world hegemony, with Europe, the United States and China in the lead, are increasingly widening the gap between the world and Africa. Hence, to support its development and to achieve the United Nations Sustainable Development Goals (SDGs) on time, Africa has to foster ties with the European Union.

In line with EUTECH Chamber's goals of making the African companies more competitive, deploying European technologies to foster long-lasting and value-adding partnerships among businesses and strengthening the trade relations between Africa and Europe, EUTECH Africa Chapter helps its advocates find the resources needed to become such partners and to sustain their business partnerships while being competitive in new markets.

Competitiveness Support

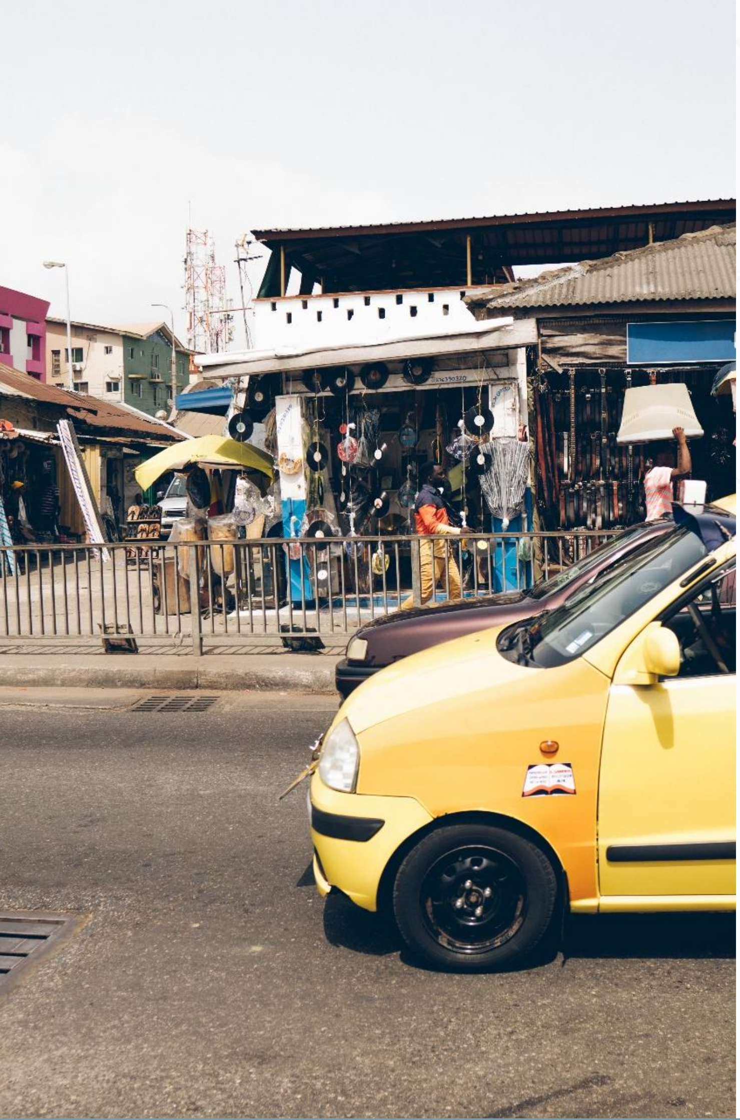
Making European companies more attractive to businesses & partners In Africa by increasing their innovation capabilities.

Expansion Support

Supporting European companies to create and to access the African markets by business support and know-how transfer.

Impact Projects

Empowering African businesses by realising local impact through the formation of EU-Africa business & tech partnerships via matchmaking.



METHODOLOGY

EU Tech Chamber White Paper

An EU Tech Chamber White Paper serves as an informational document to share knowledge, foster exchange and collaboration, and create value for our advocates and the larger EU Tech community from society to businesses, from industry professionals to technological innovators.

Sharing technology-driven solutions and methods to help solve some of our most challenging questions on how we can improve our lives, providing insights from engineers, experts, and researchers.

A White Paper is carefully curated in collaboration with EUTECH advocates, supporters and contributors who share EU Tech's vision and values and is published by EU Tech Sections for educational and knowledge sharing purposes.

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10 RECOMMENDATIONS ON HOW TO ACHIEVE BUSINESS SUCCESS IN AFRICA

10 KEY RECOMMENDATIONS

1. Choose a region with good market access and trade possibilities. The process of choosing a region for establishing a business start-up is vital and is a major prerequisite for the business to succeed . This involves a good understanding of the region; that is, whether sufficient infrastructure, transportation and access to markets are available therein. Also, the possibility of obtaining grants from the German government and European Union (EU) funds (AfricaConnect, AfricaGrow, Get.invest, GET.transform, develoPPP Ventures for the young Tech Startups) for countries with special or reform partnerships and for entrepreneurs should be taken into account.

2. Obtain in-depth know-how regarding the market and multilateral trade relation best processes. How can businesses between Europe and Africa thrive in the presence of a bounded ocean? Before engaging in any emerging market, investors from Europe need to understand their targeted clients, products & services and the international treaties binding the trading countries. The African countries are no exception to these.

3. Know the business regulatory and legal frameworks. Understanding the policies and laws in the region of engagement will help one adapt his or her business behaviour so as to mitigate risks and ensure a smooth transition into the new market. While it is relatively easy to transact business in some countries, it is more challenging to do so in others.

4. Adopt a mature business model with a unique selling point. It is very important to determine beforehand which business model will be adopted in the identified African community, such as business-to-consumer (B2C), business-to-business (B2B), consumer-to-business (C2B) or (consumer-to-consumer (C2C) or a hybrid of these. Also possible is the hub structure that includes interdisciplinary approaches and international cooperation models.

5. Adopt a well-structured (solid) long-term finance and investment strategy. Operating a business in Africa requires an intimate understanding of the channels and structures in place for disseminating information, moving products or engaging in money transactions within or outside the country or region of business activity.

10 RECOMMENDATIONS

6. Apply a clean renewable energy technology. Technology will be a game changer in investing in the African market. Innovative emerging technologies will add value and will increase the production, productivity, efficiency and green production of the business. It is also supported by grants.

7. Build fair and valuable partnerships based on trust. Bringing European investors and consumers together to jointly define their vision for more desirable outcomes for investors and the community is key in succeeding in the African market.

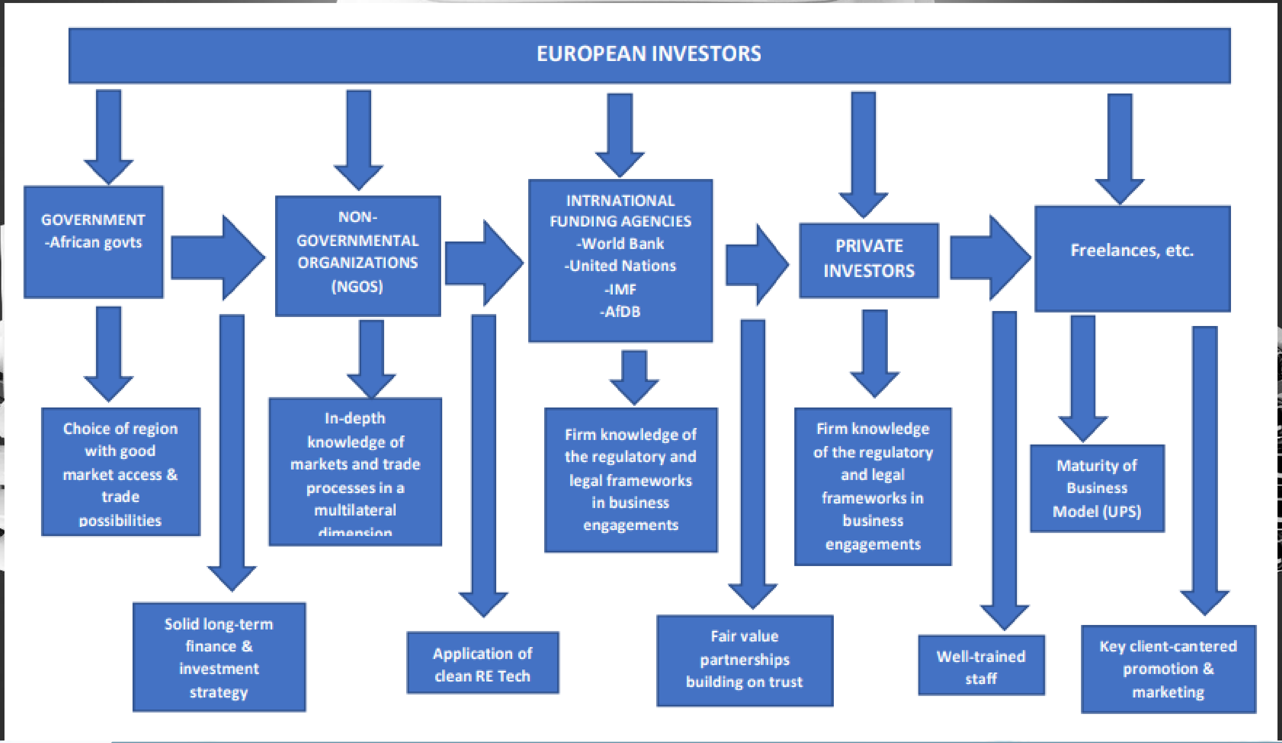
8. Foster a well-trained staff. Capacity and a well-trained staff are key to organisational or sectorial growth and development. Training, skills development and skills transfer to the locals are critical for acceptance by most communities and their governments in Africa.

9. Engage in key client-centred promotion and marketing. Due to the sociocultural diversities and socioeconomic differences in the various African regions, the approaches or strategies employed in deploying client-centred promotion and marketing have to be adjusted to suit the business environment, for productive engagements.

10. Establish solid governance and observe the rules of good conduct. Different strategies must be applied in the different African regions considering that the social and economic cultures are not the same. The governments also differ in terms of their constitution and historical origin as well as interests and capabilities.

10 KEY RECOMMENDATIONS

Fig 1.0 shows the pathway for Africa investors to excel in their respective businesses, and the 10 key areas they must consider for such.



1. Choice of region with good market access & trade possibilities

Africa is vast and has a developing economy and thus great market potential. Its 30.4 million km2 land area makes it challenging to choose a region therein to start a business. It will help to look at the continent's four distinct geographical areas.

The first is South Africa, which is considered the gateway to the African continent, especially for newcomers, in terms of work ethics, education, language and rules and regulations. The next is West Africa, which is made up of the countries with the largest economies in the continent, a large population and thus great market potential. Then, there is East Africa, where language barrier will not be an issue as most of the people speak and understand English. Finally, there is North Africa, with vital business cultures and policy experiences in respect of the close distance to the European Mediterranean countries.[1]

As such, whatever the region may be, it is valuable for an investor to know and understand the infrastructure, transportation and access to markets available in the region. This will help reveal whether the region in question has reasonable trade possibilities or whether there will be a need to work with a foreign company before investing therein.

Corruption is allegedly rampant in Africa, but this is not unique to the continent. With engagement and more collaboration, partnership and interventions, Africa will be able to introduce processes and systems that will enable EU investors to mitigate the risks associated with corruption. EUTECH will also be able to guide investors on how to engage with selected regions in Africa.

Regardless of what stands on paper or what agreements are in place, there is nothing like getting closer to verify things. This will help reduce the risks and increase the possibility of success in one's business.

In addition, market saturation can be delayed by lengthening or rejuvenating the life of the products in the African countries. To do this, EU investors should consider establishing partnerships with organisations native to their target regions to better understand the social and business culture of their region of interest and for a smooth landing and integration in the African market.[2]

Building on successful collaboration and partnership practices further strengthens one's local market profile and network connections with SMEs, cooperatives, associations and chambers, that again can be used to better offer market-ready products and services. The rapid urbanisation and rising incomes of urban Africans offer an unparalleled opportunity to develop and invest in the African economy.

Also of interest are grants and calls to provide support to European and African players like EU Horizon Europe (focusing on cooperations), German Ministry for Development (offering support for businesses in Africa), AfricaConnect (offering financing to EU companies); AfricaGrow (supporting startups and SMEs), GET.invest (supporting investments), GET.transform (transforming sectors with renewable energy) and develoPPP (promoting ventures and tech startups). The German strategy has changed with BMZ 2030; it now selects countries with which it has reform partnerships, and private entrepreneurs are now the focus of support.[3]

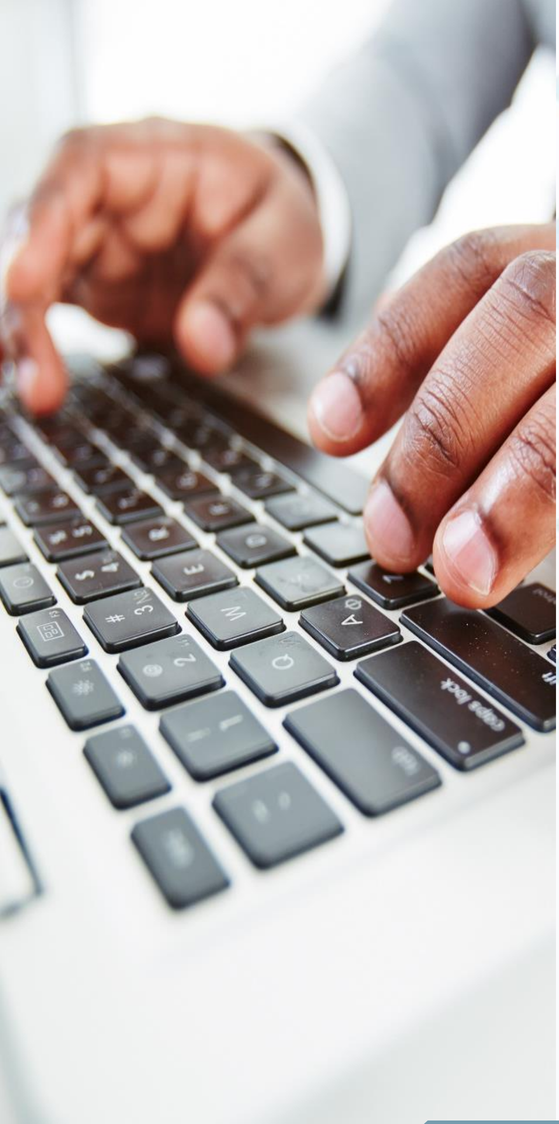
2. Obtain in-depth know-how regarding the market and multilateral trade relation best processes

Whatever one's region of choice, conducting market research before engaging in the African market is a 'must do'. Having an in-depth knowledge of the African region before engaging in it helps provide better insights and information needed for the business. It also clarifies the focus area and helps one prioritise plans to increase the revenue while creating a socioeconomic impact, such as increasing entrepreneurship and job creation, alleviating poverty and hunger and improving the quality of life of the local inhabitants.

Understanding the type of market that investors want to engage in will help them not only to create new opportunities for the business, such as tapping into the rich and abundant youth talents from Africa, but also to outsmart their competitors and understand the customers' needs. In the European context, local producers are gaining ground by considering the territorial and cultural attributes of the region they are engaging in. The last Summit of the African and European Union highlighted and addressed the need to reduce waste, improve the livelihoods of the most vulnerable, generate new jobs from agri-food processing, intensify the use of renewable energy, support innovation and strength local market connections.

Understanding customers creates a competitive edge and helps companies design solutions that meet their customers' demands, thus reducing their overall business risk. In essence, doing business this way will help train graduates, create sustainable employment and jobs in various sectors and eradicate poverty among low-income families in a mutually beneficial manner that encourages locals to engage with the business.[4]

As international trades are guided by international laws, there is a need to understand the specific international laws that guide the trades and related practices within the regions of operation for economic exploration, such as the laws that apply to organic and non-organic products. Promoting knowledge is therefore important in a community where co-creation and the need to engage the right and experienced arbitrators in businesses are sacrosanct to protecting activities involving international trade relations, investment protection and development facilitation.[5]



3. Know the business regulatory and legal frameworks

Countries differ in their laws and in their use of these. Some countries are litigious, with the institutions and individuals quick to initiate lawsuits. Court battles are often protracted and costly, and even the threat of a court case can reduce business opportunities, including cancellation or suspension of business permits. As governments affect business through legislation and regulations, investors need to understand the political environment and laws of the home and host countries and the bilateral and multilateral agreements, treaties and laws governing the relations between the host and home countries.

An international business manager should thus understand the government policies and labour laws in an area to help mitigate risks and ensure a smooth transition into the new market. While it is relatively easy to engage with some countries, it is more challenging to engage with others. This is why it is important to work with trusted partners on the ground who know the region and can act as guiding business partners, and who can help manage conflicts between cultures, which requires an understanding of the cultural differences in language, religion, values, customs and education.

The aforementioned knowledge is key to developing cross-cultural competence, which will help foster strong market visualisation from experts in specific fields before committing capital to such ventures, hence avoiding loss of funds or stalling of the investment plan.2

Companies therefore need to set out principles to reduce the risk of government intervention, by demonstrating that they are concerned about the host country's society and consider themselves an integral part of it.

The ways of doing this include establishing policies that cover their suppliers' and employees' rights (e.g. fair compensation, worker health, prohibition of the use of child or forced labour5, intensive local hiring and training practices) and contributing to charity and making societally useful investments. In addition, the company can form joint ventures with local partners to demonstrate that it is willing to share its gains with the nationals. Unexpected legal influences and the failure to anticipate these can be the undoing of an otherwise successful business venture. It is therefore useful to understand the complexities of the host country's legal system as such knowledge may protect a business against sanctions imposed by the home country.

International law therefore plays an important role in the conduct of international business. Although no enforceable body of international laws exists, certain treaties and agreements are respected by a number of countries and profoundly influence international business operations. Although the World Trade Organization does not directly deal with individual firms, it does affect these indirectly by providing some predictability in the international environment.

4. Adopt a mature business model with a unique selling point

It is very important to determine which business model a business will use, such as B2C, B2B, C2B or C2C or a hybrid of these. The investor also has to identify the revenue sources, the intended customer base, the products to sell and the financing details. It is foolhardy to invest in an unvetted idea. If necessary, the investor must make a pilot before launch.[6]

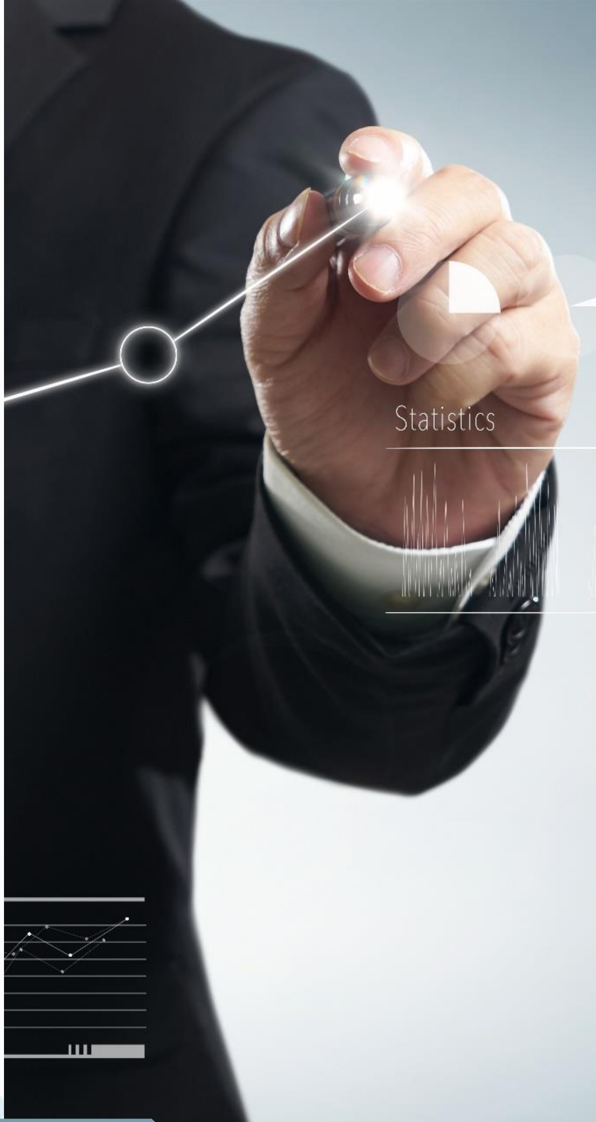
Whichever business model the investor wants to implement, it is important to know how it fits in the context and region of choice. Hence, quality market assessment and research or analysis must be conducted to validate certain models as dictated by the markets, for qualitative decision making. It must be determined if specific components of the market suit the business model of choice according to the best practices in trades.

One of the ways to go about the aforementioned is to collaborate with innovation hubs and accelerators. They can help investors connect with the right partners so they can get the resources and support that they need to get their ideas into the market. For instance, investors can approach technology innovation hubs in Africa to find out more about the technologies available in their region of interest.

They can also build hubs on certain topics or mix these with educational clusters for young entrepreneurs (PETS-A Foreign Policy Ecosystem), with the support of and exchanges with German entrepreneurs or universities.[3]

If a business model is unique and scalable and helps develop new innovative technologies for solving Africa's needs and the world's challenges, one can apply for an innovation grant for it, such as the Microsoft 4Afrika innovation grant, this will reduce the risk of implementing the model and will improve its chances of success.

Investors can also enter into public-private partnerships and check if these already exist in some countries so they can use these as inputs to negotiate a similar public-private partnership in their targeted region. For instance, if an investor plans to invest in the B2C model 'pay-as-you-go' renewable energy for off-grid households, it can negotiate for a value-added tax exemption, which is already being applied by some eastern African governments.[7]



5. Adopt a well-structured (solid) long-term finance and investment strategy

The European companies should establish linkages that tie together trade, financial markets, technology and living standards in an unprecedented way. Financial activities offer business firms many additional opportunities.

When operating a business in a foreign country, it is important to have an intimate understanding of the channels and structures in place for moving information, products or money into or out of the country. In some countries, there are 'free trade zones' under the African Continental Free Trade Agreement (AfCFTA). This structure can be leveraged by foreign partners especially if investments lead to skills development, additional income and job creation, which stimulate economic growth.2 Additionally, a long-term currency swap can be a good way to derisk capital investment security occasioned by foreign exchange. Hence, it is important for a solid position in the long term.

It is thus imperative for investors to improve their market intelligence on long-term finance in Africa and to establish an interactive platform for enabling cross-fertilisation of country experiences among country financial-institution actors and financial-market coordinators/regulators. Investors must create a platform for information exchange relating to long-term finance in Africa but must also assemble information about good practices and success stories in the long-term finance space.

A good number of countries in Africa have prioritised investing in free trade areas as this will enhance the capacities of most of the people with or without access to modern port services. There is therefore a need for European and African governments to invest more in continental trade areas. Huge amounts of money are usually spent on currency swap and exchange and the accompanying import or export duties, but the degraded port facilities and the limited benefits from these in many cases are not commensurate with the initial investments. For instance, it has cost investors a huge amount of money to construct dams in Africa.

If some of the money spent on building dams can be used instead to subsidise or otherwise provide localised technologies in cooperation with Europe, more people will benefit. As access to the market is fundamental for development and for achieving the SDGs, the European and African governments should increase their investments in regional trade and free trade zones. They in fact do, as can be seen in the reform partnerships that have been established. For the short term, reduction, or as appropriate, elimination of tariff and non-tariff barriers to renewable energy facilities may help stimulate the nascent micro, small and medium enterprises (MSMEs) in Africa. This should be done to protect the local industries that are still in the infant phase. More importantly, emphasis should be placed on strengthening the production capacity of MSMEs, helping them access modern facilities, putting in place measures to reduce the burden of the high cost of energy and promoting FDIs.5

6. Apply a clean renewable energy technology

Innovations and new clean technologies are a game changer for progress in any economic development as there is a positive correlation between applying clean energy and growth creation. Additional benefits are the increase in competitiveness by becoming more resource and energy efficient as well as more environment and climate friendly. Green production is in essence environmentally & climate friendly, energy efficient, and safety driven – all of which makes a product or a service stand out from use, business and investor perspective.

In particular, to overcome the consequences from COVID-19 and to drive recovery forward, Africa and EU are best suited for forming an alliance in order to deploy modern renewables to eliminate power shortages, bring electricity and development opportunities to rural villages that have never enjoyed those benefits, spur on industrial growth, create entrepreneurs, and support increased prosperity across the continent. Modern renewables can also facilitate a cost-effective transformation to a cleaner and more secure power sector. For example, recent findings on Development and Climate Finance from Innovea Development Foundation show the need to upscale scientific advances in renewable energy technologies, reconsider taking advantage of its falling costs of solar PV as well as leverage the continents geography in contributing towards the prominence of new renewable energy technologies as well as it's affordability and competitiveness.[5]

Indeed, while access to electricity in Sub-Saharan Africa is expanding, it still needs to match with increase in energy demand at a rate of 3% annually caused by doubling of the population from 1 billion in 2018 to over 2 billion people by 2050. Right now, the main sources for the energy generation are heavy fossil plants, traditional biomass, dry dungs and hydropower projects with most of which are associated with severe environmental and health damage.

However in respect of this growth potential, European investors can take advantage and also contribute to the reduction in renewable energy costs to speed up the African renewable energy transformation.

Also, promoting energy sovereignty and energy security through renewable energy technologies have the ability to give self-reliance to local communities, where they can utilise the excellent renewable energy resources available for their own good. It will allow local people to have control over their energy resources and determine the type of energy to use for their daily needs. In Africa, this issue of energy sovereignty needs to be scaled up and this can only be possible by the use of renewable energy. Renewable energy can also help to limit the insecurity in terms of supply of energy and promote access to more vulnerable populations. We therefore advocate that renewable energy should be integrated into local development planning while focusing action on the promotion of rural enterprises with local production and processing.[8]

7. Build fair and valuable partnerships based on trust

Trust building in international business relations is essential in fostering lasting partnerships of any form, whether bilateral, multilateral or diplomatic. This mutual trust level is a priced asset as it can help galvanise solid value exchange between the partner businesses, entities or even trade associations in international trade relations.

Europe should look to Africa not only for markets and sources of supply but for collaborations as well. The parties should work together to achieve mutually satisfying solutions and win-win outcomes in which both their needs are met. Having technology solutions that create value ensures that businesses will deliver what they promise for the producers and consumers alike.

Trust building in business partnerships is key to cementing a long-term bilateral relationship between trade nationalities and the government. It is important for trust to first be established with regard to what both parties need to align with to be able to overcome the hurdles and barriers occasioned by bureaucratic and policy frameworks for doing business. We all know that these frameworks are guided by international business laws and are essential components of the program for breaching value exchange, which is mutually beneficial in transboundary trades and economic ecosystems. Sourcing policies can be customised to suit both parties; for instance, plants can be moved to Africa and suppliers can be sought in the African continent. Cooperative agreements that enable each party to bring its major strengths to the table and emerge with better products, services and ideas than it could achieve through a single business can also be formed.

8. Foster a well-trained staff

Capacity and well-trained staff are key to organisational or sectorial growth and development. Training, skills development and skills transfer to enhance the brain power of the local workforce are critical for acceptance by most communities and their governments. The need to adopt a long-term strategy for continuous knowledge transfer and for bridging the skills gap alongside promoting lifelong learning must be addressed by sustained research, development and innovation. Fostering inclusion through energy transition knowledge hubs, student exchange programs, fellowship and learning through academic transfer and proficiency development will effectively bring the staff to the forefront of competitiveness and competency. It is important to also consider a new path in the business of education that could produce graduates and professionals with capacities to identify and solve problems in their communities, make informed decisions when deemed necessary and provide advice to their EU employers on how to deal most productively and profitably with Africa. All of these can make companies more successful and globalised.

Informal labour market instruments should also be used. By informal labour markets, we mean a system whereby employers of skilled workers can pay for a service in several instalments.

This goes a long way in avoiding wage theft, preserving the dignity of labour laws and protecting the labour market.

Due to the low-income status of the African society, many companies are unable to pay wages as high as those in European countries. A planned fair and inclusive direct-wage system for workers facilitates the establishment of a well-scoped remuneration plan over a single instalment. Allowing the payment to be spread over a period of time (6 months to 1 year or even longer) will help broaden access to other social benefits, such as learning and scholarship opportunities.

Governments, non-governmental organisations and financial institutions can use the informal labour market instrument to promote workforce empowerment, and on-the-job skill building can help increase access to these facilities and consequently to more modern workforce investment techniques.5

9. Engage in key client-centred promotion and marketing

Due to the cultural diversity and socioeconomic differences in the various African regions, the business approaches or strategies to be used have to be adjusted. One of the important approaches to creating awareness and visibility is localisation.

Localisation allows rapid market entrance and fuels growth. Entering new markets entails overcoming hurdles, one of them being cultural differences. Localisation helps align investors' products with the cultures in different markets. This means one hurdle down, enabling investors to settle into the market and rapidly gain traction

Localisation provides a competitive advantage. As alluded to earlier, customers tend to relate better with a company that they feel values them. By adapting its products, services and customer experiences to the ways of the people, the company is positioning itself to appeal to its target communities or region. This gives it an advantage over other foreign businesses that have not localised their products, services and customer experiences.9

Developing a localisation strategy focused on African continental growth will depend on how a company packages its localisation strategy. If, for example, the company is to build a localisation strategy that fuels growth, proper planning is needed. Below are the key steps to take in this regard.

- Identify the market for the business: Just as research is necessary in a local market to determine how people view a company's services and products, it is equally necessary in testing foreign waters. Efforts should not be wasted in a region where the offered services and products have no market. Do thorough research to identify the markets where your business has a chance to succeed, and consider partnering with a local organisation that understands the socioeconomic and cultural differences influencing the market.
- Form a team: Investors need help in building a localisation strategy, which is why the next step should be to set up a team. The team should be knowledgeable in the culture of the target region, which makes working with local experts a must.
- Understand the market: A successful localisation strategy looks beyond just translating content into the local language; it seeks to align every aspect of the content with the ways of the people in the target region.
- Get your team to unearth all the nitty-gritty of the culture, beliefs, languages, social media platforms and everything else that is relevant to the people. It is also good to understand how your company's name, logo and slogan resonate with the people.

Finally, implement: Apply the information gathered through the research in your business.

10. Establish solid governance and observe the rules of good conduct

Different strategies must be applied in different regions of Africa considering that the social and economic cultures are not the same. The governments differ as well. For example, the free trade agreement may be applicable to the whole continent, but the individual countries and governments are still trying to operationalise it. They have a vision, a mandate and objectives to meet, but there is still uncertainty with regard to the functioning of the government structures.

There is no silver bullet that can enable one to overcome the challenges of doing business or investing in Africa.

Such challenges can be overcome by a combination of strategies crafted with local organisations in the digital sector, with innovations and technology entrepreneurs' start-up companies seeking early-stage investments. Solid governance rules are informed by the knowledge of local content policies and regulations concerning market linkages in the particular region of interest. This gives a territorial guidance to adopt the best approach for ease of doing business in Africa.

Africa has developed its trade policies to favour investors and to protect its local contents, local economy and territorial market. Most African countries have different trade laws governing international and locally owned businesses. These are to be incorporated into the planning for prospective European investors. Essentially, a participatory framework for the region at large is contained within the AfCFTA, with each country indicator suggesting the best national business and investment promotion governance and corporate conducts to be adopted by foreign investors. Together, these contribute to the international best practices for business governance, business laws, investment promotions and trade relations.

10. Establish solid governance and observe the rules of good conduct

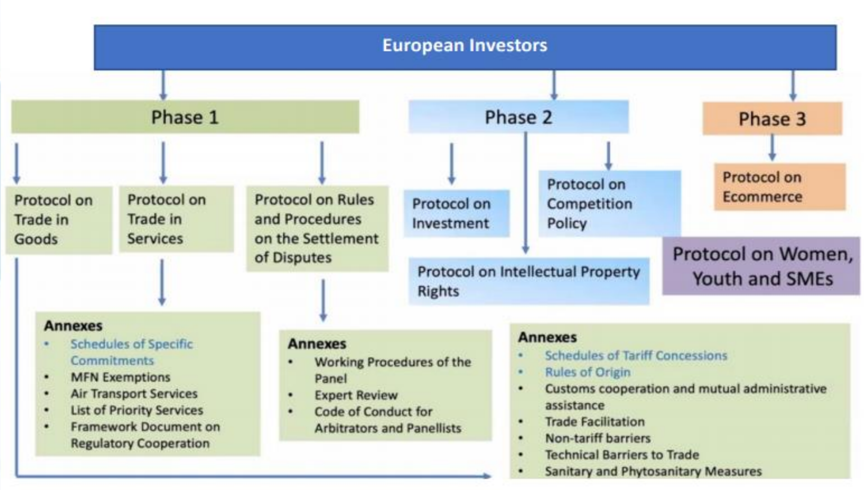


Fig 2.0: Proposed conceptualised three-phase framework for European investors' success in doing business in Africa (in line with the AU's AfCFTA)

First is knowledge of local content policies and regulations concerning market linkages in the particular region of interest. This encourages value promotion for both, EU and AU, through economic investments, academic and knowledge facilitation among other mutual co-benefits as part of promoting strong institutional mechanism for long lasting relationships.

The above framework for European investors' success in doing business in Africa is supported by recommendations and an approach that are in line with the AU's strategy on encouraging trade relations and intra-African and international trade.

According to Agbugba (2021)[10] in order to realise Africa´s full potential to become the most profitable region in the world it needs an approach divided into three phases addressing the issues surrounding trade and business success (Fig. 2.0).

The first phase is knowledge of the local content policies and regulations concerning the market linkages in the particular region of interest. This encourages value promotion for both the EU and the AU through economic investments and knowledge facilitation, among other mutual benefits, as part of promoting a strong institutional mechanism for long-lasting relationships. Secondly, EU investors should be able to enter into public-private partnerships with local companies. This will enable local companies to acquire the knowledge and skills needed in the business. Lastly, mutual trust should be established, and promises should be fulfilled.

CONCLUSION

CONCLUSION

Africa is fast becoming a booming business region and a place that more Europeans are looking to as their next business destination for business and investment engagements. Six out of the 10 fastest-growing economies worldwide are in Africa. Africa, however, still faces some major challenges, which can actually be turned into opportunities by investors and business enablers: (1) food insecurity & hunger, but better tech and management will make the agricultural sector more productive; (2) unskilled labour, but transforming the education system towards business focus will guide talents for career building; (3) poor access to electricity and ICT, but public infrastructure support will support companies to offer clean energy permanently and at affordable prices; (4) health care deficits, but with tech-support services and treatment can be expanded in urban and remote areas, (5) insecurity that can be reduced by improved governance and public-private partnerships.

The focus of investment in the African continent has shifted to Sub-Saharan Africa, which boasts relative political stability, a young and talented population and women-owned businesses ready for external collaboration/partnership to address the vast gender inequalities in existence in the region. Women make up over 50% of the population and are an ideal force to collaborate with.

The three-phase conceptualised framework for European investors' success in the African business markets includes the following, which are part of the 10 key recommendations for business success in the African market.

• Sustainable transformation of the African and European agriculture sectors
Due to the vast agricultural resources in Africa (crops, livestock, forestry and fisheries), European investors, among other foreign investors, are encouraged to channel more resources to developing this sector locally, from production to the end users, by creating food supply chains and efficiently marketing products.

• A regional approach for income and job creation through a guided economic development intervention
The education sector is the second sector that is vastly investible. More so, to be able to stand the dynamic markets, it is imperative to substantiate efforts at integrative learning and value creation through knowledge provisioning, skills, research and development. This is within the scope of the EU via existing different EA-AU programs and grants. Entrepreneurs factories could train the young entrepreneurs as proposed (PETS).

• Sustainable technological infrastructure for enhanced African-European trade relations
The importance of technology and infrastructure development in Africa's sectorial growth cannot be overemphasised. Indeed, the transformation of Africa can be enhanced through advancements in technology and the building of social infrastructure, which can also be championed from a regional perspective.

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