

## The African SME is a business of men and women

Considering the size of the companies I&P work with, the human dimension is essential. The creation of a long-term relationship of trust between the investor and the entrepreneur is a key success factor.



Focus

African Managers

The **specificities of African management** are shaped by cultural differences, which vary considerably according to the countries and regions of Africa, the local conditions, types of skills and abilities found in the manager's company, and the different institutional contexts.

African entrepreneurs must **quickly face the reality on the ground and show great resilience**, combativeness and agility in light of the many obstacles that stand in their way.

### Who are the African Entrepreneurs?

Despite the sectoral and geographical diversity in our operations, **the entrepreneurs I&P has been supporting for fifteen years do have some common features**. Our experience allows us to establish that an African SME manager is most often a man or a woman:



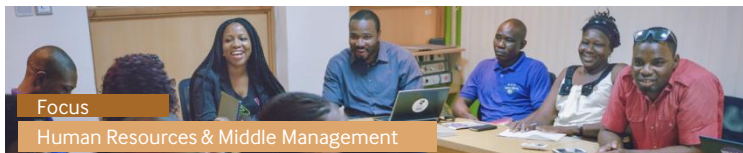
Having received  
higher education



With solid  
technical skills



Often from  
the diaspora



Focus

Human Resources &amp; Middle Management

**Human resources, and especially The recruitment of qualified and loyal personnel in middle management, is the second greatest challenge facing entrepreneurs, after access to finance:**

- ➔ Strong competition from large companies, especially over qualified human resources
- ➔ Local secondary education is developing but at disparate levels of quality from country to country
- ➔ Being able to pay decent wages for key positions is part of the solution, but it is also crucial to know how to retain quality employees through innovative benefit packages including health insurance, training...

### Key Learnings

- ➔ **Management in Africa has certain characteristics that it is necessary to understand** in order to establish a relationship of mutual trust and define the basis of a strong partnership: cultural aspects, growing number of people returning from the diaspora, scarcity of skilled workers...
- ➔ I&P is **committed to strengthening the skills of partner companies** through the referencing of HR advisory firms anchored in Africa that are able to understand the specificities of the local context and to support companies in the implementation of their HR policies.

To read more

<http://www.ietsp.com/en/fifteen-lessons-africa>