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FAMILY ENTREPRENEURSHIP IN AFRICA

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ABSTRACT

Family entrepreneurship is the backbone of economic development and growth in most African countries, including job generation. Small community-based enterprises to multi-industry conglomerates are all examples of family businesses. To ensure their growth, it is important that family businesses are delicately and decisively managed. Like other types of businesses, family businesses require an enabling environment to thrive. This environment is embedded within an entrepreneurial ecosystem which includes policy, capital, culture, market access, resources, human capital, innovation research and development, technology transfer, and community building. This chapter aims to look at the fundamental components of the entrepreneurial ecosystem that help family businesses develop and grow. The chapter's discussions focused on the family business ecosystem, culture, conflicts, and other challenges that African family-owned businesses face. The analysis was aided by using an explanatory embedded multiple case study methodology. Top Faith University, Mkpatak in Nigeria, Maponya Business in South Africa, and Mohammed Enterprise Limited (MeTL) in Tanzania are the three case studies presented. It was observed that one of the major risks for family businesses is succession planning and conflict over succession in the business. This could be due to family system behaviours and norms such as communication, conflict resolution approaches, and family positional power. Based on these findings, African family businesses should consider adopting appropriate governance structures, procedures, and succession planning to mitigate operational risks. The governance structures and procedures- present opportunities to strengthen their market value, such as technology transfer, hiring competent human capital, fostering a positive workplace culture, and ensuring that their business is run professionally to attract investors and collaborators as it grows. Family businesses should implement a proactive strategy plan for succession planning to enable sustainable growth and the successful transfer of these businesses to the next generation.

KEYWORDS: *Family Entrepreneurship, Entrepreneurial Ecosystem, Culture, Succession Planning.*

INTRODUCTION

A family business is one that is actively owned, run, and managed by two or more members of a single-family. Members may be connected to one another via blood, marriage, or adoption (Kandade et al., 2021). Family entrepreneurship is vital for economic growth in Africa. In South Africa, Zimbabwe and Kenya, studies show family ventures are on average more profitable, have a high social responsibility, and survive longer than non-family businesses (Dzansi et al., 2019; Ngugi, 2013; Petersen & Charman, 2018). Family businesses can range from small businesses serving a community to large corporations operating across multiple industries. The purpose of this study is to explore the key family ecosystem components that aid family businesses in their growth journey, we note that culture is an important factor that can make or break any business, and this does not exclude the family business. We will focus on the challenges that are faced by family businesses in Africa. This chapter will be beneficial to business development professionals, family business owners and entrepreneurship scholars seeking to understand family entrepreneurship in Africa.

Defining Family Entrepreneurship

Family entrepreneurship is anchored between the family unit, the individual family member and the family business (Bettinelli, 2014). The family unit is where most behaviours and values are formed, including an entrepreneurial mindset (Rogoff and Heck, 2003 as cited in Bettinelli, 2014). Moreover, Lindquist et al. (2015) asserted that entrepreneurship is something that can be taught, their research discovered that parental role modelling has a significant impact on children and that these role models do not necessarily have to be biological parents. Similarly, in most African countries, family businesses play an important role in overall economic development, including job creation (Msimango-Galawe & Hlatshwayo, 2021; Ward, 2016). The chapter will make use of a conceptual framework of family entrepreneurship which looks at the interplay between the individual, the family and the family business (Bettinelli, 2014).

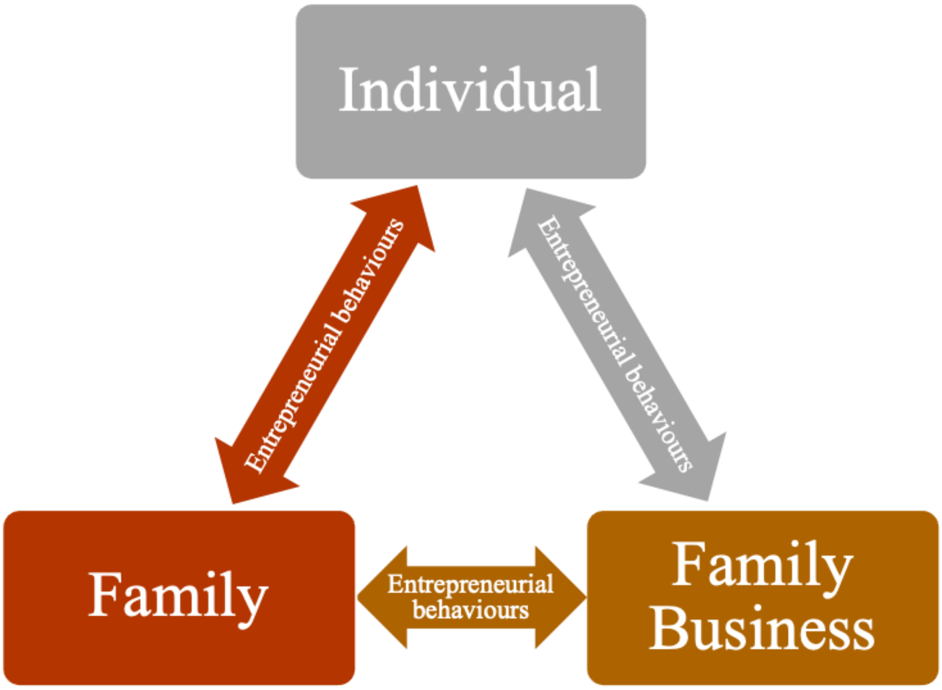

Figure 1: A conceptualisation of Family Entrepreneurship

Source: Bettinelli (2014)

The Family Business Ecosystem

Entrepreneurial ecosystems, also known as entrepreneurship ecosystems, are unique systems of interconnected actors and relationships that promote the establishment and growth of new companies directly or indirectly (Isenberg, 2014; Malecki, 2018; Spigel, 2016). A business operates within an environment of interrelated players in its value chain. An entrepreneurial ecosystem is an environment in which entrepreneurs have appropriate access to the required human, financial, and professional resources and operate within a politically, policy-wise, and legally supportive structure (Isenberg, 2014).

Entrepreneurship ecosystems are fast becoming the most essential element of local, regional and

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global economic development (Brown & Mason, 2017). The family entrepreneurship ecosystem is vital not just in terms of creating new jobs through projects, but also in terms of enriching regions' family businesses. Most people are familiar with other types of ecosystems, such as physical places - wetlands, rivers, mountains, and forests, all of which are made up of various living and non-living organisms that are woven into a living and breathing vessel of life (Stam & Van de Ven, 2021).

Figure 2: Adapted Family Entrepreneurship Ecosystem

Source: (Bowmaker-Falconer & Herrington, 2019; Gupta & Levenburg, 2012; Isenberg, 2011)

In entrepreneurship, ecosystems are similar in that they are made up of elements of a community, new venture creation, innovation, self-employment, talent development and economic resilience; naturally, the entrepreneurship ecosystem is its people and culture (Isenberg, 2016; Malecki, 2018; Stam & Spigel, 2016). Entrepreneurial ecosystems are considered to be systems of interdependent support that are critical for the community to shift dramatically away from the industrial era and into a network society (Isenberg, 2014). Thriving family entrepreneurship ecosystems promote the growth of businesses, develop an entrepreneurial spirit, and encourage the flow of information and talent needed to grow existing businesses (Fredin & Lidén, 2020; Malecki, 2018). Fig 2 above is a pictorial view of the family entrepreneurial ecosystem components: policy, capital, culture, market access, resources, human capital, innovation research and development, technology transfer, and community building.

i. Policy

Common policies encouraging entrepreneurship include lower entrance barriers or the establishment of an atmosphere and resources that encourage family business. Barriers to entry policies include streamlining or improving permits, licensing, zoning, infrastructure development, and having an appropriate tax policy that encourages family businesses amongst other factors (Stam, 2015). These policies provide resources and help include tax incentives for early-stage investment, technical development, financing for innovation centres or accelerators, STEM (science, technology, engineering, and math) education and workforce issues (Bowmaker-Falconer & Herrington, 2019).

ii. Capital

Capital, which can be given through family businesses, is critical for any fledgling firm or entrepreneurial venture (Chua et al., 2018). When investors adopt a long-term strategy for a financial or non-financial endeavour to optimise their profits, this is referred to as long-term investing. Due to the long-term nature of their operations, family participation and generational succession require time (Porfírio et al., 2020). Consequently, family businesses spend patient capital on a regular basis. Capital is a critical component of successful succession in family businesses, and in the day-to-day operations of a family business, like identifying, training, and socialising family members involved in the business. This also involves identifying and harnessing non-family members' ideas, entrepreneurial endeavours, and networks for the business's continuation.

iii. Culture

There is a positive relationship between culture and entrepreneurship growth and entrepreneurial behaviours (Basco et al., 2019; Igwe et al., 2020). The underlying beliefs and perspectives on entrepreneurship within an area are known as cultural characteristics. They consist of entrepreneurship attitudes, stories of notable entrepreneurs who set up shop there and motivated other entrepreneurs to follow in their footsteps (Gupta & Levenburg, 2012). For example, German immigrants in Waterloo in the nineteenth century became business owners, helping to build a culture that promoted entrepreneurship. Such anecdotes become part of a region's allure, and local boosters even exploit them to attract new firms (Adu-Gyamfi et al., 2022). Family businesses are attractive to locals because they promote entrepreneurship as a feasible career route, family businesses are driven by cultural views about entrepreneurship and the wider social status to welcome newcomers and foster their initiatives in enhancing the new business's chances of success.

iv. Market Access

For family entrepreneurs, market access is a barrier to business growth in Africa (Msimango-Galawe & Hlatshwayo, 2021). A family business with market access can buy and sell products and services to clients and vendors in the local and global marketplace. Lack of market access can manifest itself in a variety of ways and stunts the growth of businesses. It is prominent in entrepreneur development programs to include access to market training (Karim, 2017).

v. Resources

Businesses, particularly family businesses, require a variety of resources to fulfil their goals of profitability and long-term growth. One of the major purposes of a family business in Africa is to exploit resources for profit. The resources that a family business in Africa would require for their growth include financial, networks, human, business knowledge and skills, and other raw materials related to their industry (Anis et al., 2018; Fatoki, 2014; Miller et al., 2003; Porfírio et al., 2020). In an ever-changing and competitive global business environment, firms are hampered by a lack of resources. Acquaah (2011) argues that family businesses should make use of external partnerships with other organisations to bridge the gap of missing resources. This is in alignment with the proposition that a family business entrepreneurial ecosystem is indeed crucial for the enhancement of firm growth.

vi. Human Capital

Human capital is conceptualised as labour (skilled and unskilled), serial entrepreneurs, later-generation families, educational institutions (generic degrees, professional and academic) and particular entrepreneurial training (Isenberg, 2011). The human capital component has been researched and found to be a critical component for business growth (Østergaard & Marinova, 2018). In the family business context, this is critical for continuity, and understanding how to manage family and non-family employees in a way that will be sustainable for the business growth. It is also important for family business owners to comply with relevant human capital legislation. It is a business risk to ignore it.

vii. Innovation and R&D (Research and Development)

One of the main drivers of innovation and R&D in a business is having the right human capital, organisational culture that allows for the staff to think creatively and a low-risk aversion (Kruger & Steyn, 2020). One of the issues with investing in innovation and R&D is that it may be difficult to measure the return on investment in the short term, especially at the micro-level in emerging markets like Africa (Autio et al., 2014). Small family businesses may be reluctant to invest in R&D and innovation. However, larger family businesses may be more resourced to do so, and thereby enjoy the benefits of being globally competitive in the Volatile Uncertain Complex Ambiguous (VUCA) market (Guerrero & Urbano, 2019).

viii. Technology Transfer

Technology has been a major driver of entrepreneurship development over the last several decades. It is an important component of the entrepreneurial ecosystem. In the African context, technological transfer into the community in which the business exists, and from corporates to family businesses is very critical in adjusting to the hypercompetitive market and ever-changing business environment (Kruger & Steyn, 2020) However, Danquah (2018) finds that technological transfer has not yet made significant changes to national economies in Sub-Saharan Africa. This is an area that is important for the future development of African family businesses that are potentially competing in a digitised global market. This will enable family businesses to improve their competitive advantage and seize high-value opportunities in the market in which they operate (Kruger & Steyn, 2020).

ix. Community Building

For businesses, community building is an important way to engage with the customers they serve (Peake et al., 2015). Sponsorships, investments in education, infrastructure development, health and safety, and other options that are appropriate to the region are all examples of community-building initiatives. Creating new relationships, enhancing brand awareness, improving the company's image, creating a positive effect on the customer base, recruiting, and keeping top personnel are all advantages of community development for family businesses. If family companies introduce community-building projects, it will help the company entirely; smaller enterprises reap the benefits of being engaged with the community that serves as their external stakeholders (Acquaah, 2011; Peake et al., 2015). Lv et al. (2020) find that community-building activities can be antecedents for improved firm performance. It is in the best interests of the business to explore engaging in these activities as they impact financial and social performance as well as innovation.

Culture and Family Entrepreneurship

Culture is a system of shared values that determines a group's identity (Hofstede, 1980, 2011). This definition has been used to frame culture at the individual, collective and universal levels of society – tribes/ethnic groupings, nations, and even professional groups of people are mostly described by the term ‘culture’ (Dyer, 1988; Gupta & Levenburg, 2012). As displayed in Fig 1 above, Bettinelli (2014) presents that behaviours from individuals flow into the family and the family business too. Opute et al. (2021) posit that family culture (attitudes, ideas, and assumptions) and values are often passed down through the generations and into their enterprises. Hence, it is critical to comprehend the interactions between culture and family businesses. Entrepreneurial behaviours at the individual and collective levels, including communication, negotiation, leadership, dispute resolution, and risk management, are under the structure of culture (Bettinelli, 2014). A strong positive culture, if successfully managed, can be a significant competitive advantage for a family business aiming to attract and retain the best employees to accomplish long-term and sustainable goals (Dyer, 1988; Gupta & Levenburg, 2012).

Culture is an important factor in business success. It is crucial that boards have a full picture of the culture, including any potential risks (Denison et al., 2004). Values are highly personal and, in the setting of a family, result in shared views, attitudes, and aspirations that can permeate a business (Dieleman & Koning, 2019). A family business' values are inevitably based on the founder's basic ideals. They are reinforced throughout time by family members, whether they serve on the family council, the board, or the management team (De Massis & Rondi, 2020). Family businesses may need to review and revitalise their values from time to time in alignment with their vision for a successful multi-generational family business that is effective at conserving and advocating their core principles across the business (Alves & Gama, 2020).

Family businesses are known for their strong, distinct cultures, which include common behaviours, ways of communicating, and family norms that are unknow to outsiders (Alves & Gama, 2020; Bettinelli, 2014). These are often based on the founder's vision, style, beliefs and are meticulously maintained through the generations (Dieleman & Koning, 2019). These cultures unite people around a similar goal, fostering a loyal and reliable workforce; a strong culture may be both a benefit and a liability (Heck, 2004). In an ever-changing economic climate where digital transformation and business model disruption are imminent, every family firm must assess if its culture is fit for purpose. The good news is that corporate culture can be monitored, reviewed, changed and actively maintained, allowing CEOs to seize new opportunities while still leading their organisations (Monticelli et al., 2018).

Conflict in Family Businesses

Conflict can arise when different priorities, opinions, and personalities collide; it can be constructive or destructive to the business. The combination of individual behaviours between family members who also work in a family business together can make or break the family business (Caputo et al., 2018; Rhodes & Lansky, 2013). The occurrence of conflict between family members is common, and it is an unavoidable occurrence (Leach & Bogod, 1999; Poza, 2013). When it comes to communication, togetherness, and identity, being close to family offers a better chance of success (Dieleman & Koning, 2019). For the family business to grow, it is critical to learn how to maximise good and constructive communication while minimising harmful conflict (Caputo et al., 2018). In a family business, conflict resolution is determined by the intensity of the dispute, or how many parties are involved in the issue and its impact on the business as a whole (Poza, 2013; Wallensteen, 2018).

Family conflict is one of the risks that the business faces. When relationships break down between two key partners, this could be detrimental to the business (Caputo et al., 2018). It is critical to comprehend the fundamental causes of conflict and devise strategies to prevent the family and business from collapsing due to the dispute. There are several approaches to manage this, like establishing official and professional procedures for dealing with workplace disagreement, particularly if the business is in the formal sector and employs non-family members (Dzansi et al., 2019; Igwe et al., 2018; Randerson et al., 2020). Staff turnover might be excessive because of unresolved conflict or harmful conflict resulting from the family conflict. Furthermore, due to tense environment that destructive conflict may generate, team members may be less inclined to be imaginative and creative, which is an extra risk (Caputo et al., 2018; Rhodes & Lansky, 2013). Additional challenges that may arise as a result of destructive conflict include poor customer service and inconsistent stakeholder participation, both of which are detrimental to the business's success (Rhodes & Lansky, 2013).

Challenges Faced by Family Businesses in Africa

Family-owned firms face challenges such as growth, profitability, lack of experience, lack of management training, lack of inventive aptitude, technology change, insufficient infrastructure, weak governance, and a shortage of finance (Amankwah-Amoah et al., 2018). Family-owned businesses account for 70-90 percent of global GDP, therefore it is critical to learn about their challenges and how to address them (Maloni et al., 2017). There are challenges that every business, regardless of size or sector, faces from time to time. However, there are specific challenges that occur because of family dynamics in a family business. Business choices and emotions regularly conflict in a family business, to the detriment of both the team and the business (García-Quevedo et al., 2020).

Another issue that many family-owned businesses face is that control is typically centralised, paternalistic, and influenced by tradition rather than sound management methods. In addition, many businesses owners struggle to separate themselves from their companies. Since they own the company, they assume any gains are theirs. What they do not realise is that when they register a business, they have formed a different legal entity. It is the corporation, not the owner of the firm, that is entitled to the profit. Any transactions made on behalf of the company must be done in their capacity as a member, director, shareholder, or employee (Vorster, 2015). Role clarity is important in any organisation, this includes family businesses. The clarity in operational duties will help everyone understand their decision-making skills (Ward, 2016). It is critical to define each role, its accountability and review it with the leadership team to ensure that everyone is on the same page to prevent conflict and inefficiencies. Then, ensure that the leadership team reinforces whatever has been agreed upon so that each role is recognised and can add value to the business.

Succession Planning

One of the major operational risks for family businesses is that succession planning is often absent. Conflict and division can arise because most family businesses lack a clear plan for transferring power to the next generation (Chrisman et al., 2009; Mokhber et al., 2017). It is essential to keep family and business apart; at work, you are not relatives, but business partners or workers. And at home, you should avoid commercial discussions. Family businesses must have a well-defined strategy and succession plan to pass the business onto the next generation (Aronoff et al., 2003). One of the most prevalent challenges is ensuring that the business' successors and leaders understand their tasks clearly. They must be well-skilled to guide the organisation to profit and growth (Porfírio et al., 2020; Senegović et al., 2015). They should ensure that the legacy is adequately defined and that there is solid agreement on this key subject. If the family heirs can work their way up the organisational ladder, they will be in a better position to take over when the time comes. If third-party aid is required to enhance this effort, there should be no hesitation in securing help and assistance to ensure the organisation proceeds forward.

Succession may take a long time because there is planning and management which includes many activities designed to ensure business continuity across generations. There are various ways that family businesses can introduce succession planning, such as exposing children to entrepreneurship and developing the ability to work in a team among siblings. Furthermore, directors must comprehend their employees' financial stability if they leave their jobs or retire

(Chrisman et al., 2009; Venter et al., 2005). The family members and the business are involved in succession planning. Strategic succession solutions in family entrepreneurship build good expectations and may help the acceleration of business development during the planning stages, and the process of changing the guard includes the whole organisation (Aronoff et al., 2003; Mokhber et al., 2017; Senegović et al., 2015). As there are other market needs for changes in the business, preferences and requirements of the retiring entrepreneur, and expectations and requirements of the successor, succession planning should not be limited to senior management and boards of directors. (Miller et al., 2003; Wheelen et al., 2017). A successor must have the support of key decision-makers and stakeholders within the family and business to thrive. Similarly, the family business must invest in the successor's growth through time and provide them with the necessary professional assistance (Getty, 1993; Mokhber et al., 2017). For succession to occur, each of the family entrepreneurship ecosystem components must be present at the micro-level within their respective businesses, and an understanding of the three essential components of family entrepreneurship, as well as how the individual, family, and family business interact, is required (Bizri, 2016; Mokhber et al., 2017; Senegović et al., 2015).

In most cultures, the position in the family corresponds to the position in the family business in terms of age. The oldest member of the family has a sense of duty to the youngest - a need for self-realisation and individuality (George & George, 2019). The oldest and the youngest personalities experience the process of generational change in several stages (Lansberg, 1988). However, with the current changes in the VUCA economy that is highly competitive and technologically driven, this may be changing since the younger generation is more adept with modern technology and disruptive business strategies for growth. Although the current owner may be hesitant to hand over the business, if they want the family business to succeed, they must recognise the importance of entrusting it to the next generation. If they find a suitable successor, they hand over the family business and ideally completely separate from it (Ward, 2016). Their successor may initially feel reluctant to take over the business, this may arise from their relationship with the current owner, from conflicts or a conflict of opinion regarding the future direction of the business. The successor overcomes it only when they realise that the oldest family member is entrusting them to take responsibility for the ownership and management of a family business (Neubauer & Lank, 2016). In most cases, the founders are often aware of the benefits that come with succession planning, they also face psychological effects to managing their exit from the business (Goel et al., 2012). The founders may also resist succession planning because it includes giving up directing the daily business operations. They may resist planning because of their fear that retirement means that they may not participate or lose respect in the family and could lose their identity (Bizri, 2016; Ngugi, 2013).

There can be a lack of desire for open discussion about the succession (Chrisman et al., 2009; Getty, 1993; Senegović et al., 2015). The younger generation usually avoids planning as it brings fear that their older generation is about to die, be separated or be abandoned (Davis et al., 1997), but if there is no decision regarding the issue a lot of problems are seen in the future (De Vries & Carlock, 2010). Fear that the successor would not be the best person to take over the business, is another reason business founders may be reluctant to plan the succession (Bizri, 2016). Other aspects of the business are affected by succession, such as suppliers and clients who have grown with the business and are dependent on the founder as their main contact in the venture (Senegović et al., 2015).

Integrative Analysis of Family Businesses in Africa

Example 1: Top Faith University: Mkpatak, Akwa Ibom State, Nigeria

Top Faith University is a family-owned private institution that was formed on the concept of the late Thomas Abraham, whose ideals include philanthropy, creativity, innovation, and education promotion. The Thomas Abraham Foundation (the University's Proprietor) is made up of members of the Abraham family in different positions, with Dr Emmanuel Abraham serving as Chairman of the Board. For almost two decades, the foundation has worked in the field of education. The primary principle of quality education is clearly a family value that is carried down through the generations, as seen by the calibre of the university's board members and executive leadership. Family values pervade the business in the form of institutional values, and the company employs both family members and non-family members (Opute et al., 2021). This indicates that with proper management, it is feasible to maintain a multi-generational company while integrating family members and hiring non-family members. This foundation's success in running the educational institution is evidence, which shows that human capital in a family business is necessary for its growth and sustainability (Monticelli et al., 2018; Østergaard and Marinova, 2018). Furthermore, Top Faith University is positioned as an innovative and technologically advanced university. These qualities have been identified as critical components for family entrepreneurship and sustainable business growth (Kruger & Steyn, 2020).

Example 2: Maponya Business, South Africa

Maponya is a culturally focused family business case. The Maponya family's economic success may be attributed both directly and indirectly to the family brand name. Their family business started in the South Africa apartheid era. It is best known for thriving against all odds and restrictions on black people in South Africa at the time and advocating for the upliftment of the Soweto community (Ssekitoleko & du Plessis, 2021). The Maponya family are a closely interlaced clan of individuals who have, through the various lineages always been in constant contact with one another. Their family culture is demonstrated through the clan's ties to one another (the Maponya unit movement), whose goal is to maintain closeness and influence within the clan. The clan members have a unifying identity defined by a word called Tsebaneng, which is a Sepedi term for mutual unselfishness. The family members render assistance to each other in more ways than one (Ssekitoleko & du Plessis, 2021). The Maponya family business has been associated with sustainable growth which is evinced by its growth from the 1960s to the present (Hanson & Keplinger, 2020; Miller et al., 2003). Also, succession planning is evident in this business as the founder's children and grandchildren are active in the business even after the founder has exited the business through death (Miller et al., 2003; Senegović et al., 2015). The business employs both family and non-family members in community building as a family legacy, particularly in Soweto, with various youth empowerment programs and this has been shown to be beneficial for their business as community members value, support and protect the Maponya brand (Lv et al., 2020).

Example 3: METL (Tanzania)

Mohammed Enterprise Limited (METL) is a Tanzanian family business and is one of East Africa's most dominant industrial enterprises. Gulam Dewji began the conglomerate as a commodity trading firm decades ago, but it was not until his eldest son, Mohammed 'Mo' Dewji, returned from Georgetown University and a time on Wall Street in the United States that he joined the company. This shows that when family members are given room to contribute creatively and according to their strengths, it benefits the business and is a good succession plan model (Bizri, 2016; Porfírio et al., 2020). Mo began buying up government-owned textile and soap-making businesses that were up for sale as part of a privatisation initiative. METL's revenue has correctly surpassed $1 billion, owing mostly to its textile and soap manufacturing operations. Although the younger Dewji has broadened the company's activities to include financial services, retail, and petroleum marketing, this business invests in innovation and R&D and has evidence of the benefits of continuously improving on your products and innovating (Kruger & Steyn, 2020). Hussein Dewji, Mo's younger brother, is the group's director of marketing, while Gulam Dewji continues to serve as chairman. METL is a family business, even though Mo is the CEO and major shareholder. His father, Gulam Dewji, is the chairman of the company, while his younger brother, Hussein Dewji, is the company's director of sales. Hassan Dewji, another brother, is the group's director of human resources. By employing both family members and non-family members, METL has continued to balance its growth and human capital and ensures that major shareholders remain in the family, this is typical of family businesses that grow beyond the small business mark (Kandade et al., 2021).

DISCUSSION

Considering the above information, family businesses need to be part of an ecosystem as this strengthens their network and opportunities for growth in an ever-changing business environment. The environment in which all businesses operate is fast-changing and hyper-competitive. It is important that family businesses familiarise themselves with opportunities for collaboration. These opportunities strengthen their value to the market, such as technology transfer, hiring competent human capital, building a positive workplace culture, and ensuring that their business is run professionally to attract investors and collaborators as the business grows. The barriers to business growth faced by other businesses are like the barriers faced by family businesses, however, there are additional challenges that are specific to the family business. These include the behaviours and norms that come from the family system such as communication, conflict resolution styles, and positional power in the family. Succession planning and conflict around succession in the business is one of the major risks for family businesses. Moreover, when family businesses employ non-family members, it is important that there are professional procedures in place that are clear for all employees, such as intuitive and unspoken family rules of engagement that can frustrate non-family members who are not savvy with these family norms. It is important to pay attention to communication styles and conflict resolution within the business as this is directly related to business growth and if this is not proactively managed it has a ripple effect on internal staff cohesion, management of stakeholder engagement including the quality of customer service.

RECOMMENDATIONS AND CONCLUSION

As a family-run business grows, it is prudent that proper governance and procedures are put in place in the entire business. This can be from a recruitment and people management perspective, financial management, legal compliance, and other areas. From a people management perspective, it is recommended that family businesses make use of people practices that are fair and standard so that they can retain non-family members who join the firm. This will enable the business to better manage risks like conflict, communication, culture and values that are essential for good working relationships and sustainable human capital in businesses (Denison et al., 2004; Gupta & Levenburg, 2012; Østergaard & Marinova, 2018). Good financial management practices are essential for a business, this is a foundational practice on which the sustainability of the business relies (Lv et al., 2020). This includes external initiatives such as community building or Corporate Social Investment initiatives which have been linked to the financial growth of the business.

Succession planning is a crucial process for family businesses, it has been identified as one of the key risks for the sustainable growth of family businesses (Bizri, 2016; Mokhber et al., 2017). Developing a proactive strategic plan for the future of the family business should include succession and the development of future leaders within the business. On the other hand, selecting the next corporate leader is important to these businesses' long-term performance that it necessitates substantial, intentional, and ongoing planning. It is important to ensure that family businesses are delicately and decisively managed, to avert potential job losses that impact the immediate community and the economy. Family companies that have survived for decades must understand how to capitalise on their family-owned assets to improve trust with their stakeholders and the communities they serve. Customers, clients, and consumers are more likely to trust businesses that are run or owned by a family. Supporting homegrown in Africa might become a movement if properly defined, and we've seen many great businesses bloom because of family brand and reputation trust like the three case studies provided above.

This research has shed light on family entrepreneurship in Africa through the lens of both the family entrepreneurship conceptualisation and the family entrepreneurship ecosystem. The relationship between the individual, the family, and the business has been proven in the examples of family enterprises in Africa. It also illustrated the components of the family entrepreneurship ecosystem and how they support African family enterprises. From the perspective of personal values, attitudes, and beliefs, the combination of the two models has also highlighted the importance of the intersection of the individual and the collective, as well as the risks that arise from not managing culture, communication, and conflict in this context while trying to grow a business. One of the important conclusions, which is in line with the existing research, is that succession planning is a vital area to concentrate on if the family business is to be long-term and trans-generational.

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