INFLUENCE OF ENTREPRENEURIAL AND ELECTRONIC COMMUNICATION SKILLS ON ACHIEVEMENT OF CYBERCAFE OPERATORS IN KANO METROPOLIS, NIGERIA

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JULY, 2017

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M.ED/EDUC/6482/2011-2012//P15EDVE8114

A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES, AHMADU BELLO UNIVERSITY, ZARIA, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS EDUCATION DEGREE

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JULY, 2017

DECLARATION

I declare that this dissertation titled Influence of Entrepreneurial and Electronic Communication Skills on Achievement of Cybercafé Operators in Kano Metropolis, Nigeria, has been carried out by me in the Department of Vocational and Technical Education. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this dissertation was previously presented for another degree or diploma at this or any other Institution.

_____ _____

Grace Olufunke MOMOH **Date**

CERTIFICATION

This dissertation titled INFLUENCE OF ENTREPRENEURIAL AND ELECTRONIC COMMUNICATION SKILLS ON ACHIEVEMENTOF CYBERCAFÉ OPERATORS IN KANO METROPOLIS, NIGERIA, by Grace Olufunke MOMOH meets the regulations governing the award of the Degree of Master of Business Education of the Ahmadu Bello University, and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This work is dedicated to Almighty God – The Beginning and the End!

ACKNOWLEDGEMENT

The researcher sincerely acknowledges the technical inputs of her supervisors, Dr. S. Ibrahim and Prof. A.A. Udoh, throughout the period of putting this work together. Their unreserved commitment and attention will continue to be remembered. The researcher is equally grateful to Prof. C.E. Dikki and Dr. S.S. Amoor, her internal examiners, for their maximum support. Worthy of mention is the tireless administrative role of Dr. H.A Abdullahi, the Post Graduate Coordinator of the Department of Vocational and Technical Education, which the researcher appreciates so much.

The researcher is grateful for the sponsorship granted her by the Tertiary Education Trust Fund (TETFUND). She will remain grateful to the Staff Development and Training Committee (STDC) of the Federal College of Education (Technical) Bichi, the college management andall her senior colleagues in the school of business education for their notable support.

Similarly, the researcher is highly indebted to her husband, Mr. Paul O. Momoh for his uncommon assistance from the start to finish of this programme. Equally appreciated are the researcher's mother and mother-in-law, children, family members and in particular, Mr. & Mrs. Samuel Omolehin for their unsurpassed love and care, which will remain evergreen in the researcher's memory. She is also grateful to her classmates, friends, and the research assistants who accompanied her to the field, colleagues and indeed everyone who contributed in one way or the other to the success of this dissertation.

Lastly, the researcher wishes to note the unflinching efforts of the non-academic staff members of the Department of Vocational and Technical Education, Ahmadu Bello University Zaria, especially Mr. B. Abdulraheem, Mr. P. Osagu and Mr. A. Maidamma from whom she gained some useful ideas. Above all, the researcher is unreservedly grateful to the Almighty God for the completion of this work.

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LIST OF ABBREVIATIONS

AMA	American Marketing Association
EESACO	Entrepreneurial, Electronic Communication Skills and Achievement of Cybercafé Operators
IM	Instant Messaging
ISP	Internet Service Provider
KPI	Key Performance Index
PC(s)	Personal Computer(s)
PDF	Portable Document Format
RAM	Random Access Memory
SISUT	School of Information Sciences, University of Tennessee
SMS	Short Messages Service
STD	Standard Deviation
UPS	Uninterruptible Power Supply
WWW	World Wide Web

OPERATIONAL DEFINITION OF TERMS

The following terms were defined as used in this work:

Achievement	The extent to which respondents satisfy the fourteen (14) item Key Performance Indicators (KPIs) propounded by Stilwagon (2015), which the researcher chose as the yardstick for measuring the business success of cybercafé operators in Kano Metropolis.
Cybercafé:	A place where internet applications are accessed by the general public.
Cybercafé Operator:	Someone in charge of the day-to-day running of a cybercafé venture whether the investment is for him/her of for somebody else.
Cybercafé Users:	People who visit cybercafés in to obtain information, carry out internet-based services or perform on-line transactions.
Electronic Communication Skills:	Having the basic knowledge of computers, ability to use electronic mail programmes and a working knowledge of the World Wide Web.
Entrepreneurial Skills:	Cybercafé operators' financial management skill, marketing skill, resource management skill and personnel management skill.

Financial Management Skill:	The effective management of funds so as to accomplish the objectives of a cybercafé operator.
Marketing Skill:	The communication between a cybercafé operator and the consumer audience which aims at increasing the value of such a cybercafé as well as raise its services in the public mind.
Resource Management Skill:	The efficient development, use and maintenance of a cybercafé's resources when they are needed. Such resources may include financial resources, inventory, human skills, production resources or information technology.
Personnel Management Skill:	This is a skill designed to maximize employee performance in service of an employer's strategic objectives.

ABSTRACT

This study was on the influence of entrepreneurial and electronic communication skills on achievement of cybercafé operators in Kano Metropolis, Nigeria. It had five objectives, five research questions and five null hypotheses. The research design adopted for the study was descriptive survey design. The population of the study was 520 out of which a sample of 226 was drawn using purposive sampling technique. In gathering data for the study, the researcher constructed a 4-point questionnaire tagged: Entrepreneurial, Electronic Communication Skills and Achievement of Cybercafé Operators – EESACO, which was validated by experts in the researcher's department. Pilot study was carried out using ten cybercafé operators in Bichi Local Government Area. Data obtained from the pilot study was used to ascertain the reliability of the instrument using Cronbach Alpha Technique which gave a value of 0.82.The EESACO was administered to the respondents. Frequency tables and percentages were used to analyse the demographic variables of the respondents, while mean and standard deviation were used to answer the five research questions of the study. Pearson Product Moment Correlation (PPMC) was used to test the five hypotheses of the study. The result showed that financial management skills, marketing skills, resource management skills, personnel management skills and electronic communication skills had significant influence on the achievement of cybercafé operators in Kano metropolis, Nigeria. Based on the findings, five recommendations were made among which was that cybercafé operators should acquire marketing skills. Another recommendation made was that cybercafé operators should obtain electronic communication skills to sustain achievement in their business operations.

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study

Kano is a city in Nigeria and is the capital of Kano State in Northern Nigeria in the Sahelian geographic region south of the Sahara. Its metropolitan population makes it the second largest city in Nigeria. The metropolitan area covers 499km^2 and comprises of eight Local Government Areas namely Dala, Fagge, Gwale, Kano Municipal, Kumbotso, Nassarawa, Tarauni and Ungogo Local Government Areas and had a population of 2,828,861 at the 2006 Nigerian census. (Kano Investment Handbook, 2013).

Communication is a daily activity that goes on among people in different places and for different purposes. It involves the exchange and flow of information and ideas from one person to another and a sender transmitting an idea, information or feeling to a receiver. It is no wonder that cybercafé operators are also involved in buying and selling of various network recharge cards and data plans all over the country. With the advent of electronic communication, more and more people are communicating over great distances and accessing large amounts of information by electronic system.

As observed by Palmira (2012) electronic-communication was discovered in 1998. According to him, electronic-communication is a form of communication that is used for the transfer of data, images, signals, signs etcetera through wire, electromagnetic energy, radio, photo-electronic or photo-optical system and that with its growing popularity, more and more people have continued to communicate via e-mail. Khan (2013) observed that as a result of electronic technology, jobs, working locations and cultures are changing and therefore people can easily access worldwide communication without any physical movement.

It has been generally observed that prior to the arrival of cybercafés Nigeria Telecommunications (NITEL) and post offices were the major means of communication accept of course, for some few Nigerians, particularly the elite, who had the telephone. According to Ifedigbo (2012), the arrival of internet changed all that. It did not take long cybercafé business started to spread like a virus to all nooks and crannies of major Nigerian cities about 1999. It became a soothing relief to Nigerians thus ending the needless delays associated with mail delivery and epileptic telephone service. The relevance of the services of cybercafés can therefore not be overemphasized. People need the services of cybercafés to book their flights with airlines operating in the country; individuals need to process their national identity cards, driver's licenses, online registrations (for examinations and academic/secular institutions), gaining access into their private electronic mail and facebook accounts from time to time among other evolving internet-enabled operations.

The United Nations Education, Scientific and Cultural Organization (2012) described entrepreneurship as an employment strategy that can lead to economic self-sufficiency and that through entrepreneurship education young people learn organizational skills, time management skills, leadership development and interpersonal skills all of which are highly transferable skills sought by employers. Thus, entrepreneurial skill can be defined as the ability to create something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic and social risks, and receiving the resulting rewards of monetary and personal satisfaction and independence (Hisrich & Peters, 2002).

Adeyemo (2009) submitted that entrepreneurial skills include sales and marketing skills, financial know how, self-motivation skill, time management skill and administrative skills. Since entrepreneurship is about the development of a business from the ground up

— coming up with an idea and turning it into a profitable business as well as the journey of opportunity exploration and risk management to create value for profit and or social good. It appears rather logical for entrepreneurs to seek out for those who know (mentors), imbibe the spirit of self-discipline, develop the ability to make quality decision, the talents to analyse complex situation and draw conclusions that will make the business succeed among other factors. It is in line with this background that the researcher is seeking to investigate how entrepreneurial and electronic communication skills could influence the achievement of cybercafés as far as meeting the cyber-information and related needs of consumers in Kano metropolis is concerned.

1.2 Statement of the Problem

In the early years of the internet service in Nigeria cybercafés tended to have provided a window of business opportunity for individuals and corporate organizations. The business began to grow in leaps and bounds as many internet cafés sprang up in several localities in Nigeria. Many Nigerians saw it as a new source of income generation and invested in it. On the part of consumers, it became a relief that put paid to the many worries associated with delay and in some cases, non-delivery of mails and parcels. Rather than channelling letters and correspondences via the telegram and the post office, electronic mail has become a major means of sending letters, attachments and scanned documents between people and organizations all over the globe.

In the case of tertiary institutions in the country, cybercafés serve as the port of call for newly admitted students who need to upload their personal, education and related data into their various institutions'' portals. Returning students of institutions, staff and providers of services to these institutions also communicate needed information on the institutions websites from time to time, using the services of cybercafé operators.

However, increase in mobile technology and rapid innovations in terms of new applications that are introduced into the market on a constant basis poses a challenge to cybercafé operators who may not be at pace with the trend of events in the industry. Other factors such as poor power supply, high data cost, poor network supply by internet service providers and increase operational costs are difficulties facing operators in the cybercafé industry.

Bakare, Akintomide, Ogbodo-Iwuagwu, Ogunshola, Maduforo, Olaminkan, Arubi, and Ukwu (2014) observed that smart, tablet and android phones are employed by cybercafé users and operators in carrying out personal and commercial electronic communication activities. New features are being added to these devices by the manufacturers from the point of purchase. Besides the already installed features, other newer applications could be installed online even after purchase, leaving cybercafé with the challenge to stay ahead in their usage.

Beside the electronic communication skill challenge, the keen competition in the cybercafé industry is another hard nut for operators to crack. Are cybercafé operators able to compete for the attention of consumers in delivering the services and information they want through entrepreneurial skills and user-friendly applications and relationship building tools? It is for these reasons that the researcher is interested in finding out whether entrepreneurial and electronic communication skills influence the achievement of cybercafé operators in Kano metropolis, in Kano state, Nigeria.

1.3 Objectives of the Study

The general purpose of this study is to determine whether entrepreneurial and electronic communication skills have influenced the success of cybercafé operators in Kano metropolis, Nigeria. The specific objectives of the study however are to:

(i) determine the influence of financial management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria.

(ii) assess the influence of marketing skill on the achievement of cybercafé operators in Kano metropolis, Nigeria

(iii) determine the influence of resource management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria.

(iv) establish the influence of personnel management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria.

(v) determine the influence of electronic communication on the achievement of cybercafé operators in Kano metropolis, Nigeria.

1.4 Research Questions

Five research questions were raised in this study as follows:

1. What is the influence of financial management skill on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria?
2. What is the influence of marketing skill on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria?
3. What is the influence of resource management skill on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria?
4. What is the influence of personnel management skill on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria?

5. What is the influence of electronic communication skill on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria?

1.5 Research Hypotheses

Five null hypotheses were formulated to guide this study as follows:

1. Financial management skill has no significant influence on the achievement of cybercafé operators in Kano metropolis, Nigeria.
2. Marketing skill has no significant influence on the achievement of cybercafé operators in Kano metropolis, Nigeria.
3. Resource management skill has no significant influence on the achievement of cybercafé operators in Kano metropolis, Nigeria.
4. Personnel management skill has no significant influence on the achievement of cybercafé operators in Kano metropolis, Nigeria.
5. Electronic communication skill has no significant influence on the achievement of cybercafé operators in Kano metropolis, Nigeria.

1.6 Significance of the Study

The findings of this study are expected to benefit the following:

Curriculum planners: This work will inform curriculum planners on the need to step up entrepreneurship programmes in the nation's tertiary institutions to include entrepreneurship skill development modules for Nigerian students.

Job-Seekers: The outcome of this study will expose unemployed Nigerians to evolving non-traditional job patterns that are enabled by electronic communication skills and electronic gadgets.

Existing Entrepreneurs: Cybercafé operators and other entrepreneurship based venture owners are going to find this study to be helpful as they will be able to see empirical evidence of the influence financial management skill, personnel management

skills, marketing skills, resource management skills and electronic communication skills have on the success of cybercafé operations.

Entrepreneurship Instructors: Tutors and conveyers of entrepreneurship knowledge will gain from the findings of this work, which would augment their teaching both within and outside the classroom.

Institutions of higher learning: Tertiary institutions running entrepreneurship programmes might see the need to evolve electronic communication facilities and gadgets within the institution environments that will enable students to acquire basic knowledge of computers, ability to use electronic mail programmes and a working knowledge of the World Wide Web, where these may be lacking.

Future researchers: Persons who might be interested in researching into related areas of entrepreneurship and electronic communication skills will find this work a useful reference.

To facilitate access to the findings and recommendations of this work in the interest of the beneficiaries listed above, the researcher intends to publish the findings of the study in high impact journals on entrepreneurship and related studies.

1.7 Basic Assumptions of the Study

In this study it was assumed that financial, marketing, resource management and personnel management skills which translates into entrepreneurial skills in the context of this study as well as electronic-communication skills, had the same effect on the success of cybercafé operators in Kano Metropolis, Nigeria.

1.8 Delimitation of the Study

This study was delimited to all the eight Local Government Areas in Kano Metropolis, Nigeria that is, Dala, Fagge, Gwale, Kano Municipal, Kumbotso, Nassarawa, Tarauni and Ungogo Local Government Areas. This study was also confined to four entrepreneurial skills out of the numerous skills theorized by various entrepreneurship authorities. The four entrepreneurial skills this study is delimited to are financial management skill, marketing skill, resource management skill and personnel management skill. These four chosen entrepreneurial skills are not chosen because they are in any way superior to all others but simply for the purpose of proper data handling and guided direction for the researcher. The study is further delimited to cybercafé operators only within Kano metropolis and not all the forty-four local government areas in the state due to limited resources and logistics at the disposal of the researcher. Also, the study is delimited to five research objectives, five research questions and five null hypotheses as stated above.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

In this chapter, literatures related to the study were reviewed. The review was done using the following sub-headings:

2.1 Theoretical Framework

2.2.1 Concept of Entrepreneurial Skills

2.2.2 Concept of Electronic Communication

2.2.3 Concept of Cybercafé

2.2.4 Concept of Achievement& Business Performance

2.3 Entrepreneurial Skill Development

2.4 Financial Management Skills

2.5 Marketing Management Skills

2.6 Resource Management Skills

2.7 Personnel Management Skills

2.8 Review of Empirical Studies

2.9 Summary of Reviewed Literature

2.1 Theoretical Framework

This study is based on two theoretical frameworks. These are the Schumpeterian Entrepreneurship Theory (1939) and Schultz's Entrepreneurship Theory (1979). Schumpeter's theory of economic development approached the entrepreneurial function of carrying out innovation as the internal driving force of evolutionary change, based on the idea that novelty places itself alongside established patterns. (Schumpeter 1939). In Schumpeter's well-known model, entrepreneurs carry out innovations by setting up a firm, credit-financed by capitalists who represent a rational, risk-bearing element. Innovations in the form of new goods or new methods of production then generate an entrepreneurial profit (Schumpeter1926).

Schumpeter associated the historical specificity of entrepreneurship with the proposition that the universal nexus of novelty and leadership would manifest itself through diverse historically conditioned institutional carriers. Therefore, the universal scheme of introducing novelty into a habitual setting by means of leadership could be associated with a market economy in the same way as with a communist economy, pinpointing those agents who would hold the leadership position in their particular environment (Schumpeter 1910).Schumpeter's corresponding scheme of capitalist development phases distinguished between "competitive" capitalism during the nineteenth century, characterized by personal entrepreneurship on competitive markets, and "trustified" capitalism in the twentieth century, reflecting the dominance of large enterprises in an increasingly rationalized and bureaucratized setting.

Actually, current tendencies in the domain of industrial organization point to a move away from vertical organizational structures that may lead to a revival of market competition among small firms in an extended division of labour (Langlois 2003).Schumpeterian argument that the capability for innovation is shaped by historically conditioned constellations of institutional variety in terms of an "embedded entrepreneurship" (Ebner 1999). Current developmental tendencies actually confirm the analytical relevance of the Schumpeterian theory of economic development with regard to its perception of capitalism as an evolutionary process of economic change. In this context, a further reconsideration of the institutional foundations of entrepreneurship may provide most promising insights both in the domains of theory and policy, hence, its inclusion in this work. In capitalism, the entrepreneurial carrying out of innovation drives a competitive restructuring of the economy. Schumpeter specified that position by defining capitalism in institutional terms, underlining its constitutive monetary features: "capitalism is that form of private property economy in which innovations are carried out

by means of borrowed money, which in general, though not by logical necessity, implies credit creation" (Schumpeter 1939) which effectively describes entrepreneurs, cybercafé operators in Kano metropolis, Kano state, inclusive.

On the other hand, Shultz Entrepreneurship Theory (1979) states that entrepreneurship is the ability to adjust, or reallocate resources, in response to changing circumstances. As such, entrepreneurship is an aspect of all human behaviour, not a unique function performed by a class of specialists. No matter what part of the economy is being investigated, it can be observed that people are consciously reallocating their resources in response to changes in economic conditions so entrepreneurship exists in all aspects of life. Furthermore, since entrepreneurship is an ability that can be augmented by investment, Shultz argues that a market for entrepreneurship exists and that it is possible to analyse entrepreneurship within the conventional supply and demand framework. Hence, cybercafé operators are entrepreneurs who have allocated their resources into various aspects of information and communication technology and are involved in delivering electronic communication services to members of the society.

For a conceptual framework, the researcher attempted an explanation of the variables of the study namely: entrepreneurial skills, electronic communication skills, cybercafé and successful succession Kano Metropolis, Nigeria.

2.2.1 Concept of Entrepreneurial Skills

Entrepreneurship is the capacity to harness the right quantity, quality and combination of resources that are consistent with profit making under risks and uncertainty. Aces and Szerb (2007) maintained that entrepreneurship revolves around the realization of existence of opportunities in combination with decision to commercialize them by starting a new firm while Shepherd and Douglas (1997) noted that the essence of entrepreneurship development is the ability to envision and chart a course for a new

business venture by combining information from the functional disciplines and from the external environment in the context of the extraordinary uncertainty and ambiguity which faces a new business venture. Similarly, Awodun (2008) perceived entrepreneurship from four distinct perspectives namely:

(i) Recognizing opportunities in the environment

(ii) Mobilizing resources to take advantage of such opportunities

(iii) Ensuring the provision of new or improved goods and services to consumers and

(iv) Obtaining profit in return for the risk to dare.

Entrepreneurship in sum can therefore be considered as learning the skills needed to assume the risk of establishing a business and developing the winning strategies and executing them with all vigour, persistence and passion needed to win any game. This is line with the goal of entrepreneurship education which Ojeifo (2013) captures as from ten distinct angles follows:

1. To offer functional education for the youth that will enable them to be self-employed and self-oriented.
2. To provide the youth graduates with adequate training that will enable them to be creative and innovative in identifying novel business opportunities.
3. To serve as a catalyst for economic growth and development.
4. Offer tertiary institution graduates with adequate training in risk management, to make certain bearing feasible.
5. To reduce high rate of poverty.
6. Create employment generation.
7. Reduction in rural – urban migration.

8. Provide the young graduates with enough training and support that will enable them to establish a career in small and medium size businesses.
9. To inculcate the spirit of perseverance in the youths and adults which will enable them to persist in any business venture they embark on.
10. Create smooth transition from traditional to a modern industrial economy.

These are worthwhile goals that need to be pursued and achieved at all costs considering the values they are capable of adding to the citizenry and the economy as a whole.

Entrepreneurial Skills on the other hand according to Odia et al (2013) are of seven fold namely:

1. Sales and Marketing Skills
2. Financial know-how skills and money management
3. Self-motivation skills
4. Time management skills
5. Administrative skills
6. Technical, Analytical and Human relation skills and
7. ICT skills

Sales and Marketing skills: Odia et al (2013) submitted that attracting the right customers maintaining their loyalty and subsequently making target revenues and profits obviously requires good communication skill. Financial know-how skills and money management: Not many people can manage or handle money. To succeed as an entrepreneur, Odia et al (2013) posited that the entrepreneur must know how to manage money well and source for funds from the right sources at the right time and the right cost of capital. Funds include long-term capital and working capital. Motivation skills: Encouragement from others is good but self-encouragement according to Odia et al (2013) is the best. Self-motivation skills according to them include: internal focus of control,

self-starter with a clear desired goal in mind, confidence in self and in your ideas, diligent and hardworking and extra drive and commitment to set goals.

Time management skills: Osemeke (2012) insisted that successful entrepreneurs must manage their time effectively. This, according to them is because: time is money; time is life; entrepreneurship opportunity has time-limit; time management is very important for business success and that self-management is very critical for effective time management. The key to using time effectively is through better management. Entrepreneurs achieve better time management through time budgeting. The specific ways to make better use of his time include: establishing goals, determine deadlines and allocating time for each important activity. To manage time Odia et al (2013) suggested that the entrepreneur must have a time table or schedule of activities to be done and keep to it as much as possible; employ delegation freely without fear and the entrepreneur must determine priorities into urgent and important activities as:

(i) Urgent activities that demand immediate attention

(ii) Urgent but not important activities

(iii) Not urgent but important activities

(iv) Not urgent; not important.

They must give priority to (i) and (iii) because by performing them time is reduced for activities (ii) and (iii) and manage meetings and relationships with others as entrepreneurs.

Administrative skills: Administrative skills include: organizing, coordinating, directing, planning and general management etc.

Technical, Analytical and Human relation skills: Accountants are by training normally technically skilled. They must also develop and possess conceptual, analytical and human relation skills to be successful entrepreneurs. Others are business planning, idea generation, negotiation and risk analysis and management skills.

ICT Skills: Graduate entrepreneurs should have Computer and ICT skills because of the era we live in, the dynamic environment they will have to operate on day to day basis and the various technological changes and demands they will face.

Patricio et al (2013) listed some attributes of successful entrepreneurs as follows:

1. **They are goal-orientated:** Entrepreneurs are given to setting goals and putting in their energy and resources into achieving them; they are determined to make their business succeed and will remove any encumbrances that may stand in their way. They also tend to be strategic in their game plans and always have a clear idea in mind of exactly what they want to achieve and how they plan to achieve it.
2. **They are committed to their business**: Entrepreneurs are not easily defeated; they view failure as an opportunity for future success, and if they do not succeed the first time, they will stay committed to their business and will continue to try and try again until it does succeed. A true entrepreneur does not take 'no' for an answer.
3. **They are hands-on**: Entrepreneurs are inherently proactive, and know that if something really needs to get done, they should do it themselves. They are 'doers', not thinkers, and tend to have very exacting standards. They view their business as an extension of themselves and like to be integral in its day-to-day operations—even when they do not have to be.
4. **They thrive on uncertainty**: Not only do they thrive on it—they also remain calm throughout it. Sometimes things go wrong in business, but when entrepreneurs at the helm of a company and making all the decisions, it is essential they keep their cool in any given situation. True entrepreneurs know this and secretly flourish and grow in the wake of any challenges.

5. **They continuously look for opportunities to improve**: Entrepreneurs realize that every event or situation is a business opportunity, and they are constantly generating new and innovative ideas. They have the ability to look at everything around them and focus it toward their goals in an effort to improve their business.
6. **They are willing to take risks**: A true entrepreneur does not ask questions about whether or not they will succeed—they truly believe they will. They exude this confidence in all aspects of life, and as a bi-product, they are never afraid to take risks due to their unblinking faith that ultimately they will triumph.
7. **They are willing to listen and learn**: The most important part of learning is listening—and a good entrepreneur will do this in abundance.
8. **They have great people skills**: Entrepreneurs have strong communication skills, and it is this strength that enables them to effectively sell their product or service to clients and customers. They are also natural leaders with the ability to motivate, inspire and influence those around them.
9. **They are inherently creative**: This is one trait that, due to their very nature, entrepreneurial business people have by the bucket load. They are able to not only come up with ingenious ideas, but also turn those ideas into profits.
10. **They are passionate and always full of positivity**: Passion is perhaps the most important trait of the successful entrepreneur. They genuinely love their job and are willing to put in those extra hours to make their business grow; they get a genuine sense of pleasure from their work that goes way beyond just cash.

Weiss (2011) referring to interpersonal skills maintained that they are a set of skills that people use when interacting and communicating with one another. He further asserts that these skills show up in countless interactions, from public speaking, group projects and team presentations, to professional writing (work e-mails, contracts etc.) and talking

with friends. Weiss (2011) believed the quality of an entrepreneur can be judged by a couple of key characteristics that is, the quality of their work and the quality of their personality - interpersonal skills. According to Weiss (2011), the standard classroom presentation is only useful for learning how to talk at people.

The ability to talk at a group of people holds significantly less relevance in the real world than the ability to talk with them. Professors that want to effectively prepare their students for the real world need to, and have started, concentrating on assigning team projects. Structured team projects require students to communicate and coordinate with the members of their team in a more formal environment than if they were working with their friends. He added that when investors decide to invest in companies, they are not just investing in an idea; they are investing just as much in the people behind that idea. Poor interpersonal skills can ruin a sale, even if the product or service the entrepreneur is selling is worth twice its value. It is important to practice and improve interpersonal skills because they are the foundation of building relationships with others.

Weiss (2011) therefore provided few tips on how to improve interpersonal skills as comprising of the following:

(i) **Be an active listener**: Take the time to listen and show others that you are listening and understand their perspective - even if it is not in line with yours.

(ii) **Body language**– People do not enjoy being around unhappy individuals or those who appear to be unhappy in any given moment. Make sure to smile, stand tall, make eye contact and do your best to give off a good vibe. Your body language introduces you to those around you before you even open your mouth.

(iii) **Empathize**: Try putting yourself in someone else's shoes and understand their perspective. This will allow you to better respond to their feelings and it will show them that you care.

(iv) **Humour**: It is not all about business. After all, we are all human. Be spontaneous and say something at an appropriate time that you think will make the other person smile. If they smile, you know they are probably working on their interpersonal skills, too.

(v) **Optimism:** Be optimistic, open minded and have an overall positive attitude. Positive attitudes are contagious to those around you. Everyone knows someone who has a negative attitude and you definitely do not want to be "that guy".

(vi) **Think on your feet**: It is important to be sharp, pick up on, and react to both verbal and nonverbal cues of others.

(vii) **Be patient**: Not everyone processes and understand concepts in the same way. Take the time to make sure that whoever you are talking to understands what you are saying.

(viii) **Practice, practice, practice**: The more interactions you have with others, the more progress you will make.

Critical thinking is a way to intervene in your thought process, according to Linda Elder. "It is a way to routinely and consistently seek problems in your thinking." She gave three (3) strategies for effective critical thinking as follows:

(i) **Identify your purpose:** Every time you face a decision, there is a purpose attached to that choice, or a goal that the decision will help you achieve. For example, if you are expanding into a new market, your purpose might be to choose the one with the greatest growth opportunity. Once you identify your

purpose, it should inform every step of your decision process. First make sure that you are clear about what it is, articulate it for yourself and your team and make use it as a starting point, not an end point. “With critical thinking, it is essential to go beyond the basic skills like gathering information," Elder says.

(ii) **Examine your biases**: When you face a problem, it is common to view it from only your perspective and to overlook how your clients, customers, or co-workers might see it. Considering the situation from only one point of view, however, can lead to products that flop or unnecessary spending. The goal of critical thinking is to bring those biases to light so they do not obstruct your decisions. To do that, articulate your own viewpoint. Ask yourself, what do I believe about this situation? What is important to me? Next, look for any assumptions you might be making about others' thoughts or behaviours. "Irrational thought is often unconscious," Elder says. "When we articulate our thoughts, we have a better chance to detect distorted thinking."

(iii) **Consider the implications of your options**: Every choice has consequences, and you can improve your decision-making by anticipating what those might be. To do that, approach the problem from many different viewpoints. Imagine yourself as each of the stakeholders, and consider how they might feel and act in response to each option. If you do make a choice that backfires by upsetting clients or hurting sales, take a deeper look at which implications you failed to think through, and why. "Common reasons are that people were intellectually lazy, didn't want to consider a given viewpoint," Elder says. Knowing what you missed and why will help you avoid that issue in the future.

2.2.2 Concept of Electronic Communication

Palmira (2008) defined electronic communication as a form of communication that is used for the transfer of data, images, signals, signs etcetera through wire, electromagnetic energy, radio, photo-electronic or photo-optical system and that with its growing popularity, people have started to communicate via e-mail. Khan (2013) on the other hand defined the concept as the type of communication that uses electronic media. Such communication according to him, allows transmission of message or information using computer systems, fax machine, e-mail, television or video conferencing and satellite network.

The history of electronic communication according to Bibelreflektion (2013) can be compared with a heavy train; it starts very slowly and after a while it gets faster and faster and no one can stop it. From the invention of the Morse telegraph to the invention of the telephone, it took about 20 years. But from the invention of the Superheat Radio, until the first TV broadcasting took place, it took 10 years. Today, new electronic developments come up in every year. This makes it clear for electronic people that learning is a continuous challenge.

Khan (2013) identified five advantages of electronic communication as comprising of the following:

(a) **Speedy transmission**: It requires only few seconds to communicate through electronic media because it supports quick transmission.

(b) **Wide coverage**: The world has become a global village and communication around the globe requires a second only.

(c) **Low cost**: Electronic communication saves time and money. For example, sending text messages using mobile phones is cheaper than writing and posting a traditional letter.

(d) **Exchange of feedback**: Electronic communication allows instant exchange of feedback. So communication becomes perfect using electronic media.

(e) **Managing global operation**: Due to advancement of electronic media, business managers can easily control operation across the globe. Video or teleconferencing e-mail and mobile communication are helping managers in this regard.

2.2.2.1 Types of Electronic Communication

Ritametha (2011) identified five (5) types of electronic communication which are Electronic Mail (Email), Instant Messaging (IM), Video Chat, Blogs and Social Networks He insisted that with electronic communication it is easy to keep in touch with the whole world whether the communication done electronically is for personal or business purpose. To Ritametha (2011), e-mail is one of the most preferred and most used form of electronic communication and are represented in typed messages that can be sent across any other person instantaneously. What is required is an email account for sending the message, important documents, media files, spreadsheets, images and a lot more at someone else's email account. He added that email has replaced several conventional forms of communication and that there has been a steep decline in the number of letters that are being sent by post. Its advantages are that it is easy to use, easy to prioritize and easy to refer. Moreover, messages are sent within a blink of the eye and the connection is also quite fast.

Instant messaging according to Ritametha (2011) allows one-on-one interaction with people who are miles away from us. Advanced computer technology and popularity of internet usage has made it possible to use instant messengers and communicate with people who are located very far from us without any hassles. With the help of instant messengers like Windows live messenger, Skype messenger, Gmail chat or AOL instant

messenger, people can directly send message or chat with their friends, relatives and acquaintances without spending a dime.

Similarly, Brain and Crosby (2014) stated that many people use well-known, stand-alone clients like Microsoft Outlook, Outlook Express, Eudora or Pegasus. People who subscribe to free e-mail services like Hotmail or Yahoo use an email client that appears in a Web page while AOL customers use AOL's email reader but no matter which type of client is used, Instant Messaging generally does four things thus:

(a) Shows the user a list of all of the messages in your mailbox by displaying the message headers. The header shows the user who sent the mail, the subject of the mail and may also show the time and date of the message and the message size.

(b) Lets the user select a message header and read the body of the email message.

(c) Lets the user create new messages and send them by typing in the e-mail address of the recipient and the subject for the message, and then type the body of the message.

(d) Lets the user add attachments to messages sent and save the attachments from messages received.

Furthermore, Tyson (2001) asserted that with IM, users can keep a list of people they interact with. They can IM with anyone on their buddy list or contact list as long as that person is online by typing messages to each other into a small window that shows up on both screens of sender and receiver. Most IM programs provide these features:

(i) Instant messages - Send notes back and forth with a friend who is online

(ii) Chat - Create a chat room with friends or co-workers

(iii) Web links - Share links to your favourite Web sites

(iv) Video - Send and view videos, and chat face to face with friends

(v) Images - Look at an image stored on your friend's computer

(vi) Sounds - Play sounds for your friends

(vii) Files - Share files by sending them directly to your friends

(viii) Talk - Use the Internet instead of a phone to actually talk with friends

(ix) Streaming content - Real-time or near-real-time stock quotes and news

(x) Mobile capabilities - Send instant messages from your cell phone

The PC Encyclopaedia (2015) defined video chat as a way of communicating visually with another person via computer and may refer to video calling or video conferencing and cited Facebook's Skype and Apple iSight as video calling services examples. The Webopedia dictionary (2015) added that video chat is a technology for conducting audio and video interaction in real time between users at disparate locations. Video chats are typically conducted via a computer, tablet or Smartphone device (also called videophone chatting), and may involve point-to-point (or one-to-one) interaction, as in the case of Face Time and Skype, or multipoint (or one-to-many) interaction, as in the typical case of Google Hangouts. Video chatting most frequently refers to one-to-one video calls made via software appliances like Skype, Face Time, Facebook Video Chat and ooVoo.

Ritametha (2011) observed that the development of web cameras has added a momentum to electronic communication as it enhances video chatting applications whereby a user may also see the person with whom he or she is communicating. Webcams need to be attached as an external device to the computer or better still, an external program like Gmail, Skype or Windows live to make a video conversation possible. The first obvious advantage of video-chat is that users can reach anyone instantaneously irrespective of time and also does not require the user to spend money. Another plus of video-chat is that users may use business-conferencing feature and

interact with more than one person at a time. If users are conferencing for business purposes, they may also share data sheets and PowerPoint presentations online.

Blogging, according to Ritametha (2011) is currently one of the most preferred ways of communicating openly. Describing what blogging is all about, Ritametha (2011) asserts that it is a kind of online journaling that helps people speak their mind and also keep in touch with friends and family. Blogs are updated on daily basis, at times, several times a day and covers

details about a person's life and interest. Blogging can also be about a specific topic or niche. On such blogs, people follow, share updates and post comments. Using blogs is very convenient and that is why people use it frequently. Besides, if a blog is public, people from all around the world can access it by using internet both to read and follow in an ongoing topic.

Social Networks according to Ritametha (2011) allow people to form communities and keep in touch with each other, share updates, follow developments in each other's lives, share pictures and send messages. There are several social networking websites such as Facebook, Myspace, LinkedIn and Twitter where people can register, create an account and start communicating with businesses, family and friends, celebrities and others. The advantages offered by social networking websites according to Ritametha (2011) include open communication, a great way of meeting old friends, a platform for posting news, asking questions, sharing links, discussing ideas and an excellent way of promoting websites and businesses. Social networking websites target a broad range of audience and that is why it is also considered to be an excellent business tool. These days, it is possible to access social networking website accounts through mobile phones and stay connected with family and friends throughout the day.

2.2.2.2 Electronic Communication Skills

Electronic communication skills refer to the ability to effectively manipulate electronic mail (e-mail) and website components e.g. data, images, signals, signs etc. on the internet for business or personal purposes. These according to School of Information Sciences of the University of Tennessee - SISUT (2014) can be viewed from three main perspectives namely: Basic knowledge of computers, electronic communication skills and internet skills. Components for each perspective are expatiated.

Basic knowledge of computers, according to SISUT (2014), comprises of the following:

(a) Understanding of basic computer hardware components and terminology

(b) Understanding the concepts and basic functions of a common computer operating system

(c) Starting up, logging on, and shutting down a computer system properly

(d) Using a mouse pointing device and keyboard

(e) Using help and knowing how to troubleshoot routine problems

(f) Identifying and using icons (folders, files, applications, and shortcuts/aliases)

(g) Minimizing, maximizing and moving windows

(h) Identifying common types of file extensions (e.g. doc, pdf, html, jpg, gif, xls, ppt, rtf, txt, exe)

(i) Checking how much space is left on a drive or other storage device

(j) Using of back up files

(k) Downloading and installing software on a hard disk and managing the file structure of a computer

(l) Checking for and installing operating system updates

(m) Proficiency in Using Productivity Software

(n) Creating documents of various types and saving in a desired location

(o) Retrieving an existing document from the saved location

(p) Selecting copying and pasting text in a document or desired location

(q) Printing a document

(r) Naming, renaming, copying and deleting files

The Tennessean School of Information Science (2014) added that a working knowledge and understanding of how to use the following types of software programs are also indispensable:

(a) Word processing (example: MS Word, Google Doc, Writer)

(b) Presentation (example: PowerPoint, Impress)

(c) Spreadsheet (example: Excel, Calc)

(d) PDF reader (example: Acrobat Reader, Preview)

(e) Compression software (example: WinZip, Stuff It, 7-Zip)

It can thus be argued that any cybercafé operator who cannot perform 50% of the above functions on the computer is not skilful in electronic communication. Electronic mail involves using a common email program (example: MS Outlook, Gmail, Apple Mail to compose, send, reply, forward messages); add attachments to a message; retrieve attachments from an email message; copy, paste and print message content; organize email folders; understand what an electronic discussion list is and how to sign up and leave one (example: Listserv, Listproc).

According to SISUT (2014), internet skill is the ability to set up an internet connection and connect to the internet; have a working knowledge of the World Wide Web and its functions. In more precise terms, it includes basic site navigation, searching, installing and upgrading a Web browser, using a browser effectively - including bookmarks, history, toolbar, forward and back buttons. It involves being able to use

search engines and directories to find information on the Web, download files and images from a Web page, understand and effectively navigate the hyperlink structure of the Web, understand how to keep information safe while using the Internet, moving files, understanding the purpose of Secure File Transfer Protocol (SFTP) and Secure Copy Protocol (SCP), Logging in and connecting to a distant server using Secure Shell client (SSH),transferring files by uploading or downloading, viewing and changing folder/document security settings, copying files from hard disk to storage devices and vice versa.

The importance of electronic communication in the era of Information and Communications Technology (ICT) cannot be overstated. It is no longer news that the world in which we live is a global village. Microsoft (2012) hinted that as of the year 2012, estimates suggest that over fifty million United States workers (about 40% of the working population)

could work from home at least part of the time. In a report by Edukugho (2012), an estimated 60 million Nigerians nearly one-third of the country's population are unemployed whereas there are available options of electronic self-employment in addition to traditional forms of paid employment, which are in scarce supply.

One notable advantage of electronic communication skilled personnel is the rare opportunity to telecommute. The term telecommuting which is used interchangeably with electronic-work (e-work), electronic-commuting (e-commuting) and is defined by the United States Office of Personnel Management (2012) as "a work arrangement in which the employee works outside the office, often working from home or at a location close to home". Rather than travelling to the office, the employer "travels" via telecommunication links, keeping in touch with co-workers and employers through telephone and email.

2.2.3 Concept of Cybercafé

Cybercafé or internet cafe according to Okafor (2016) is a place where internet applications are accessible by the general public. Customers buy vouchers, which contain a user name, and password that gives them access to the internet via any computer in an internet cafe. The major services offered by internet cafes are internet applications like email, chatting, download and web browsing. Other applications available at internet cafes include office software like MS Office, graphic software like CorelDraw and computer games. Ideally, an internet cafe should sell food and drinks, however most cafes in Nigeria focus on computer related services. Internet cafes also offer scanning and printing services. Users also come to some Internet cafes with their laptops to get connected to the Cybercafés LAN via a wired or wireless connection. Users can they buy vouchers to access the internet on their laptops. Clients also buy computer accessories and software from some internet cafes. Okafor (2016) asserted that a cybercafé is a convenient place where users' entire computer needs can be met.

2.2.3.1 Prerequisites for Starting up a Cybercafé in Nigeria

Starting a business enterprise anywhere in Nigeria is not about securing adequate start-off capital and making a choice of business location alone. There are a lot of considerations to be made if an entrepreneur will record progress. In this regard, Martins (2014) advanced twelve essential tips for starting business in Nigeria as follows:

1. **Prepare Yourself**: The first step to starting a small business in Nigeria is for the intending entrepreneur to adequately prepare himself. This is important because it represents the thin line between success and failure. Running a business on Nigerian is tough but highly rewarding; so to survive, the entrepreneur has to be tougher. The question is: how does one get prepared? One way is by attending seminars on the chosen line of business the intending entrepreneur wishes to

venture in and getting all the necessary information about the chosen industry. Preparation can also be by accepting the reality that failure can occur tomorrow; so the intending entrepreneur should prepare by increasing his/her risk bearing capacity while ultimately having a mind-set to succeed despite the odds and competition.

2. **Have a Good Business idea**: To successfully start a small business in Nigeria, an intending entrepreneur must have a good idea. In fact, any idea or business opportunity will do; except for pioneering a new invention. It is unnecessary to try re-inventing the wheel for example. What is important is to find a proven business lines and learn the fundamentals. Nigeria has the needed population to absorb any product that is backed by a strong business sense.

3. **Do a Feasibility study**: The third step to starting a small business in Nigeria is to do a thorough feasibility study before investing a dime in any business opportunity. This is basically where the failure of most Nigerian entrepreneurs begins.

4. **Understand your Market**: Before jumping into any business or industry; make sure you have thorough understanding about its fundamental metrics. Every business has an inside secret and if you must succeed; you must find such secret. Understand the market of the industry you are going into and you will increase your chances of success. The best way to begin such is by asking yourself the following questions:

    (a) Who are the customers?

    (b) How do they want to be served?

    (c) Who are your major competitors?

    (d) Who is the market leader?

    (e) Do you have a chance for survival?

5. **Write a simple Business Plan**: This is another point where most Nigerians miss it. It is estimated that over 85 percent of small business owners in Nigeria operate without business plans. Banks do not lend money to businesses that are operated without business plans. The essence of a business plan is to assist the entrepreneur to concentrate on fulfilling his business mission.

6. **Find a Good Location**: So you want to start a small business in Nigeria? If yes; then where are you going to locate your business? Are you going to site your business within your neighbourhood or are you going to site your business in an industrial area? Are you going to separate yourself from the crowd by building your own brand in a specially selected location? Or you are going to operate from the centre of trade or commercial places in Nigeria? But wherever you choose to situate, make sure you are well prepared to face the challenges of that terrain. (Martins, 2014).

7. **Obtain the necessary Licenses and Permit**: In order not to have the government and its law enforcement agents on your heels; make sure you obtain the necessary licenses and permit needed to operate your line of business. Every industry has regulatory bodies governing it; so be sure to check their operational policy to make sure you are not going against the law. Also remember that you may need licenses and permits from both the local, state and federal government. So make sure you factor their costs in your budget.

8. **Register your company**: Most businesses operate as sole proprietorships in Nigeria; you can choose to go the same way. But if you are truly out to build a successful business that will stand the test of time. It is advisable that a cybercafé operator registers a business name or factors it in cost projections as a short term plan. You can choose between the sole proprietorship; limited liability or public

liability form of entity. After choosing your business entity, you can get your business name registered at the Corporate Affairs Commission's office in the State you choose to locate your business. It is advisable to go through a lawyer to avoid unnecessary mistakes.

9. **Raise Capital**: Before making up your mind to start a small business in Nigeria, it is assumed that you have the necessary capital to at least launch the business.

10. **Start the business**: After going through all the processes above; this is where you get down to the real deal; this is where you start the business. Most people make wonderful plans, do feasibility research and even raise the needed capital to start a business. But for reasons best known to them; they just fail to start. Maybe it is because of the fear of failure; but what I do know is that not everybody has the guts to start a business. Most can only dream of it but only few dare to take the risk.

11. Look for Leverage: The fastest way to grow in business is to leverage on the structure of well established businesses. So if you want to grow; then look for leverage. Leverage can be in the form of getting a bank loan, getting credit line from suppliers; striking strategic alliance with a bigger player or getting a contract. No matter what leverage you decide to pursue; go for it.

12. **Survival is the Game**: If you can make it to this stage, then it is congratulations because you have just started your own small business in Nigeria. You have started the game and showed resilience; now is the time to break it through. At this stage, survival is the name of the game. You might take some pounding from stronger competitors; you might make a business mistake or even face intricate business challenges like a change in government policy but do not give up.

2.2.3.2 Requirements for Cybercafé Operation in Nigeria

Not many people know how to use computers on a large scale in Nigeria and income can be sufficiently generated by offering computer services to such people. The market does not just consist of people who are not computer literate but also to those who are but still need the services of cybercafés for one reason or another. Ibrahim (2012) observed that computer business centres are mostly profitable businesses to run in Nigeria as they offer services which are mostly not too competitive yet.

According to Ibrahim (2012) the requirements for a business centre include a shop or office, running capital for fuel, salaries and bills, one or two computers - desktops are common and cheap, a photocopying machine, a printing machine, standby generator which could be big or small, business registration, account keeping for income and expenses and personnel at least a clerk and receptionist.

2.2.3.4 Common Problems Faced by Business Centres/Cybercafés in Nigeria

Olagunju (2004) identified the following as the peculiar problems faced by Nigerian entrepreneurs, business centre and cybercafé operators alike:

1. **Lack of trust by Nigerians**: This has resulted in the rejection of "made in Nigeria" goods as inferior to the imported ones. The mentality that anything made in Nigeria is inferior has discouraged and forced many local entrepreneurs to go out of business.
2. **The dire shortage and inadequacy of infrastructural facilities**: This to my mind is the greatest problem facing the Nigerian entrepreneur. The supply of electricity is epileptic if non-existent; the roads are death-traps leading to loss of lives and properties.
3. **Corruption**: Since entrepreneur have to deal with government officials from the Local Government to State Government and the Federal Government. The demand

for gratification in forms of bribes, double taxation, etc. has brought frustration to many entrepreneurs. According to Murphy (2007), it is hard to do business in many poor countries because governments are so corrupt. It is very difficult in such countries to get permission to build a factory or open a store without a government permit, which is obtained largely through bribery of public officials.

4. **Lack of management know-how** resulting in inability to apply appropriate managerial concepts and principles in running the affairs of the business.
5. **Inability to make entrepreneurial transition**: As the business grows from the craft to entrepreneurial stage, informal and unprofessional management will suffice. However, the advent of the professional stage(s) calls for the business to be managed on professional basis. This will see authority delegated, policies formulated and a formal structure of relationship established (Rue and Byers, 2003).
6. **Unguided and unrestricted importation of goods into the country**: The advent of globalization with its attendant liberalization and deregulation has forced the Nigerian government to remove restrictions on the importation of goods even when there is a local substitute or competing brand. The unguided implementation of globalization has strangled most businesses. This is because, these businesses use obsolete methods of production, and private sources of power and in the end, their product are inferior and cost higher than the imported ones.

Similarly, Ibrahim (2012) hinted that some problems computer business centres faces in Nigeria are:

1. **Inefficient Electrical power supply**: At times, most business would have to run generators for most part of their business time. To stay profitable in this business, operators should just assume they are going to be using generators for a 24-hour

basis, 365 days in a year. They may also invest in alternative source of energy like solar, wind or power inverters.

2. **Multiple taxation**: There may be a lot of taxes imposed by local councils and state govt. Operators just need to know what the right taxes are and the proper way to pay them so they do not get cheated.

3. **Sourcing for original computer products**: There are a lot of fake products in the society and it would not make business sense if operators invest in parts or products that will not last for the long term. It would be better to buy brand new computers for a start and original ones rather than fake or cloned ones since this is business we are talking of. Original Windows software should be purchased from credible suppliers rather than just the open market.

4. **Software virus**: A lot of computer business centre operators do not really know much about taking care of their computers and they end up leaving their systems infected or operating at a low efficiency. If you want to start this business but know little about computers, then you should liaise with people who do like an expert or a supporting company to help you with maintenance issues.

2.2.3.5 Typical Cybercafé Services in Nigeria

When it comes to Information and Communication Technology (ICT), Odia and Odia (2013) observed that Nigeria is lagging behind compared to the western world. According to them, ICT is still an emerging trend that has not reached its peak, so a lot of opportunities exist for both local and foreign investors. With respect to cybercafé, they noted that the demand to stay connected to the rest of the world is rapidly on the increase and the cost of internet connection is still high when compared to what is obtainable in the western world, thereby making cybercafé an alternative for internet users; and an investment opportunity for entrepreneurs.

Cybercafé business according to Odia et al (2013) can be started either on a small, medium or large scale but preferably a large scale because size can be a competitive edge for you as customers will not like to be kept waiting. Customers of this industry want speed and efficient service and most importantly, they want to be sure to find a vacant computer system anytime they want to surf the web without having to wait in a queue. If an operator can get a good location, provide speedy internet access and provide complementary services, he or she is in for a breakthrough.

Similar to cybercafé business is E-Services which Odia et al (2013) described as virgin business opportunity that has not fully been tapped in Nigeria. Under the umbrella of e-services are E-payment, bulk SMS services, web design and hosting, database management services, e-portal management, etc. Due to the nature of cybercafé business in Nigeria and the attendant problems, Passyjango (2007) observed that it becomes imperative for anyone going into this business to think of add-on services that will augment income received. The truth is that you can make profit on browsing alone but these will not be of substantial enough especially after expenses might have been deducted.

Cybercafé add-on services come in different ways. There are viable ones and capital intensive ones. However, the most obvious ones are; Photocopying, Lamination, Binding of Documents, Typing, Designing using Corel or Photoshop software. The not so obvious add-on services are: sale of bulk SMS, Web hosting, Website design, Sale of computer accessories, Hardware and software computer repairs, Sale of drinks and snacks, Sale of recharge cards, Sale of stationeries, Computer school, teaching of internet browsing, making purchases for customers on the internet,1-minute digital passport, identity card creation and many more. These add-on services are only limited by one's imagination. Anything that you think your customers will want in your café, provide it.

They should not go elsewhere to buy it. An intending operator could sell flash drives, blank CDs/DVDs, computer accessories and even laptops.

2.2.3.6 Factors to Consider before Setting up a Cybercafé

Passyjango (2007) listed the following as important factors for consideration before an entrepreneur goes into cybercafé business:

(a) Data transfer speed per computer
(b) Internet Service Provider (ISP)
(c) Hardware requirement
(d) Computer speed
(e) Employees
(f) Software applications
(g) Maintenance procedure
(h) Discipline procedure
(i) Quality of Service

The speed of a cybercafé network is the most important factor to consider according to Passyjango (2007) as it can make or mar a cybercafé business. Some cybercafé owners buy bandwidth even before determining the number of computers to install on the network. However, it is the other way round; the amount of bandwidth you can afford for your cyber cafe should determine the number of computers to be installed. By the way, bandwidth is the amount of data a network can upload or download in a second (measured in kbps or Mbps). The best point to start is to determine the speed at which each computer in your cyber cafe should operate. Then determine how many computers you want to install, multiply the two and you have your bandwidth. We recommend a bandwidth of 32 kilobits/second (kbps) per PC. Anything higher than this is great for your cybercafé. If you must compromise, do not go below 16kbps. Remember a slow network can lead to loss of valuable customers for your cybercafé. If your cybercafé is known as a slow cybercafé, people will always leave when they find a better cybercafé. One way of knowing a good internet cafe, is that customers keep coming back, even when there are many options. If you are a cybercafé owner and every day, you see new faces (few loyal customers) then

you have to turn a new leaf. An Internet Service Provider (ISP) is an organization that provides services for accessing, using, or participating in the Internet. Internet service providers may be organized in various forms, such as commercial, community-owned, non-profit, or otherwise privately owned. Internet services typically provided by ISPs include Internet access, Internet transit, domain name registration, web hosting, collocation, Once done with bandwidth capacity that is good enough for a cybercafé, the next step according to Passyjango (2007) is to talk to an Internet Service Provider (ISP). An ISP that is capable of offering the minimum quality of service that is intended should be acquired as the success of a cybercafé business depends largely on the support obtained from the ISP. In order to meet the needs of a modern internet user, Passyjango (2007) hints that there is some hardware to install in a cybercafé, which should tally with the typical cybercafé architecture? He stated further that the following are indispensable hardware components for an effective cybercafé business:

(a) Client PCs
(b) Server PC
(c) Switch or Hub
(d) Modem and Router
(e) Printer (colour recommended)
(f) Scanner
(g) Web cam
(h) Multimedia speakers/head phones
(i) Air conditioner
(j) Electric generator (standby)
(k) UPS/AVR

It is worthy of mention that client personal computers (PCs) are computers an operator's customers will be using to access the internet. In order to provide a reasonable quality of service to your customers this is our recommended minimum hardware requirement Processor Pentium III 733 MHz (minimum) 20GB Hard Drive (minimum) Monitor 15" and above 256 MB RAM, USB 2.0 100Mbps Network Card Floppy Drive

CD ROM (minimum) Standard English Keyboard Mouse. Branded computers from Omatek, Zinox or any of the foreign brands (HP, Dell, etc.) are more reliable than unbranded (cloned or assembled) computers. However, they are more expensive. If you decide to buy cloned computers for your internet cafe, ensure that they contain similar hardware. This will reduce the burden of maintenance. Server PC should have similar hardware as client PCs. USB 2.0 port should be easily accessible to your cyber cafe customers so ensure that USB port is in front of the computer instead of the back. You may also install a USB cable for each PC to make things easier for customers.

Computer speed is closely related to hardware requirement. If you do not put enough RAM in your computer or your processor is slow then computers in your cyber cafe will tend to be slow. A slow computer will frustrate your customers. Imagine someone typing something and waiting for up to 2 seconds before the screen is updated, it could be quite irritating. This is one reason why you should invest in the right hardware. The number of computers in a cybercafé will determine whether the operator needs employees or not. If the cybercafé is small with 5 to 10 computers, then an operator can handle it all alone. However, if there are 15 computers or more, one or more helping hands will be required. There is need to train employees on basic computer management. Do not allow your employees to learn on the job. Train them properly before they start work in your cybercafé. You should also ensure that they are paid properly. This will no doubt make them more committed to their job. This will also enable you to retain your staffs for longer period. Experienced staffs are assets to any business cybercafé. You can reduce employee theft and account tampering by simply paying them well. You must have a strong and effective governance structure. All your employees must know this structure. It should be included as part of the training of employees. For example, procedure for service payment, the role of each employee must be known by all your employees.

To reduce account manipulations, install good internet-cafe management software. This software will ensure that customers will log in before using your computers. Some will also enable you to monitor how each computer is being used. They can also monitor what your employees are doing and report any foul play. Also, limit the access of this software by your employees. The key to success in cybercafé business is to learn all aspect of the business. Ensure you train your employee to be customer friendly. They must be told that the customer is king and must be treated as such, after all their salaries are paid by your customers. Recruiting the right employees is key to success of your cybercafé business. Due diligence must be administered while recruiting employees as they can make or mar your cybercafé business

According to Passyjango (2007), a cybercafé operator's computers should be packed with software that will enhance customers' experience. Server Client PCs have different software requirement. There should also be proper maintenance of hardware and software facilities. This is what is lacking in some cybercafés where there are fifteen computers but only seven are working. A cybercafé with all the characters on the keyboard wiped out or some keys not functional is a clear indication of poor maintenance. Same thing goes for a cybercafé where a client will have to use all his concentration to move the mouse.

Passyjango (2007) hinted that a great maintenance procedure is to have spare computers. These spare computers are installed when any of the currently installed computers go down. You should also have spare keyboards and mouse to change faulty ones as soon as customers complain. Ensure that customer complaints are logged. Any faulty computer or defaulting hardware must be logged with the fault. This will enable you handle maintenance properly. Every piece of hardware must be labelled so that they can be distinguished from other hardware. This will make logging easy. If it does not make

business sense to employ an in-house hardware technician, you should outsource this service to a reliable firm that will respond promptly to all your business needs. Remember that a good maintenance procedure will reduce your operational cost. It will also increase your revenue, as your cybercafé down time will be greatly reduced.

Passyjango (2007) suggested that cybercafé operators should have some regulation that customers and employees should obey in order to increase the user experience. One common regulation is to ban smoking. If operators allow smoking in or around their cybercafé, it will surely put off a lot of their customers. Smoking can also cause problems for computers and air conditioners. Other regulations suggested by www.makemoneynigeria.net (2007) are:

(a) Banning of scam boys from using the cafe. Scam boys will definitely attract Economic and Financial Crime Commission (EFCC) officials one day if the cybercafé is operated in Nigeria which may even lead to close down of the cybercafé. If an operator's cybercafé is known to allow scam boys, genuine customers will be avoiding the cafe for fear of arrest by the police or the EFCC.

(b) No loud music, clients who want it loud should use earphone.

(c) Conversation in low tone (no noise)

(d) Do not shutdown the computer abnormally after use

(e) Do not use the system by deactivating the management software.

(f) Do not tamper with computer settings.

To keep your cybercafé users coming back for more, Passyjango (2007) maintained that operators have to offer a reasonable quality of service and offered the following as suggestions:

(a) Each computer should be operating at about 20 kilobits/second (minimum)

(b) Install latest Antivirus software by subscribing for anti-virus software like Avast that will automatically download latest anti-virus definition files hence giving cybercafé users great virus protection

(c) Sign up with an ISP that will respond promptly to your problems. You can also sign up to two ISPs to add some redundancy and increase efficiency.

(d) Ensure all computers in your cybercafé are operating with reasonable hardware.

(e) Every computer (monitor & system unit) in your cyber cafe should be connected to a UPS. Your customers must not wait or lose all their information whenever there is a power failure. The time it takes to start your standby generator must be reasonable

(f) Every computer in your cyber cafe must be connected to the printer

(g) Install more than one printer for increased reliability

(h) Ensure that cyber cafe is not be stuffy (well ventilated)

(i) USB 2.0 port should be easily assessable by your cybercafé users

(j) Floppy and CD ROM drives should be available on every computer in your cybercafé

(k) All keyboards and mice installed in your cybercafé must be working properly. Defaced keyboards without visible letters and characters should never be installed because it is capable of discouraging some customers.

(l) All software in your computers should be regularly updated. Keep in touch with what your cybercafé customers are doing and provide them with the software tools they require.

2.2.4 Concept of Achievement and Business Performance

Performance is a widely used concept in many areas. Usually, performance is a measure of how well a mechanism/process achieves its purpose. In enterprise management, Moullin (2003) defines an organization's performance as "how well the organization is managed" and "the value the organization delivers for customers and other stakeholders."Wu (2009) however conceives performance as relating to achieving stockholder/investor interests. Measuring performance is a multi-dimensional concept. Effectiveness and efficiency are the two fundamental dimensions of performance. This is emphasized by Neely (2002) who submits that "effectiveness refers to the extent to which stakeholder requirements are met, while efficiency is a measure of how economically the firm's resources are utilized when providing a given level of stakeholder satisfaction". To attain superior relative-performance, an organization must achieve its expected objective with greater efficiency and effectiveness than its competitors (Neely 1998).

To illustrate efficiency, effectiveness, and the value delivered, multi-measures should be used. Though their forms vary widely, financial indicators are traditionally used; Neely (1998) further expounded upon manufacturing performance measures, suggesting that in performance measurement five key-dimensions should be assessed: quality, delivery speed, delivery reliability, price (cost), and flexibility. By measuring all of these factors, success is thus balanced and multi-dimensional, better reflecting stockholder interest. In this study, achievement is defined as the extent to which cybercafé operators satisfy the fourteen (14) Key Performance Indicators (KPIs) propounded by Stilwagon (2015) namely:

(a) Overall Satisfaction
(b) Satisfaction Improvement
(c) Customer Retention
(d) Net Promoter Score
(e) Conversion Rate
(f) Compared to Competitors

(g) Average Resolution Time
(h) Active Issues
(i) Resolved Issues
(j) Employee Productivity
(k) Cash Flow
(l) Brand Attributes
(m) Complaint Escalation Rate
(n) Employee Retention/Turnover

By performing regular customer satisfaction surveys, you can gauge how many of your customers would rate their level of satisfaction as very or extremely satisfied. The more customers rate their experiences highly, the better a cybercafé operator's customer service. One way to measure customer service according to Stilwagon (2015) is to track changes in customer satisfaction over time. If, for example, satisfaction has gone down over the last couple of years, then an operator will know a change is likely in order. But if it is improving, or if high levels of customer satisfaction are already achieved and they are staying constant, then an operator is surely on the right track.

Customers who are happy with the services a cybercafé operator provides are likely to stick around and do more business with him or her. So if an operator keeps bringing back a fair amount of customers regularly it is a good indication that he or she is providing good customer service. Customers who are very happy with a cybercafé operator's customer service are likely to even go a step further and recommend the place to others. So the cybercafé operators' Net Promoter Score, or rate of people who would recommend the business to others, can be a good indication of where his/her customer service stands and another way to measure customer service. After someone from a cybercafés customer service team interacts with a customer, how likely are they to make a transaction or take some other kind of action? If an operator's customer service is good, this number should be fairly high. Even customers who like a cybercafé operator's services might not choose him over his competitors for every single interaction or transaction. So while general satisfaction and customer retention are good metrics to

measure service, it is still important to see how your cybercafé stacks up against competitors.

Part of providing great customer service Stilwagon (2015) says, is resolving issues in a timely manner. If a cybercafé operator can respond to customers and meet their online targets quickly, they are more likely to be pleased with the experience. So, if you are able to keep that resolution time relatively low, that could be an indication of good customer service and yet another way to measure customer service. If an operator is able to resolve most issues fairly quickly, then he or she should not have too many issues to deal with at any one time. And if you do, then it could indicate that your customers have a higher-than-usual volume of complaints. The way and manner in which a cybercafé operator resolves complains of his/her clients is an indication of customer service. No matter how great a business venture may be, there are bound to be issues and complaints. But the ability to solve them quickly and in a way that makes the customers happy is an indication of good service.

Different types of businesses use different methods to measure employee productivity. But it is an important factor when it comes to customer service. If you want customer issues to be resolved in a timely manner, employees need to do their jobs effectively. When employees are happy, they tend to stick around. And when an operator is able to keep employees around for long periods of time, they are more likely to feel comfortable and empowered in their jobs. This means they are also likely to provide service that lives up to the cybercafé standards.

How do customers view your cybercafé as a whole? What words would they use to describe your services? And how do their opinions line up with your expectations? By obtaining this sort of feedback from customers, a cybercafé operator can measure customer service and get a pretty good indication of where he stands in his customers'

eyes and will know what qualities he might need to work onto get customers to see your brand in that particular light. No matter how great your service is, complaints must arise at some point. But if an operator reaches a point where he is receiving an unusually large number of complaints, or the complaints have been steadily increasing without overall customer growth, there could be a problem. There is the need therefore to keep an eye on how those numbers change over time. This could also tie in to the number of resolved issues, if the operator is tracking that as well.

Cash flow can be a great achievement indicator for many different business factors. Customer service is such an important factor that it can have a really big impact on your bottom line. If your service is bad, it could drive customers away, decrease referrals and cause potential customers not to complete transactions. But if it is good, customers are likely to come back, tell their friends and have a big impact on your investment's overall profits. The functions of achievement measurement according to Neely (1998) can be categorized into the following four aspects:

1. **Checking position**: Establishment of current status and monitoring of progress over time and against benchmarks.
2. **Communicating position**: Communicate with shareholders, customers, or employees by releasing annual reports, etc.
3. **Confirm priorities**: Achievement data provide insights into what is important to a business, thus exposing shortfalls that allow organizations to identify priorities.
4. **Compel progress**: The measures can help organizations focus on specific issues and encourage people to search for ways to improve achievement. The measures communicate the priorities and can form the basis for reward. Therefore, the role of success measures is to control processes and to enforce continuous performance improvement by quality improvement teams. That is, measures should supply

information about how well processes and people perform, the goal of which is to motivate better future achievement.

2.3 Entrepreneurial Skill Development

Shane and Venkataraman (2010) noted that an entrepreneur is one who undertakes innovations, finances and displays business in an effort to transform innovations into economic goods which may result in new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity. Abianga (2010) on the other hand defined entrepreneurship development as the act or process of growth, progress and improvement within a physical setting. United Nations Development Program (UNDP Report 1999) gave the definition of entrepreneurship development as the process of enhancing entrepreneurial skills and knowledge through structured training and institution building programs.

Entrepreneurship development aims to enlarge the base of entrepreneurs in order to hasten the pace at which new ventures are created. This accelerates employment generation and economic development. Scudder (2011) argued that to hold land, labour, capital, and organization as the four factors of production, and considered entrepreneurship as the driving factor that brings these four factors together. The characteristics of a successful entrepreneur include: thorough understanding of the industry, good leadership skills, foresight on demand and supply changes and the willingness to act on such risky foresights.

Schumpeter's innovation theory of entrepreneurship cited by Scudder (2011) explains that an entrepreneur is one having three major characteristics: innovation, foresight, and creativity. Entrepreneurship takes place when the entrepreneur creates a new product, introduces a new way to make a product, discovers a new market for a product, finds a new source of raw material, finds new way of making things or organization.

Schumpeter's innovation theory however ignores the entrepreneur's risk taking ability and organizational skills, and place undue importance on innovation. The Schumpeterian model of the theory of entrepreneurship turns to the enhancement of profits made possible by innovation, which in turn stimulates imitation that finally brings the flow of innovator's profits to an end. The model views the innovator as a driven individual whose hand is forced by the pursuit of profit and also focuses upon two relationships: first, the effect of innovation upon profits; secondly, the effect of innovation upon the activities of imitators.

The entrepreneur either remedies ignorance or corrects errors of the customers. His entrepreneurship model holds: the entrepreneur subconsciously discovering an opportunity to earn money by buying resources or producing a good, and selling it; Entrepreneur financing the venture by borrowing money from a capitalist; entrepreneur using the funds for his entrepreneurial venture; entrepreneur paying back the capitalist, including interest, and retaining the "pure entrepreneurial profitability." Various authors have come up with different skills that an entrepreneur must have so that he can be able to expand his enterprise business turnover or business success, among those various traits are: ability to recognize opportunity, marketing skills, resource management skills and personnel management skills.

Entrepreneurs recognize opportunities where they are and they utilize them by producing products or services that will fill the vacuum identified. Entrepreneurs often see things in a holistic sense; they can see the "big picture" when others see only the parts. One study found that successful owners of SMEs gathered more information about the business environment, and more often, than those who were less successful. This process, known as scanning the environment, allows the entrepreneur to see the entire business environment and the industry and helps to formulate the larger picture of the business activity. Entrepreneurs try their hand on opportunities that are by-passed by others; these

opportunities may include: meeting the demand that is not currently met, pushing up a product that is much better than what is currently in the market, solving a problem or annoyance that consumers have (Lambing & Kuehl, 2007).

Goodman (2014) identified six (6) problem-solving skills needed by entrepreneurs as follows:

(i) **Critical Thinking Skills**: The human brain has been identified as the most powerful data processing machine but unfortunately; only few people ever utilize their brain power. Critical thinking is the ultimate key to problem solving and is the most important problem solving skill you should develop. Napoleon Hill said that all achievements begin with an idea and ideas are the product of critical thinking. Critical thinking skill is important because it enables entrepreneurs identify problems and turn such problems into opportunities. Business and financial intelligence, competence, idea generation and strategic project execution are all results of critical thinking. Most intricate business problems have been solved by challenging the brain to come up with solutions. Business challenges and problems can never be resolved without critical thinking; done either by the entrepreneur or business team. Just as Robert Kiyosaki says "your brain is your most powerful asset."

(ii) **Understanding of the business**: The next problem solving skill you must develop is thorough understanding of the business you are involved in. And this skill is not one you can develop in your closet; it is a skill you develop by putting yourself on the line, it is a skill you develop by getting your hands dirty. Thoroughly understanding your business to the core is a product of experience; a product of staying in the game through thick and thin. Just as critical thinking is important to the process of effective problem solving in

business; so also is understanding a core value to problem solving. Before critical thinking comes understanding. Goodman (2014) cited a real life illustration of critical thinking skill in Bill Gates who became the richest man in the world because he was an expert at solving software marketing problems. Donald Trump became a billionaire because he solves business problems relating to real estate and George Soros became a success because he was an expert at handling market volatility. These successful entrepreneurs became billionaires because they thoroughly understood their line of business. Cybercafé operators can increase their level of understanding by attending seminars, reading books, listening to experts, magazines and analysing industrial trends.

(iii) **People Skills**: The third critical problem solving skill is people skills. To become an excellent problem solver, one must learn to think critically in solitude as well as part of a team. Business and investing are team sports and to succeed; you must learn how to think in synergy with your business management team. You must be able to assemble different experts from different walks of life and channel their intelligence to the problem at hand. This can never be achieved without a mastery of people management skills.

(iv) **Faith**: The fourth problem solving skill you must strive to develop as an entrepreneur is faith. The holy bible says that "with faith, you can move mountains." Faith is considered as a skill here because it is a trait you are not born with; you develop it over time by increasing your spiritual understanding and knowledge. In as much as it is not possible to solve a problem one has lost hope on, then in finding an effective solution to a business problem: the entrepreneur must believe that a solution exists, and must have a firm belief

that the problem can be solved. Faith is important to critical problem solving because it keeps the mind focused on finding a solution to the problem; rather than lamenting over the problem.

(v) **Decisiveness**: The next critical problem solving skill needed by every entrepreneur is decisiveness. After analysing several possible solutions to the problem at hand; you must be able to arrive at a decision quickly. Take a look at successful entrepreneurs that solved intricate business challenges and societal problems; and you will see decisiveness at their core. Henry Ford, Bill Gate, Donald Trump, Andrew Carnegie, Richard Branson and Larry Ellison are entrepreneurs that became famous because of their ability to reach decisions quickly.

(vi) **Courage**: The last skill you need to effectively solve problems in business is courage. Courage to face your problems squarely, courage to face the consequences of your decision; and courage to take extreme measures or solutions. Just like faith, courage is developed over time through personal mastery. In conclusion, these are six most important skills required to effectively solve intricate business problems.

Practical skills and knowledge are needed to produce goods or services effectively and run a company and these revolve around goal-setting, planning and organizing, decision making and knowledge which bothers on issues like:

(i) **Business knowledge:** A good general knowledge of the main functional areas of a business (sales, marketing, finance, and operations), and ability to operate or manage others in these areas with a reasonable degree of competence.

(ii) **Entrepreneurial knowledge:** An understanding of how entrepreneurs raise capital alongside an understanding of the sheer amount of experimentation and hard work that may be needed to find a workable business model.

(iii) **Opportunity-specific knowledge:** A good understanding of the market that is Intended to be penetrated as well as what needs to be done to bring the product or service to the market.

(iv) **Venture-specific knowledge:** This has to do with having an idea of what is to be done to make this type of business successful with the understanding of the specifics of the business to be started. Therefore, an entrepreneur who is vast in entrepreneurial skills is most likely to perform in the economy.

2.4.1 Financial Management Skills

Financial Management Skills according to Scudder (2011) refer to the efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the organization. It is the specialized function directly associated with the top management. It entails investment decisions, includes investment in fixed assets (called as capital budgeting). Investments in current assets are also a part of investment decisions called as working capital decisions.

Financial decisions relate to the raising of finance from various resources which will depend upon decision on type of source, period of financing, cost of financing and the returns thereby. With respect to dividend decision, the finance manager has to take decision with regards to the net profit distribution. Net profits are generally divided into dividend for shareholders and the dividend rate to be decided. In the case of retained profits, amount of retained profits has to be finalized which will depend upon expansion and diversification plans of the enterprise?

2.4.2 Objectives of Financial Management

Financial management is generally concerned with procurement, allocation and control of financial resources of a concern. The objectives can be:

(a) To ensure regular and adequate supply of funds to the concern.

(b) To ensure adequate returns to the shareholders which will depend upon the earning capacity, market price of the share, expectations of shareholders?

(c) To ensure optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost.

(d) To ensure safety on investment, that is, funds should be invested in safe ventures so that adequate rate of return can be achieved.

(e) To plan a sound capital structure: There should be sound and fair composition of capital so that a balance is maintained between debt and equity capital.

2.4.3 Functions of Financial Management

Scudder (2011) identified the following functions of financial management:

1. **Estimation of capital requirements**: A finance manager has to make estimation with regards to capital requirements of the company. This will depend upon expected costs and profits and future programmes and policies of a concern. Estimations have to be made in an adequate manner which increases earning capacity of enterprise.

2. **Determination of capital composition**: Once the estimation has been made, the capital structure has to be decided. This involves short- term and long- term debt equity analysis. This will depend upon the proportion of equity capital a company is possessing and additional funds which have to be raised from outside parties.

3. **Choice of sources of funds**: For additional funds to be procured, a company has many choices like:

(i) Issue of shares and debentures

(ii) Loans to be taken from banks and financial institutions

(iii) Public deposits to be drawn like in form of bonds. Choice of factor will Depend on relative merits and demerits of each source and period of financing.

4. **Investment of funds**: The finance manager has to decide to allocate funds into profitable ventures so that there is safety on investment and regular returns is possible.

5. **Disposal of surplus**: The net profits decision has to be made by the finance manager. This can be done in two ways which are:

(i) Dividend declaration - It includes identifying the rate of dividends and other benefits like bonus.

(ii) Retained profits - The volume has to be decided which will depend upon expansional, innovational and diversification plans of the business enterprise.

6. **Management of cash**: Finance manager has to make decisions with regards to cash management. Cash is required for many purposes like payment of wages and salaries, payment of electricity and water bills, payment to creditors, meeting current liabilities, maintenance of enough stock, purchase of raw materials, etc.

7. **Financial controls**: The finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc.

2.5 Marketing Skills

Marketing is a widely used term to describe the communication between a company and the consumer audience that aims to increase the value of the company or its merchandise or, at its simplest, raises the profile of the company and its products in the public mind. The American Marketing Association – AMA (2010) defined Marketing as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."This means the ability to communicate, negotiate and network thus, communication skills helps to make deals with suppliers and service providers, maintain relationships with customers, and build valuable networks in the market place. According to AMA (2010), the purpose of marketing is to induce behavioural change in the receptive audience. In the context of this study therefore, marketing skill is the communication between a cybercafé and the consumer audience which aims to increase the value of such a cybercafé and raise its services in the public mind.

In a survey by the American Management Association in 2010, University Alliance (2016) hinted that majority of executives responded that they need employees with solid critical thinking skills, but the current pool of workers has not sufficiently developed them. Critical thinking or the ability to analyse situations or statements and determine their validity is the foundation on which modern management professionals build their careers. Critical thinking breeds creative thinking, which in turn solves problems. This is what employers need from managers.

Another important marketing skill according to AMA is project management. Projects can be simple or complex, short or long term but in marketing, they are increasingly happening in quick response to social media opportunities and customer engagement. Future marketing managers will need to sharpen their project management

skills in order to lead their teams and accomplish their objectives. Next to project management skill is analytical skills which require successful marketing managers to have analytical minds. They know the value of the vast amount of data available today and are highly interested in what that data can reveal about consumer behaviour, efficacy of various marketing approaches and more. The best managers also know how to look beyond the data and pick up on trends and patterns that can lead to better, more successful marketing efforts. Also required is holistic approach with which future managers will approach marketing by things in terms of integrated, interconnected systems and how they affect each other. From trade shows to twitter feeds, it is vitally important to see how the relationships between all parts of the marketing plan work, and to manage them effectively.

The fifth marketing skill advanced by the AMA (2010) is technical skills because technology will continue to advance and closely influence how marketing is accomplished and it will always be important for marketing managers to be technical savvy. Customer engagement occurs in more ways, and competing for their attention will mean delivering the services and information they want through user-friendly applications and relationship building tools. So while marketing managers will depend on technology innovators to create the tools, they must be familiar with what consumers want and how best to deliver it.

2.6 Resource Management Skills

This is the efficient development, use and maintenance of an organization's resources when they are needed. Such resources may include financial resources, inventory, human skills, production resources or information technology (IT).Innovative and resource management skills are practically the types of skills that allow individuals to become innovative in what they do. These are usually a

combination of cognitive skills such as the ability to think creatively and critically; behavioural skills such as the ability to solve problems. One of the reasons entrepreneurs are successful is that they are imaginative, innovative and can environ alternative scenarios. Hayton (2015), Alvarez & Barney (2007), Hunter, (2012) pointed out the important skills that are required for successful entrepreneurship, which includes: identifying customer needs, technical opportunities and market opportunities; creation of new opportunities and recognizing social/market needs.

Successful entrepreneurs may create an opportunity and then develop skills to capitalize on the opportunity. Michelmore and Rowley (2013) suggest a framework which identifies in addition to a range of other managerial and related skills and competences - six main entrepreneurial competences as follows:

(i) Identification and definition of a viable market niche

(ii) Development of products or services appropriate to the firm's market niche / product innovations

(iii) Idea generation

(iv) Environmental scanning

(v) Recognizing and envisioning, taking advantage of opportunities

(vi) Formulating strategies for taking advantage of opportunities

2.7.1 Personnel Management Skills

This is a skill designed to maximize employee achievement in service of an employer's strategic objectives. Human Relations is primarily concerned with the management of people within organizations, focusing on policies and on systems. The scope of personnel management entails:

(a) **Personnel Aspect:** This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and

development, layoff and retrenchment, remuneration, incentives, productivity etc.

(b) **Welfare Aspect:** This deals with working conditions and amenities such as canteens, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

(c) **Industrial Relations Aspect:** This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

2.7.2 Objectives of Personnel Management

The Objectives **of** Personnel Management according to Michelmore and Rowley (2013) include the following:

(a) To help the organization reach its goals

(b) To ensure effective utilization and maximum development of human resources.

(c) To ensure respect for human beings. To identify and satisfy the needs of individuals.

(d) To ensure reconciliation of individual goals with those of the organization.

(e) To achieve and maintain high morale among employees.

(f) To provide the organization with well-trained and well-motivated employees.

(g) To increase to the fullest, the employee's job satisfaction and self-actualization.

(h) To develop and maintain a quality of work life.

(i) To be ethically and socially responsive to the needs of society.

(j) To develop overall personality of each employee in its multidimensional aspect.

(k) To enhance employee's capabilities to perform the present job.

(l) To equip the employees with precision and clarity in transaction of business.

(m) To inculcate the sense of team spirit, team work and inter-team collaboration.

2.8 Review of Empirical Studies

Eight related empirical studies were reviewed as follows:

Igun (2005) undertook a study on Users and Internet Skills in Delta State University Abraka. The study had two objectives, two research questions and two hypotheses. The research design used was descriptive survey and its population sample was 81 respondents. It was found out that 71% of the respondents had average internet skills and that 78.8% of them acquired internet skills online and from interactions with friends and colleagues. The study's research design which is descriptive survey, is the same design used in the present study. Another similarity is the variable studied by both researchers that is, internet skills – an aspect of electronic communication. The present study however made us of a larger population sample of 226 whereas Igun used 81 respondents.

Oghojafor, Kuye, Sulaiman and Okonji (2009) carried out a study on Empowering Nigerian Youths for National Economic Development: The Role of Entrepreneurship Education in Delta State, Nigeria. Two objectives, two research questions and two hypotheses were posed in the study. The study's research design was descriptive survey and population sample was 370. Data for the study were analysed using percentages and test of proportions. It was found that entrepreneurship education favourably exposes students to establishing their own businesses. This study shares similarities with the present study with respect to research design and in an aspect of variable studied which is entrepreneurship. A notable difference between both studies is that whereas the former was conducted in Delta state in South-South Nigeria, the present study was conducted in Kano State in North-West, Nigeria.

Anene and Imam (2012) investigated into Entrepreneurship Curriculum Content for Undergraduate Students in Nigerian Universities in Abuja, Nigeria. The study had one

objective, one research question and one hypothesis. Descriptive survey design was used in the study and it had a population sample of 550 students. Frequency counts and percentages were used in analysing the study's data. 66 skills were listed and the students were tasked to rank them in order of preference. 20 skills topped the students' ranking list the first seven of which were: operating a saloon, interior decoration, electrical installation, electric wiring, fashion designing, bakery and operating a business centre. The study shares similarity with the present study in terms of research design except that the present study focused on cybercafé operators which Anene and Imam omitted completely on their list of entrepreneurial skill areas probably because they equated it with business centre, which came 7th in the students' ranking.

The study of Tiemo, Aghwotu, Onomeh and Uboju (2012) was on Cybercafés and Academic Activities in Nigerian University Environment in Delta State Nigeria. The study had two research objectives, two research questions and two hypotheses. Descriptive survey design was used and the population sample was 300 students and 19 cybercafé operators. Frequency counts, percentages and t-test were used in data analysis. It was found that there is a high patronage of cybercafés for educational purposes and that there is high impact of the patronage on academic activities within university environment in the study area. This study is similar to the present study in research design and subject matter of investigation that is, cybercafés except that the present study did not concentrate only on academic environment as the reviewed study's authors did but beyond Gwale, Kano Municipal and Kumbotso local government areas which are academic environments in the state because of the heavy presence of institutions like Bayero University (Old and New Sites, Federal College of Education (Old and New Sites), Aminu Kano College of Islamic and Legal Studies, Kano State Polytechnic, School of Hygiene and Saádatu Rimi College

of Education but included respondents outside non-academic environments in Dala, Fagge, Nassarawa, Tarauni and Ungogo local government areas in Kano state.

Ogedebe (2012) researched on Internet Usage and Students Academic Performance in Nigerian Tertiary Institutions: A Case Study of University of Maiduguri, North-East Nigeria. The study had two objectives, two research questions and two hypotheses. Its design was descriptive survey and a population sample of 350 students was used. The statistical tool employed for data analysis was correlation coefficient. It was established that a positive correlation existed between internet usage and academic achievement. The study is similar to the present study in terms of research design except that the present study had more number of objectives, research questions and hypotheses. Besides, whereas the reviewed study was done in Maiduguri, North-East Nigeria, the present study was conducted in Kano, North-West, Nigeria.

Ukpong (2013) investigated into Curriculum Redesign and Entrepreneurship Skills Acquisition at Tertiary Education Level in Abuja and Nassarawa State in North-Central, Nigeria. The study had two research objectives, two research questions and two hypotheses with a population sample of 400 students drawn from: University of Abuja, National Open University of Nigeria (Abuja Campus), Nassarawa State University Keffi and Federal University Lafia. The author used Pearson Product Moment Correlation – PPMC statistical tool in his data analysis. The result showed that there is significant relationship between redesigning of curriculum on entrepreneurial skills and benefit of graduating students in Nigeria. The reviewed study and the present study share the same research design, subject matter of investigation (entrepreneurship skills) and statistical tool used in analysis that is, PPMC. The difference between both studies is that whereas Ukpong studied aspiring entrepreneurs (students) in North Central Nigeria, the present study studied existing entrepreneurs (cybercafé operators) in North West, Nigeria.

Odu (2013) conducted a research on Entrepreneurship Opportunities in Delta State of Nigeria: The Perception of Technical College Final Year Students. The study had five research objectives, five research questions and five hypotheses. It was also a descriptive survey design that used a population sample of 620 final year students that were drawn from six technical colleges in the state. The author probably used Analysis of Variance (ANOVA) to analyse his data and found that technical college students possessed the necessary skills for entrepreneurship. He also established that lack of initial capital is a common challenge to the respondents which could hinder them from venturing into entrepreneurship. The study shares exactly the same number of research objectives, research questions, hypotheses and design with the present study. The major differences between both studies are that whereas Odu studied aspiring entrepreneurs (final year students); this researcher studied existing entrepreneurs (cybercafé operators). Also, the reviewed study was done in Delta state, which is in the South-South geo-political zone of Nigeria; the present study was conducted in Kano state which is in North-West geo-political zone of Nigeria.

Samuel, Adjoa and Manu (2015) carried out a study on Contribution of Internet Cafes in Promoting Tertiary Education in Ghana. The study had two research objectives, two research questions and two hypotheses. Its design was also descriptive survey as all others and a population sample of 450 student respondents and 15 internet café operator respondents were used. Frequency counts, percentages and chi-square statistical tool were used to analyse the data obtained. The major findings of the study were that 78.4% of the users of internet cafes in the study area are tertiary students. The study also found that the students used the services of the internet cafes for academic purposes and spend more hours at the internet cafes than they do in their university libraries. The study shares a major similarity with the present study with respect to research design and partly the same

category of respondents that is, internet café operators. The major difference between both studies however is that whereas the reviewed study was conducted in Ghana, the present study was carried out in Kano State, Nigeria.

2.9 Summary of Reviewed Literature

In this chapter, literatures related to the study were reviewed. The review covered the sub-titles of theoretical framework, concept of entrepreneurial skills, concept of electronic communication, concept of cybercafé, concept of achievement and business performance, entrepreneurial skill development, financial management skills, marketing management skills, resource management skills, personnel management skills and review of empirical studies. From the review made, none of the authors researched on the influence of entrepreneurial and electronic communication skills on achievement of cybercafé operators in Kano metropolis, Nigeria. It is this gap that the result of this work will help to fill.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter described the research design used in the study. The chapter is organized under the following sub-headings:

3.1 Research Design

3.2 Population of the Study

3.3 Sample Size and Sampling Procedure

3.4 Instrument for Data Collection

3.4.1 Validation of the Instrument

3.4.2 Pilot Test

3.4.3 Reliability of the Instrument

3.5 Procedure for Data Collection

3.6 Procedure for Data Analysis

3.1 Research Design

The research design adopted for this study was descriptive survey design. The survey design is concerned with finding, describing and interpreting what exists. Survey design according to Sincero (2012) involves the planning of the whole survey project and the outlining the steps to take when conducting the survey. These steps start from the formulation of the survey goals and end at the interpretation of the survey results. Survey design is considered appropriate for this work because the study examines the influence of certain independent variables on a dependent.

3.2 Population of the Study

The population of this study is five hundred and twenty (520) cybercafé operators in Kano Metropolis as provided by the revenue offices of the eight local government areas of the metropolis. The spread of the 520 cybercafés is as shown on Table 1 below:

Table 1: Population of the Study

Local Govt. Area	No. of Cybercafé Operators
Dala	12
Fagge	85
Gwale	153
Kano Municipal	96
Kumbotso	47
Nassarawa	25
Tarauni	92
Ungogo	10
Total	**520**

Source: Kano Metropolitan Revenue Offices, 2015

3.3 Sample Size and Sampling Procedure

The sample size for this study is 226. This is supported by Krejcie and Morgan's (1970) in Udoh (2010) table for determining sample size from a given population. According to Krejcie and Morgan, for a population of 550, a sample of 226 is considered suitable and so it was adopted for this study.

The sampling procedure employed for this study is the purposive sampling technique using a percentage of 0.435 to select the 226 required respondents. According to Babbie (1990) purposive sampling has to do with selecting a sample on the basis of the researcher's knowledge of the population, its elements and nature of the research aims. Thus, out of the population of 520 the researcher purposively chose a sample size of 226 for the study. The breakdown of the sample size is shown in Table 2.

Table 2: Sample Size

Local Govt. Area	Population	No. Cybercafé Operators Selected in each L.G.A
Dala	12	5
Fagge	85	37
Gwale	153	67
Kano Municipal	96	42
Kumbotso	47	21
Nassarawa	25	10
Tarauni	92	40
Ungogo	10	4
Total	**520**	**226**

Source: Kano Metropolitan Revenue Offices, 2015

3.4 Instrument for Data Collection

To facilitate data collection for the study, the researcher constructed an instrument tagged: "Entrepreneurial, Electronic-Communication Skills and the Achievement of Cybercafé Operators" – (EESACO). In designing the EESACO, the researcher adopted the fourteen (14) Key Performance Indicators (KPIs) of Stilwagon (2015) for measuring Customer Service, otherwise taken for business achievement indicators in this work. The EESACO comprised of 44 questions spread across the two sections that is, A and B. Section A had 5 items while Section B had 39 items. In Section A, question items 1 – 5 sought response on the respondents' demographic variables, which were of open and close ended question type. Section B on the other hand was designed using a 4-Point rating scale. The ratings were Strongly Agree (4), Agree (3) Disagree (2) and Strongly Disagree (1). Items 1 – 8 under Section B were structured to answer research question one, items 9 – 15 sought data to answer research question two, items 16 – 23 sought data to answer research question three while items 24 – 30 sought data for research question four. Lastly, items 31 – 39 raised questions to answer research question five.

3.4.1 Validation of the Instrument

The research instrument tagged: Entrepreneurial, Electronic Communication Skills and Achievement of Cybercafé Operators (EESACO) was validated by the researcher's supervisors. All the observations made by them were duly effected in the final draft of the instrument before the researcher could embark on the data collection process.

3.4.2 Pilot Study

A pilot study was carried out using ten (10) cybercafé operators in Bichi Local Government Area of Kano State, which was outside the study area. The cybercafé operators used for the pilot study had similar characteristics with those used for the actual study.

3.4.3 Reliability of the Instrument

Stangor (2004) stated that the reliability of an instrument is the extent to which the instrument is free from random error, thus measuring consistently over time of the variable of interest. In determining the reliability of the EESACO, the Cronbach's Alpha technique, which is the most common measure of internal consistency (reliability), was employed. The EESACO which consisted of 39 questions on a 4-Point rating scale of Strongly Agree (4), Agree (3) Disagree (2) and Strongly Disagree (1) was run on the ten pilot study respondents using SPSS Statistics. The thirty-nine questions were labelled Qu1 through to Qu39 and followed eight steps to check for internal consistency using Cronbach's alpha technique. At the final step reliability analysis generated an output 0.82. Hence, the instrument was statistically judged to be suitable for the study.

3.5 Procedure for Data Collection

Data for this study were collected using the EESACO. The instrument was administered by the researcher together with three trained research assistants. The cybercafés chosen in the eight local government areas were covered by the researcher and the research assistants in seven weeks. Throughout the period, the researcher allowed respondents to fill the instrument by themselves and retrieved them back on the spot. In the case of some respondents who could not complete the instrument on the spot, a later date was agreed upon for the researcher to return for collection. In the first week of the data collection, the researcher and the research assistants were in Ungogo local government area for one day. The instrument was administered to 5 cybercafé operators all of which were retrieved. By the next day of same week, the researcher and the research assistants moved to Dala local government area and administered the instrument to 4 cybercafé operators all of which were also recovered.

The third local government visited by the researcher and the research assistants by the second week was Fagge local government area where 37 instruments were administered. The local government being large, it was shared into four. The researcher covered Sabin Gary and Bata areas; the first research assistant covered Ashton Road and Airforce Base axis, the second research assistant concentrated on Ibrahim Taiwo Road and Beirut Road areas while the third research assistant covered Fagge proper that is, Fagge A – E. By the end of the second week, a total of 33 out of the 37 instruments administered in Fagge local government area were recovered.

Kano Municipal was the fourth local government area to be covered by the researcher and the research assistants in the third week and 42 instruments were administered there. Again, this local government was shared into four namely: Emir's Palace road, Sabuwar Kofa/Rumfa College, Kano Polytechnic main campus and Asibitin

Murtala/SabonTiti divisions. The researcher covered Sabuwar Kofa/Rumfa College area while the remaining three locations were shared among the research assistants. At the end of the week, a total of 40 instruments were recovered from the local government. In the course of the data collection respondents who demanded to know the basis or authenticity of the investigation was showed the letter of introduction given to the researcher from the department (see Appendix I). The researcher had made photocopies of the document and handed to each research assistant for use throughout the period of data collection exercise and it was found to be very helpful.

By the fourth week, the researcher and the research assistants moved to Kumbotso local government area to cover 21cybercafés. At the end of the instrument administration, 19copies were recovered and added to the ones previously collected. Tarauni was the sixth local government area covered by the research team in the fifth week. The local government was shared into four as follows; Gyadi/Gyadi Court Road, Hotoro, Maiduguri Road and Tarauni/State Road. 40cybercafés were purposively chosen from these places and by the end of the week, 37 copies of the instrument were retrieved from Tarauni local government area. The data collection exercise being ongoing, the researcher and the research assistants moved to Nassarawa local government area in the sixth week to administer 10 instruments all of which were successfully retrieved. Finally, in the seventh week, the researcher and the assistants moved into Gwale local government area where the highest number of the research instrument –67 copies was distributed to respondents.

In order to ease the data collection and to avoid duplication of efforts, Gwale local government was divided into four namely: Federal College of Education Kano (Old and New Sites), Bayero University Kano (Old Site)/Panshekara, Bayero University Kano New Site/Rijiyar Zaki and Aminu Kano College of Islamic/Legal Studies. These four locations were adequately covered by the researcher and the research assistants within the seventh

week at the end of which 59copies of the instrument were recovered. Altogether, a total of 207 instruments were recovered from the field out of the 226 administered across the eight local government areas in Kano metropolis.

3.6 Procedure for Data Analyses

Data for this study were analysed using descriptive and inferential statistics. Percentages were used to analyse the respondents' personal data while Pearson Product Moment Correlation (PPMC) was used to test Hypotheses one to five at 0.05 level of significance.

Decision Rule:

Strongly Agree (SA) and Agree (A) were merged as Agree while Disagree (D) and Strongly Disagree (SD) were merged as Disagree. A score of 2.50 was used. Any score equals to and above the mean score was considered as agree. On the other hand, any score below the mean was considered as disagree. In the case of the hypotheses which were tested at 0.05 level of significance, where the calculated r or t value was equal to or less than the critical r or t value, the hypothesis was retained. On the other hand, where the calculated r value or t value was more than the critical r or t value, the hypothesis was rejected.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSES

All the data collected during the field work were presented and analysed in this chapter. The analysis is conducted under the following sub-headings:

1. Demographic Data
2. Answering the Research Questions
3. Hypotheses Testing
4. Discussion of Major Findings

4.1 Analyses of Demographic Variables of Respondents

Data related to the demographic variables of the respondents are collapsed into one table and analysed and presented on Table 3 as shown:

Table 3: Analysis of Demographic Variables of Respondents

S/No	Variable	Variable Items	Frequency	Percentage
1.	Gender	Male	181	87
		Female	26	13
		Total	**207**	**100**
2.	Marital Status	Single	130	63
		Married	77	37
		Total	**207**	**100**
3.	Age	28 – 35 yrs.	167	80
		36 – 45 yrs.	22	11
		46 – 55 yrs.	18	9
		Total	**207**	**100**
4.	Highest Educational Qualification	SSCE	21	10
		OND/NCE	87	42
		Graduate Degree	92	44
		Post Graduate Degree	7	4
		Total	**207**	**100**
5.	Years of Working Experience	0 – 2 yrs.	56	27
		3 – 5 yrs.	59	28
		6 – 9 yrs.	58	28
		10yrs & above	34	17
		Total	**207**	**100**

Table 3 is an all-in-one table disclosing the demographic findings of the 207 valid respondents of this study. The captured variables which are shown under serial numbers 1

– 5 include gender, age, highest educational qualification and working experience of the respondents respectively. Serial number one shows the gender distribution of cybercafé operators in Kano Metropolis87% of which were males while females were 13%. This indicates that the number of female cybercafé operators in Kano Metropolis were much lower than that of the males. Serial number two on the table is the age distribution of the respondents which showed that 80% of the respondents were aged between 28 – 35 years, 11% were between 36 – 45 years while 9% were aged between 46 – 55 years. No respondent was found to be of the 56 years and above age bracket. Serial number three on the table gives the analyses of the respondents' highest educational qualification of which 44% were holders of first degree, 42% were holders of ND/NCE, 10% were holders of senior school certificate otherwise known as O'Level while only 4% of the respondents were second degree holders.

Serial number five on the table is the analyses of the respondents' years of working experience with 28% of them having a record of being in the business for up to 3 – 5 years as well as for 6 – 9 years simultaneously while 27% had been in the business for close to two years while 17% of the respondents had been in the business for up to 10 years and above. This is a clear indication that cybercafé business could be an enduring business if properly managed.

4.2 Answers to Research Questions

In this section of the data analyses the answers to the five research questions raised in the study namely:

RQ 1: What is the influence of financial management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?

RQ 2: What is the influence of marketing skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?

RQ 3: What is the influence of resource management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?

RQ 4: What is the influence of personnel management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?

RQ 5: What is the influence of electronic communication skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?

The answers to these questions are given on Tables 4 – 8

Research Question One: What is the influence of financial management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?

Table 4 Financial Management Skill and Achievement of Cybercafé Operators in Kano Metropolis

S/No	Item	$\bar{x}$	St. D	Decision
1.	I keep up to date record of all cash and credit sales and purchases in my cybercafé.	3.41	0.624	Agree
2.	I operate a separate bank account for my cybercafé business as a good financial management strategy	2.97	0.794	Agree
3.	I have an inbuilt mechanism for recording my daily ticket sales, number of photocopies made and other cash transactions in my cybercafé	3.13	0.803	Agree
4.	I always have reasonable cash in hand to facilitate my customers' needs and to keep my business going	3.38	0.633	Agree
5.	I avoid financial recklessness so as not to encounter business failure	3.46	0.702	Agree
6.	I am satisfied with the level of cash flow and income I realize from my cybercafé business on a monthly basis	2.94	0.822	Agree
7.	I see from my business records that a good number of the customers who patronize my cybercafé are retained.	3.43	0.578	Agree
8.	My customers are fond of directing and recommending new clients to my cybercafé	3.36	0.660	Agree
	Average Mean = 3.26			

N = 207

Table 4 gave the mean for each questionnaire item with the highest and lowest being 3.46 and 2.97 respectively. The average mean was 3.26 thus showing influence of financial management skill on the achievement of cybercafé operators in Kano Metropolis, Nigeria.

Research Question Two: What is the influence of marketing management skill on the achievement cybercafé operators in Kano metropolis, Nigeria?

Table 5 Marketing Skill and achievement of Cybercafé Operators in Kano Metropolis

S/No	Item	$\bar{X}$	St. D	Decision
9.	I make regular use of flyers, banners and bulk SMS as a means marketing my cybercafé services	3.10	0.801	Agree
10.	I treat my customers with courtesy and respect while maintaining good customer relations with them	3.53	0.564	Agree
11.	I understudy my competitors so I can adjust my services and prices to match the competition	3.33	0.674	Agree
12.	I produce face-caps, stickers, calendars, T-shirts with my business name and logo inscribed as a means of further marketing my business in the metropolis.	2.69	0.905	Agree
13.	The rate at which I get complaints from my customers is reducing	3.19	0.709	Agree
14.	Most people prefer the services of my cybercafé to those of my close competitors	3.36	0.644	Agree
15.	People who are known to my customers are ready and willing to transact business in my cybercafé	3.35	0.596	Agree
	Average Mean = 3.22			

N = 207

Table 5 gave the mean for each questionnaire item with the highest and lowest being 3.53 and 2.69 respectively. The average mean for the table was 3.22 to show the influence of marketing skill on the achievement of cybercafé operators in Kano Metropolis, Nigeria.

Research Question Three: What is the influence of resource management skill on the Achievement of cybercafé operators in Kano metropolis, Nigeria?

Table 6 Resource Management Skill and achievement of Cybercafé Operators in Kano Metropolis

S/No	Item	$\bar{X}$	St. D	Decision
16	I am familiar with basic hardware components, accessories and parts of the computer and can handle minor technical issues	3.30	0.685	Agree
17.	I pay attention to proper maintenance of the computer systems, software and hardware in my cybercafé	3.47	0.652	Agree
18.	I provide adequate lighting and fittings for visibility and uninterrupted delivery of services to clients in my cybercafé	3.21	0.724	Agree
19.	I have the contacts of technicians and experts and a vast knowledge of where to get parts and accessories for my cybercafé in good time	3.31	0.647	Agree
20.	I have the right machines and manpower in place in my cybercafé to meet the computer needs of my clients	3.32	0.693	Agree
21.	I render the online and offline services of my customers in as little time as possible	3.24	0.774	Agree
22.	I have a lot of complaints and issues of staff and customers to address at the moment	2.94	0.822	Agree
23.	My customers and staff can testify to the ways issues are promptly resolved in my cybercafé.	3.20	0.709	Agree
	Average Mean = 3.25			
	N = 207			

Table 6 showed the mean for each questionnaire item with the highest and lowest as 3.47 and 2.94 respectively. The average mean was 3.25 thus showing influence of resource management skill on the achievement of cybercafé operators in Kano Metropolis, Nigeria.

Research Question Four: What is the influence of personnel management skill on the achievement cybercafé operators in Kano metropolis, Nigeria?

Table 7 Personnel Management Skill and achievement of Cybercafé Operators in Kano Metropolis

S/No	Item	$\overline{X}$	St. D	Decision
24.	Staff duties and roles are properly defined in my cybercafé	3.37	0.609	Agree
25.	Standing rules and regulations (employees' code of conduct) are well communicated to staff in my cybercafé	3.33	0.573	Agree
26.	My workers exhibit high morale and motivation at work due to conducive work environment and timely pay of their benefits	3.36	0.644	Agree
27.	I occasionally reward my workers with cash gifts and other welfare packages to boost their morale	3.10	0.795	Agree
28.	I have good rapport with my staff which enables them to freely make inputs towards the growth and expansion of my business	3.34	0.649	Agree
29.	Workers in my cybercafé are very productive and always contribute to meeting my business target	3.35	0.587	Agree
30.	I hardly lay off workers and employees who work with me in my cybercafé	3.29	0.678	Agree
	Average Mean = 3.31			
	N = 207			

Table 7 showed the mean for each questionnaire item with the highest and lowest values of 3.37 and 3.10. The average mean was 3.31 to show the influence of personnel management skill on the achievement of cybercafé operators in Kano Metropolis, Nigeria.

Research Question Five: What is the influence of electronic communication skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?

Table 8 Electronic-Communication Skill and achievement of Cybercafé Operators in Kano Metropolis

S/No	Item	$\bar{x}$	St. D	Decision
31.	I know how to make effective use of different internet browsers such as Mozilla Firefox, Internet Explorer, Google Chrome and so on	3.45	0.673	Agree
32.	I am skilled in uploading, downloading, adjusting and manipulating assorted email documents and attachments	3.32	0.780	Agree
33.	I have a vast knowledge of popular Nigerian institutions and organizations' websites and can readily access them for clients	3.40	0.675	Agree
34.	I am able to handle various online registration tasks for clients and even direct further on necessary procedures	3.36	0.696	Agree
35.	Being deficient in basic electronic communication skills exposes a cybercafé operator to the risk of losing clients and possible business failure	3.23	0.758	Agree
36.	I have a working knowledge of the world wide web and its functions and can manipulate search engines to find information for clients	3.39	0.680	Agree
37.	I am able to conduct the services and operations in my cybercafé to meet the overall satisfaction of my customers	3.41	0.583	Agree
38.	The way and manner I discharge services in my cybercafé is such that promotes the satisfaction of my customers.	3.43	0.578	Agree
39.	My clients are generally satisfied with the quality of my cybercafé services.	3.35	0.587	Agree
	Average Mean = 3.37			
	N = 207			

Table 8 showed the mean for each questionnaire item with the highest and lowest values of 3.45 and 3.23. The average mean was 3.37 to show the influence of electronic communication skills on the achievement of cybercafé operators in Kano Metropolis, Nigeria.

4.3 Test of Null Hypotheses

In this section, the five null hypotheses guiding the study were tested at 0.05 level of significance. The results are presented on Tables 9 –13.

Hypothesis One: Financial management skill has no significant influence on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria.

Table 9 Test of Influence of Financial Management Skill on Achievement of Cybercafé Operators in Kano Metropolis

Variable	$\bar{X}$	St. D	r.cal	r-crit	Decision
Financial Management Skill	3.27	0.396	0.453	0.139	Significant
Achievement Rating of Cybercafé operators	3.22	0.305			
P < 0.05					

Table 9 showed a PPMC result of null hypothesis one having a calculated R-value that is higher than the table value hence hypothesis one is rejected.

Hypothesis Two: Marketing skill has no significant influence on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria.

Table 10 Test of Influence of Marketing Skill on Achievement of Cybercafé Operators in Kano Metropolis

Variable	$\bar{X}$	St.D	r.cal	r-crit	Decision
Marketing Skill	3.16	0.424	0.345	0.139	Significant
Achievement Rating of Cybercafé operators	3.22	0.305			
P < 0.05					

Table 10 showed a PPMC result of null hypothesis two having a calculated R-value that is higher than the table value hence hypothesis two is rejected.

Hypothesis Three: Resource management skill has no significant influence on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria.

Table 11 Test of Influence of Resource Management Skill on achievement of Cybercafé Operators in Kano Metropolis

Variable	$\bar{X}$	St. D	r-cal	r-crit	Decision
Resource Management Skill	3.34	0.426	0.589	0.139	Significant
Achievement Rating of Cybercafé operators	3.22	0.305			
P < 0.05					

Table 11 showed a PPMC result of null hypothesis three having a calculated R-value that is higher than the table value hence hypothesis three is rejected.

Hypothesis Four: Personnel management skill has no significant influence on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria.

Table 12 Test of Influence of Personnel Management Skill on achievement of Cybercafé Operators in Kano Metropolis

Variable	$\bar{X}$	St. D	r.cal	r-crit	Decision
Personnel Management Skill	3.30	0.388	0.545	0.139	Significant
Achievement Rating of Cybercafé operators	3.22	0.305			
P < 0.05					

Table 12 showed a PPMC result of null hypothesis four having a calculated R-value that is higher than the table value hence hypothesis four is rejected.

Hypothesis Five: Electronic Communication skill has no significant influence on the achievement of Cybercafé Operators in Kano Metropolis, Nigeria.

Table 13 Test of Influence of Electronic Communication Skill on achievement of Cybercafé Operators in Kano Metropolis

Variable	$\overline{X}$	St. D	r-cal	r-crit	Decision
Electronic Communication Skill	3.36	0.468	0.546	0.139	Significant
Achievement Rating of Cybercafé operators	3.22	0.305			
$P < 0.05$					

Table 13 showed a PPMC result of null hypothesis five having a calculated R-value that is higher than the table value so hypothesis five is rejected.

4.4 Discussion of Major Findings

From the results obtained in this study, it was found that electronic-communication skill had the highest average mean of **3.37** above the other four variables studied in the work namely, financial management skill, marketing skill, resource management skill and personnel management skill which had average mean scores of **3.26**, **3.22**, **3.25** and **3.31** respectively. This is an indication that electronic-communication skill has the strongest influence on the achievement of cybercafé operators in Kano metropolis, Nigeria. This finding is consistent with that of Cooney (2012) who observed that among the modern ICTs, the internet has become, in less than two decades, the most significant development in communications since the invention of the printing press. The Net, as it is called, has revolutionized deeply the way in which we communicate, conduct business, research and study or better still, the way we live. The Internet is an important cross-cultural promotional tool for tourism that can be used to weave together text and graphics to globally market individual tourism businesses and destinations. The Internet is an

extremely cost-effective marketing medium, which has the potential to level the playing-field for small businesses.

All the four entrepreneurial skills studied in this work that is, financial management skill, marketing skill, resource management skill and personnel management skill were found to have significant influence too on the achievement of cybercafé operators in Kano metropolis. According to a European Commission report (2006), management capacity relates to four main fields of expertise of a business owner which are strategic and management knowledge aspects the very first being entrepreneurial skills which according to the report include human resource management, accounting, financing, marketing, strategy and organisational issues, such as production and information and technology aspects. Such competencies in management according to the European commission report are shown to be key determinants towards a company's growth potential but the report offers little indication as to how these competencies might be delivered.

On personnel management skill, Barringer et al (2005) had found that the characteristics of the entrepreneur along with firm attributes, business practices, and personnel management practices are all important in helping a firm achieve rapid growth. Looking at the Kano metropolis cybercafé operators' demographic variables, it is glaring from the gender analysis (males 87%, females 13%) that more males are involved in cybercafé ventures than their female counterparts. This is line with the position of earlier studies advocating for women empowerment and capacity building. Going by the findings of this work, the following represent the principal entrepreneurial skills that need to be developed amongst successful orientated entrepreneurs, cybercafé operators inclusive

1. Customer-Orientated that is, entrepreneurs must be committed to creating customer value through the provision of innovative products and services;
2. Strategic Development in the sense that entrepreneurs should learn how to select from a number of market strategies that can influence their chances of achievement (e.g. choice of market, customer-driven, constantly innovate and highest quality services
3. Financial Management which connotes that entrepreneurs must learn the skills required to access additional venture capital (e.g. how to structure a proposal)
4. Human Resource Management whereby entrepreneurs understand and appreciate the need to enhance the personnel management practices and to offer financial incentives to employees (share the rewards).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The closing chapter of this study provides the summary, conclusion, contribution to knowledge and recommendations made based on the findings of the study.

5.1 Summary

This study examined the influence of entrepreneurial and electronic communication skills on achievement of cybercafé operators in Kano Metropolis, Nigeria. In doing this, the researcher raised five research objectives, five research questions and five null hypotheses to guide the study. The research design was descriptive survey design, which implied that the researcher and the trained research assistants that were engaged for the data collection exercise, collected all the needed data from the sampled respondents through face to face interaction and question and answer approach .

Data for the study was collected using the instrument designed by the researcher tagged: Entrepreneurial, Electronic-Communications Skills and Achievement of Cybercafé Operators (EESACO) which was administered on 226 sampled respondents within Kano Metropolis, Nigeria. By the end of the data collection exercise, 207 out of the 226 administered were found to be meaningful and were used in answering the five research questions posed for the study and also for testing the five null hypotheses raised for the work.

5.2 Contribution to Knowledge

This study established that:

1. Financial management skill had significant influence on the achievement of cybercafé operators in Kano Metropolis, Nigeria. (P = 0.000). The result of research question one gave an average mean of **3.26.** Taking the stipulated benchmark of the study into consideration which is that any score that is equals to and above the mean score of

2.50 was to be considered as agree. The obtained average mean value of 3.26 for this research question therefore implies that financial management skill has influence on the achievement of cybercafé operators in Kano metropolis, Nigeria.

2. Marketing skill had significant influence on the achievement of cybercafé operators in Kano Metropolis, Nigeria. (P = 0.000). The result for research question two gave an average mean of **3.22** which is also above the stipulated benchmark of 2.50 thus it is taken that marketing skill also has influence on the achievement of cybercafé operators in Kano metropolis, Nigeria.
3. Resource management skill had significant influence on the achievement of cybercafé operators in Kano Metropolis, Nigeria. (P = 0.000) similarly, the result obtained for research question three was **3.25** to imply that resource management skill wields influence on the achievement of cybercafé operators in Kano metropolis.
4. Personnel management skill had significant influence on achievement of cybercafé operators in Kano metropolis, Nigeria. (P = 0.000) also the result obtained for research question four was **3.31** and shows that shows that personnel management skill has influence on the achievement of cybercafé operators in Kano metropolis, Nigeria.
5. Electronic communication skill had significant influence on the achievement of cybercafé operators in Kano Metropolis, Nigeria. (P = 0.000). In the same vein, the result for research question five **3.37** implying strongly that electronic-communication skill wields influence on the achievement of cybercafé operators in Kano metropolis, Nigeria.

5.3 Conclusion

From the findings of this study, the researcher concluded that all the five variables studied in this work which includes financial management skill, marketing skill, resource management skill, personnel management skill and electronic-communication skill had

significant influence on the achievement of cybercafé operators in Kano Metropolis, Nigeria. Consequently, all the five null hypotheses tested in the work were rejected.

5.4 Recommendations

Based on the findings of this study, the researcher recommended that:

1. Cybercafé operators should acquire financial management skills by attending business seminar and workshop both within and outside their immediate environments from time to time in order to be able to properly manage their business ventures.
2. Cybercafé operators should obtain marketing skills in order to boost their business achievement. This they can do by undergoing further studies in marketing with institutions like the Nigerian Institute of Management (NIM).
3. Cybercafé operators should acquire resource management skill to promote good business achievement. A low level of resource management skill will be tantamount to being penny wise and pound foolish as the affected cybercafé operator might have to spend more on machines and accessories for declining to stitch faulty computer and accessories issues in time. They could develop themselves in this area by getting training from ICT institutes on skills such as system networking and other related areas which would mean that issues bothering on the repairs or maintenance of their systems they can handle on their own as time goes on.
4. Cybercafé operators must avail themselves of various avenues whereby they can develop their personnel management skills. They should create conducive working environment and welfare packages for their staff so as to get the best of their services in return in the overall interest of their businesses.

5. Finally, cybercafé operators should obtain adequate electronic communication skill in order to remain in the business and also survive the heat of competition. It is when they are electronic-communication skilled that they will be able to leverage into the unsaturated and evolving areas of the field like video chat, blogs, instant messaging and social network. Doing this, they will naturally get a fair share of the market and keep on moving in the face of stiff competition.

5.5 Suggestion for Further Studies

1. It is suggested that the study could be conducted in other North Western states to see if similar or different results might be obtained.
2. The study could also be carried out in media houses or television stations in different geo-political zones of the country.

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APPENDIX I

DEPARTMENT OF VOCATIONAL & TECHNICAL EDUCATION
AHMADU BELLO UNIVERSITY, ZARIA, NIGERIA.
FACULTY OF EDUCATION
VICE CHANCELLOR: Prof. Ibrahim Garba (B.Sc., M.Sc. (A.B.U.); Ph.D. (London) D.I.C.)
HEAD OF DEPARTMENT: Professor A. A. Udoh (B.Ed. (Hons) Nsukka; M. Ed. & Ph.D. Bus Edu. [A.B.U.])
Telephone: 069-51755, 50692

Your Ref: _____
Our Ref. M.ED/EDUC/6482/2011-2012

Date: 11th August, 2014

Letter of Identification

MOMOH GRACE OLUFUNKE - M.ED/EDUC/6482/2011-2012

This is to certify that the above mentioned name is a Postgraduate student (M.Ed Business Education) in the Department of Vocational and Technical Education, Faculty of Education, Ahmadu Bello University, Zaria, carrying out a research topic: **Influence of Entrepreneurial and Electronic Communications Skills on Performance of Cybercafe Operators in Kano Metropolis, Kano State, Nigeria.**

Please, kindly give her every assistance she may require .

DEPT. OF VOC. & TECH. ED.

Professor A.A. Udoh
HEAD OF DEPARTMENT

APPENDIX II

Dept. of Voc. & Tech. Educ.,
Faculty of Education,
Ahmadu Bello University,
Zaria – Kaduna State.

13th January 2016.

Dear Respondent,

Request to Fill Questionnaire

I am a Post-Graduate student of the above named Institution carrying out a research work titled: **Influence of Entrepreneurial and Electronic Communication Skills on Achievement of Cybercafé Operators in Kano Metropolis, Nigeria**. The attached questionnaire is to solicit your assistance in providing the required information by ticking the items provided accordingly. It is purely an academic exercise for the award of Master of Business Education Degree. Your responses will be kept strictly confidential and used for academic research only. Your fair and objective view is highly appreciated.

Thanks for your cooperation.

Yours faithfully,

Grace O. Momoh
08037403712.

RESEARCH INSTRUMENT

ENTREPRENEURIAL, ELECTRONIC-COMMUNICATION SKILLS AND ACHIEVEMENTOF CYBERCAFE OPERATORS (EESACO**)**

SECTION A (CYBERCAFE OPERATOR'S PERSONAL DATA)

INSTRUCTION: Please respond to each of these questions for the researcher to fill or tick (√) the appropriate boxes as it applies to you.

1. Name of Cybercafé: ……

2. Operator's Gender:

Male	[ ]	Female	[ ]

3. Operator's Marital Status:

Single	[ ]	Married	[ ]
Divorced/Separated	[ ]	Widowed	[ ]

4. Age:

28 – 35yrs	[ ]	46 – 55 yrs.	[ ]
36 – 45yrs	[ ]	56 & above	[ ]

5. Operator's highest educational qualification:

SSCE	[ ]
ND/NCE	[ ]
HND/B.ED/B.SC	[ ]
M.Ed./M.Sc.	[ ]

6. Years of experience in cybercafé business and operation:

0 – 2 yrs.	[ ]	6 – 9 yrs.	[ ]
3 – 5 yrs.	[ ]	10yrs & above	[ ]

SECTION B (ENTREPRENEURIAL & ELECTRONIC COMMUNICATION SKILLS OF CYBERCAFE OPERATORS)

INSTRUCTION: Please read the following statements carefully and tick the one that clearly indicates your frank opinion about the statement in one of the boxes provided at the right side of each statement. **NOTE: SA= Strongly Agree (4 points) A = Agree (3 points) D= Disagree (2 points) SD = Strongly Disagree (1 point)**

RQ 1	**What is the influence of financial management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?**	**SA**	**A**	**D**	**SD**
1.	I keep up to date record of all cash and credit sales and purchases in my cybercafé				
2.	I operate a separate bank account for my cybercafé business as a good financial management strategy				
3.	I have an inbuilt mechanism for recording my daily ticket sales, number of photocopies made and other cash transactions in my cybercafé				
4.	I always have reasonable cash in hand to facilitate my customers' needs and to keep my business going				
5.	I avoid financial recklessness so as not to encounter business Failure				
6.	I am satisfied with the level of cash flow and income I realize from my cybercafé business on a monthly basis				
7.	I see from my business records that a good number of the customers who patronize my cybercafé are retained				
8.	My customers are fond of directing and recommending new clients to my cybercafé				
RQ 2	**What is the influence of marketing skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?**	**SA**	**A**	**D**	**SD**
9.	I make regular use of flyers, banners and bulk SMS as a means of marketing the services of my cybercafé				
10.	I treat my customers with courtesy and respect while maintaining good customer relations with them				
11.	I understudy my competitors so I can adjust my services and prices to match the competition				
12.	I produce face-caps, stickers, calendars and T-shirts with my business name and logo inscribed as a means of further marketing my business in the metropolis				
13.	The rate at which I get complaints from my customers is reducing				
14.	Most people prefer the services of my cybercafé to those of my close competitors				
15	People who are known to my customers are ready and willing to transact business with my cybercafé				

RQ3	**What is the influence of resource management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?**	**SA**	**A**	**D**	**SD**
16.	I am familiar with basic hardware components, accessories and parts of the computer and can handle minor technical issues				
17.	I pay attention to proper maintenance of my computer systems and hardware in my cybercafé				
18.	I provide adequate lighting and fittings for visibility and uninterrupted delivery of services to clients in my cybercafé				
19.	I have the contacts of technicians and experts and a vast knowledge of where to get parts and accessories for my cybercafé in good time				
20.	I have the right machines and manpower in place in my cybercafé to meet the computer needs of my clients.				
21.	I render the online & offline services of my customers in as little time as possible				
22.	I have a lot of complaints and issues of both staff and customers to address at the moment				
23.	My customers and staff can testify to the ways issues are promptly resolved in my cybercafé				
RQ 4	**What is the influence of personnel management skill on the achievement of cybercafé operators in Kano metropolis, Nigeria?**	**SA**	**A**	**D**	**SD**
24.	Staff duties and roles are properly defined in my cybercafé				
25.	Standing rules and regulations (Employee code of conduct) are well communicated to staff in my cybercafé.				
26.	My workers exhibit high morale and motivation at work due to conducive work environment and timely pay of their benefits.				
27.	I occasionally reward my workers with cash gifts and other welfare packages to boost their morale				
28.	I have good rapport with my staff which enables them to freely make inputs towards the growth and expansion of my business.				
29.	Workers in my cybercafé are very productive and always contribute to meeting my business target				
30.	I hardly lay off workers and employees who work with me in my cybercafé				

RQ 5	What is the influence of electronic communication skills on the achievement of cybercafé operators in Kano metropolis, Nigeria?	SA	A	D	SD
31.	I know how to make effective use of different internet browsers such as Mozilla Firefox, Internet Explorer, Google Chrome and so on.				
32.	I am skilled in uploading, downloading, adjusting and manipulating assorted email documents and attachments.				
33.	I have a vast knowledge of popular Nigerian institutions and organizations' websites and can readily access them for my clients				
34.	I am able to handle various online registration tasks for my clients and even direct them further on necessary procedures				
35.	A cybercafé operator who is deficient in basic electronic communication skills stands the risk of losing clients and possible business failure				
36.	I have a working knowledge of the world wide web and its functions and can manipulate search engine to find information for clients				
37.	I am able to conduct the services and operations in my cybercafé to meet the overall satisfaction of my customers				
38.	The way and manner I discharge services in my cybercafé is such that promotes and improves the satisfaction of my customers				
39	My clients are generally satisfied with the quality of my cybercafé services				

Thank you for participating.

APPENDIX III

DATA SUPPLIED BY CHAIRMAN DALA LGA

29-09-2014.

The Chairman,
Dala Local Government,
Kano State – Nigeria.

Attention: The Revenue Officer.

Dear Sir,

REQUEST FOR INFORMATION ON TOTAL NUMBER OF CYBERCAFES PRESENTLY OPERATING IN DALA LGA

I am a postgraduate student of the Ahmadu Bello University Zaria, conducting a research on Cybercafes in Kano Metropolis. Having completed Chapters 1 and 2 of the research, I am in need of information for Chapter 3 which has to do with the population of the study in each local government in Kano Metropolis one of which is Dala Local Government.

I will be very grateful Sir, for your kind provision of the number on the table provided below with your signature and stamp as confirmation.

S/NO	NAME OF LOCAL GOVERNMENT	TOTAL NUMBER OF CYBERCAFES
1.	Dala Local Government	12

Thanking you so much for your anticipated assistance.

Yours faithfully,

Grace Olufunke Momoh.
(080 – 37403712).

Dala Local Govt
Kano.

REVENUE OFFICER
DALA LOCAL GOVT.
SIGN

23/10/2014.

APPENDIX IV

DATA SUPPLIED BY CHAIRMAN KUMBOTSO LGA

13-10-2014.

The Chairman,
Kumbotso Local Government,
Kano State – Nigeria.

Attention: The Revenue Officer

Dear Sir,

REQUEST FOR INFORMATION ON TOTAL NUMBER OF CYBERCAFES PRESENTLY OPERATING IN KUMBOTSO LGA

I am a postgraduate student of the Ahmadu Bello University Zaria, conducting a research on Cybercafes in Kano Metropolis. Having completed Chapters 1 and 2 of the research, I am in need of information for Chapter 3 which has to do with the population of the study in each local government in Kano Metropolis one of which is Kumbotso Local Government.

I will be very grateful Sir, for your kind provision of the number on the table provided below with your signature and stamp as confirmation.

S/NO	NAME OF LOCAL GOVERNMENT	TOTAL NUMBER OF CYBERCAFES
1.	Kumbotso Local Government	47

Thanking you so much for your anticipated assistance.

Yours faithfully,

13/10/14

Grace Olufunke Momoh.
(080 – 37403712).

REVENUE OFFICER
KUMBOTSO LOCAL GOVT.
KANO STATE
2014

APPENDIX V

DATA SUPPLIED BY CHAIRMAN UNGOGOLGA

13-10-2014.

The Chairman,
Ungogo Local Government,
Kano State – Nigeria.

Attention: The Revenue Officer.

Dear Sir,

REQUEST FOR INFORMATION ON TOTAL NUMBER OF CYBERCAFES PRESENTLY OPERATING IN UNGOGO LGA

I am a postgraduate student of the Ahmadu Bello University Zaria, conducting a research on Cybercafes in Kano Metropolis. Having completed Chapters 1 and 2 of the research, I am in need of information for Chapter 3 which has to do with the population of the study in each local government in Kano Metropolis one of which is Ungogo Local Government.

I will be very grateful Sir, for your kind provision of the number on the table provided below with your signature and stamp as confirmation.

S/NO	NAME OF LOCAL GOVERNMENT	TOTAL NUMBER OF CYBERCAFES
1.	Ungogo Local Government	10

Thanking you so much for your anticipated assistance.

Yours faithfully,

13/10/14

Grace Olufunke Momoh.
(080 – 37403712).

13/10/2014

APPENDIX VI

DATA SUPPLIED BY CHAIRMAN NASARRAWALGA

13-10-2014.

The Chairman,
Nassarawa Local Government,
Kano State – Nigeria.

Attention: The Revenue Officer

Dear Sir.

REQUEST FOR INFORMATION ON TOTAL NUMBER OF CYBERCAFES PRESENTLY OPERATING IN NASSARAWA LGA

I am a postgraduate student of the Ahmadu Bello University Zaria, conducting a research on Cybercafes in Kano Metropolis. Having completed Chapters 1 and 2 of the research, I am in need of information for Chapter 3 which has to do with the population of the study in each local government in Kano Metropolis one of which is Nassarawa Local Government.

I will be very grateful Sir, for your kind provision of the number on the table provided below with your signature and stamp as confirmation.

S/NO	NAME OF LOCAL GOVERNMENT	TOTAL NUMBER OF CYBERCAFES
1.	Nassarawa Local Government	25

Thanking you so much for your anticipated assistance.

Yours faithfully,

13/10/14

Grace Olufunke Momoh.
(080 – 37403712).

HOD REVENUE OFFICER
NASSARAWA LOCAL GOVT.

APPENDIX VII

DATA SUPPLIED BY CHAIRMAN TARAUNILGA

13-10-2014.

The Chairman,
Tarauni Local Government,
Kano State – Nigeria.

Attention: The Revenue Officer

Dear Sir,

REQUEST FOR INFORMATION ON TOTAL NUMBER OF CYBERCAFES PRESENTLY OPERATING IN TARAUNI LGA

I am a postgraduate student of the Ahmadu Bello University Zaria, conducting a research on Cybercafes in Kano Metropolis. Having completed Chapters 1 and 2 of the research, I am in need of information for Chapter 3 which has to do with the population of the study in each local government in Kano Metropolis one of which is Tarauni Local Government.

I will be very grateful Sir, for your kind provision of the number on the table provided below with your signature and stamp as confirmation.

S/NO	NAME OF LOCAL GOVERNMENT	TOTAL NUMBER OF CYBERCAFES
1.	Tarauni Local Government	92

Thanking you so much for your anticipated assistance.

Yours faithfully,

13/10/14

Grace Olufunke Momoh.
(080 – 37403712).

TARAUNI LOCAL GOVT.
REVENUE OFFICER

APPENDIX VIII

DATA SUPPLIED BY CHAIRMAN GWALELGA

29-09-2014.

The Chairman,
Gwale Local Government,
Kano State – Nigeria.



Attention: The Revenue Officer.

Dear Sir,

REQUEST FOR INFORMATION ON TOTAL NUMBER OF CYBERCAFES PRESENTLY OPERATING IN GWALE LGA

I am a postgraduate student of the Ahmadu Bello University Zaria, conducting a research on Cybercafes in Kano Metropolis. Having completed Chapters 1 and 2 of the research, I am in need of information for Chapter 3 which has to do with the population of the study in each local government in Kano Metropolis one of which is Gwale Local Government.

I will be very grateful Sir, for your kind provision of the number on the table provided below with your signature and stamp as confirmation.

S/NO	NAME OF LOCAL GOVERNMENT	TOTAL NUMBER OF CYBERCAFES
1.	Gwale Local Government	153 Cyber cafe

Thanking you so much for your anticipated assistance.

Yours faithfully,

Grace Olufunke Momoh.
(080 – 37403712).

Officer
GWALE
Date 16/10/14

APPENDIX IX

DATA SUPPLIED BY CHAIRMAN KANO MUNICIPAL LGA

29-09-2014.

The Chairman,
Kano Municipal Local Government,
Kano State – Nigeria.

Attention: The Revenue Officer.

Dear Sir,

REQUEST FOR INFORMATION ON TOTAL NUMBER OF CYBERCAFES PRESENTLY OPERATING IN KANO MUNICIPAL LGA

I am a postgraduate student of the Ahmadu Bello University Zaria, conducting a research on Cybercafes in Kano Metropolis. Having completed Chapters 1 and 2 of the research, I am in need of information for Chapter 3 which has to do with the population of the study in each local government in Kano Metropolis one of which is Kano Municipal Local Government.

I will be very grateful Sir, for your kind provision of the number on the table provided below with your signature and stamp as confirmation.

S/NO	NAME OF LOCAL GOVERNMENT	TOTAL NUMBER OF CYBERCAFES
1.	Kano Municipal Local Government	96 Cybercafes.

Thanking you so much for your anticipated assistance.

Yours faithfully,

Grace Olufunke Momoh.
(080 – 37403712).

CERTIFIED TRUE COPY 29/09/2014 KANO MUNICIPAL LGA

Recommended by the Industrial Supervisor K.M.C.

APPENDIX X

DATA SUPPLIED BY CHAIRMAN FAGGELGA

13-08-2014.

The Chairman,
Fagge Local Government,
Kano State – Nigeria.

Attention: The Revenue Officer.

Dear Sir,

REQUEST FOR INFORMATION ON TOTAL NUMBER OF CYBERCAFES PRESENTLY OPERATING IN FAGGE LGA

I am a postgraduate student of the Ahmadu Bello University Zaria, conducting a research on Cybercafes in Kano Metropolis. Having completed Chapters 1 and 2 of the research, I am in need of information for Chapter 3 which has to do with the population of the study in each local government in Kano Metropolis one of which is Fagge Local Government.

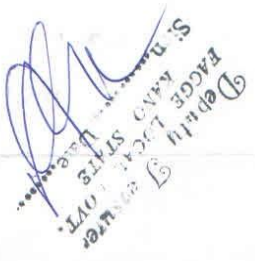
I will be very grateful Sir, for your kind provision of the number on the table provided below with your signature and stamp as confirmation.

S/NO	NAME OF LOCAL GOVERNMENT	TOTAL NUMBER OF CYBERCAFES
1.	Fagge Local Government	85

Thanking you so much for your anticipated assistance.

Yours faithfully,

13/08/14
Grace Olufunke Momoh.
(080 – 37403712).



APPENDIX XI

FREQUENCY TABLE FOR RESPONDENTS DEMOGRAPHIC VARIABLES

OPERATOR'S GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	181	87.4	87.4	87.4
	Female	26	12.6	12.6	100.0
	Total	207	100.0	100.0	

OPERATORS' MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	130	62.8	62.8	62.8
	Married	77	37.2	37.2	100.0
	Total	207	100.0	100.0	

AGE-RANGE OF CYBERCAFÉ OPERATORS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	28 - 35 years	167	80.7	80.7	80.7
	36 - 45 years	22	10.6	10.6	91.3
	46 - 55 years	18	8.7	8.7	100.0
	Total	207	100.0	100.0	

HIGHEST EDUCATIONAL QUALIFICATION OF CYBERCAFE OPERATORS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	21	10.1	10.1	10.1
	ND/NCE	87	42.0	42.0	52.2
	HND/B.Ed./B.Sc.	92	44.4	44.4	96.6
	M.Ed./M.Sc.	7	3.4	3.4	100.0
	Total	207	100.0	100.0	

OPERATORS' WORKING EXPERIENCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 2 yrs.	56	27.1	27.1	27.1
	3 - 5 yrs.	59	28.5	28.5	55.6
	6 - 9 yrs.	58	28.0	28.0	83.6
	10 yrs.& above	34	16.4	16.4	100.0
	Total	207	100.0	100.0	

APPENDIX XII

SPSS RESULTS FOR RESEARCH QUESTIONS

DESCRIPTIVE STATISTICS

S/No	Research Question One	N	Mean	STD
1	Record Keeping of daily credit sales and purchases	207	3.41	.624
2	Operation of bank account	207	2.97	.794
3	Existence of inbuilt mechanism	207	3.13	.803
4	Available cash in hand	207	3.38	.633
5	Avoidance of financial recklessness	207	3.46	.702
	Research Question Two	N	Mean	STD
6	Regular use of flyers and banners	207	3.10	.801
7	Treating of customers with courtesy and respect	207	3.53	.564
8	Understudying of competitors	207	3.33	.674
9	Production of face-caps, stickers and T-Shirts	207	2.69	.905
	Research Question Three	N	Mean	STD
10	Familiarity with basic computer hardware components, accessories and parts	207	3.38	.685
11	Giving attention to proper maintenance of computer systems	207	3.47	.652
12	Adequate provision of lightings and fittings	207	3.21	.724
13	Contact numbers of technicians	207	3.31	.647
14	Provision of right machines and manpower	207	3.32	.693
	Research Question Four	N	Mean	STD
15	Proper definition of staff roles and duties	207	3.37	.609
16	Standing employees' rules and regulations	207	3.33	.573
17	Workers' exhibition of high morale	207	3.36	.644
18	Cash gifts and other welfare packages to staff	207	3.10	.795
19	Good rapport with employees	207	3.34	.649
	Research Question Four	N	Mean	STD
20	Effectiveness in the use of browsers	207	3.45	.673
21	Skilfulness in email downloading and uploading	207	3.32	.780
22	Vast knowledge of Nigerian institutions organizations' websites	207	3.40	.675
23	Ability to handle assorted online registration tasks	207	3.36	.696
24	Deficiency in basic electronic communication skills as detrimental to business growth	207	3.23	.758
25	Working knowledge of the world wide web	207	3.39	.680
	Valid N (listwise)	207		

APPENDIX XIII

SPSS RESULTS FOR RESPONDENTS' ACHIEVEMENT RATING

	N	Mean	STD
Customers' Overall Satisfaction	207	3.41	.583
Improvement on Customer Satisfaction	207	3.43	.578
Customer Retention	207	3.36	.660
Net Promoter Score	207	3.36	.659
Conversion Rate	207	3.35	.596
Average Resolution Time	207	3.24	.774
Active Issues	207	2.39	.959
Resolved Issues	207	3.20	.709
Comparison to Competitors	207	3.24	.653
Employee Productivity	207	3.36	.644
Brand (Service) Attribute	207	3.35	.587
Complaint Escalation Rate	207	3.19	.709
Cash Flow	207	2.94	.822
Employee Retention or Turnover	207	3.29	.678
Valid N (listwise)	207		

APPENDIX XIV

PPMC RESULTS FOR NULL HYPOTHESESONE TO FIVE

PPMC Result for Null Hypothesis One

Descriptive Statistics

	Mean	Std. Deviation	N
Financial Management Skill	3.2686	.39626	207
Achievement Rating of Cybercafé Operators	3.2222	.30510	207

Correlations

		Financial Management Skill	Achievement Rating of Cybercafé Operators
Financial Management Skill	Pearson Correlation	1	.453**
	Sig. (2-tailed)		.000
	N	207	207
Achievement Rating of Cyber Cafe Operators	Pearson Correlation	.453**	1
	Sig. (2-tailed)	.000	
	N	207	207

**. Correlation is significant at the 0.01 level (2-tailed).

PPMC Result for Null Hypothesis Two

Descriptive Statistics

	Mean	Std. Deviation	N
Marketing Skill	3.1594	.42374	207
Achievement Rating of Cyber Cafe Operators	3.2222	.30510	207

Correlations

		Marketing Skill	Achievement Rating of Cyber Cafe Operators
Marketing Skill	Pearson Correlation	1	.345**
	Sig. (2-tailed)		.000
	N	207	207
Achievement Rating of Cyber Cafe Operators	Pearson Correlation	.345**	1
	Sig. (2-tailed)	.000	
	N	207	207

**. Correlation is significant at the 0.01 level (2-tailed).

PPMC Result for Null Hypothesis Three

Descriptive Statistics

	Mean	Std. Deviation	N
Resource Management Skill	3.3372	.42645	207
Achievement Rating of Cyber Cafe Operators	3.2222	.30510	207

Correlations

		Resource Management Skill	Achievement Rating of Cyber Cafe Operators
Resource Management Skill	Pearson Correlation	1	.589**
	Sig. (2-tailed)		.000
	N	207	207
Achievement Rating of Cyber Cafe Operators	Pearson Correlation	.589**	1
	Sig. (2-tailed)	.000	
	N	207	207

**. Correlation is significant at the 0.01 level (2-tailed).

PPMC Result for Null Hypothesis Four

Descriptive Statistics

	Mean	Std. Deviation	N
Personnel Management Skill	3.2995	.38761	207
Achievement Rating of Cyber Cafe Operators	3.2222	.30510	207

Correlations

		Personnel Management Skill	Achievement Rating of Cyber Cafe Operators
Personnel Management Skill	Pearson Correlation	1	.545**
	Sig. (2-tailed)		.000
	N	207	207
Achievement Rating of Cyber Cafe Operators	Pearson Correlation	.545**	1
	Sig. (2-tailed)	.000	
	N	207	207

** Correlation is significant at the 0.01 level (2-tailed).

PPMC Result for Null Hypothesis Five

Descriptive Statistics

	Mean	Std. Deviation	N
Electronic Communication Skill	3.3591	.46840	207
Achievement Rating of Cyber Cafe Operators	3.2222	.30510	207

Correlations

		Electronic Communication Skill	Achievement Rating of Cyber Cafe Operators
Electronic Communication Skill	Pearson Correlation	1	.546**
	Sig. (2-tailed)		.000
	N	207	207
Achievement Rating of Cyber Cafe Operators	Pearson Correlation	.546**	1
	Sig. (2-tailed)	.000	
	N	207	207

**. Correlation is significant at the 0.01 level (2-tailed).

APPENDIX XV

A – Z LIST OF CYBERCAFES STUDIED IN KANO METROPOLIS

S/NO	NAME OF CYBERCAFE
1	A.A. Business Centre
2	A.A. Internet Cafe
3	A.B Café
4	A.B.C Assistance Computer Business Centre
5	A.I.A.K Computer Services
6	Abba Internet Café
7	Abdul Online Internet Café
8	Abdulahee Computer Café
9	Abdullahi Internet Café
10	ABM Internet Café and General Prints
11	ABS Computer
12	Abundance Business Centre and Internet Café
13	Adaji Internet Café
14	Adam Business Centre
15	Addins Cybercafé and Studio
16	Addins Internet Café Annex
17	Agdis Technology Ltd
18	Ahmed Business Centre
19	Ahmed Computer Centre
20	Akhweb Zone Internet Café
21	AKTH Internet Café
22	Al'Abbas Computer Café
23	Al-Amin Café
24	Al-Amir Business Centre
25	Al-AzarCybercafé
26	Alheri Business Centre & Café
27	Alheri Business Centre and Café
28	Alheri Café
29	Aliyak Internet Café

30	Al-Mudassir Internet Café
31	Almudassir Internet Café Annex
32	Al-Mukhtar Cybercafé
33	Al-Shukura Cybercafé
34	Al-Yusra Business Centre
35	Alyusrah Business Centre and Internet Café
36	Amadu Boy Business Centre
37	Aminatu Business Centre
38	Annur International Computer Services
39	Arewa Studio
40	Asali Technology & Internet Café
41	Aunty Café and Business Centre
42	Ayuba and Sons Café
43	B & B Ventures
44	B.U and Hassan Business Centre
45	B.U. & Co Business Centre
46	Baba Internet Café
47	Bahaushiyya International Limited
48	Bakano Café
49	Bamaiyi Business Centre & Internet Café
50	Bamaiyi Sai Allah Café
51	Baranos Cyber Café
52	BAS Café
53	Bash Tech Internet Café
54	Batali Cybercafé and Business Centre
55	Best Café
56	Best Internet and I.T Consult Ltd
57	Bidemi Computer Institute, Cybercafé Services & Business Centre
58	Bitty Computer Technologies
59	Bliss Computer Institute
60	Boggash Computer Institute Annex
61	Boggash Computer Institute & Café

62	Buhari Internet Café
63	Café Ten
64	Challawa Business Centre
65	Charles and Charles Internet Café
66	City Computer
67	Classic Word
68	Click-Bong Computer Academy
69	Compass Café
70	Computech Business Centre & Café
71	Cyberzone Internet Café
72	Dabet Printing and Business Plaza
73	Dagasau Business Centre
74	Daho Computer Internet Café
75	Dan Malam International Café
76	Dolphin Prints
77	E.V Amba Business Centre
78	Eaglegate Computers
79	Easy Link Internet Café
80	Ehis Computers
81	El-yaks Café
82	Emradjo Business Centre
83	Excellent International Business Centre
84	Favour Zicky Cybercafé
85	First Class Computer Café
86	Format Media Concept
87	Friends Café
88	Gidan Dan Asabe Cyber Café
89	Go for Goal ICT Centre
90	God Bless Suyuti Café
91	God's Power Business Centre
92	Golden Age Computer Café
93	Gossa Café

94	Great Nobeco Internet Café
95	G-Tech Computer
96	Gumel Internet Café
97	Habib Computer Centre
98	Hajiya Café
99	Hanifa Computer Centre
100	Hayyat Internet Café
101	Hibaab Café
102	Hibnab Café
103	Hospitality Café
104	I.B Tech Computer Centre
105	I.B.C Internet Café
106	IBBM Internet Café
107	Imam Internet Café
108	Inny Business Centre and Internet Café
109	Isma Business Centre AKTH
110	ISP Computer Institute
111	Jimark Business Centre
112	Joenet Computer Technology
113	Johnsons Café Annex
114	Johnsons Café I
115	Julie Business Nakowa
116	Kaila Computer
117	Kanawa Internet Café
118	Kanawa Internet Café Annex
119	Katila Computer Venture
120	Kay-Bee Business Centre
121	Kaybee Cyber Café
122	KBM Hafizuns Internet Café
123	K-Concept Business Centre
124	Khadijat Internet Café
125	Khairat Business Centre

126	Khairat Business Centre & Internet Cafe
127	Kutty Internet Café
128	Kwakwaci Internet Café
129	L.O Business Centre & Internet Café
130	Lady M Café
131	Lamido Business Centre
132	Larry Business Centre
133	Lucky Business Centre and Internet Café
134	M & M Café
135	Manzaru Business Centre
136	MBM Internet Café & Business Centre
137	MBM Internet Café and Business Centre
138	MBM Internet Café Annex
139	Mc Midas Information Technology
140	Mediwat Café & Business Centre
141	MKM Internet Café
142	MMR Internet Café
143	MSK Internet Café
144	MSK Wireless and Communication Services
145	Mu'azu Internet Café
146	Mu'azzam Internet Café
147	Mu'azzam Internet Café I
148	Muhammad Computer Centre
149	Mukhis Internet Café
150	Mukhtar Bala Kawu Café
151	Nabila Business Venture
152	Nabilah Business Ventures
153	Naibawa Café Centre
154	Nassarawa Business Centre
155	No Qualms Café
156	P. Grafar Computer Institute
157	Pioneers Café

158	Pretentious Café Annex
159	Pretentious ICT Investment Ltd
160	Promise Cybercafé
161	Rabi'u Internet Café
162	Rahama Café
163	Rahama Cybercafé and Business Centre
164	Rich Business Centre
165	Rosemary Café
166	Rumfa ICT Centre
167	S.K Internet Café
168	Sabo & Sons Cafe
169	Sadiq Internet Café
170	Safhat Cyber Café and Business Center
171	Saliskhan Café
172	Sam Artedes Business Centre &Cybercafé
173	SANS International Café & Communication
174	Sayuti Business Café
175	Shamsudden Business Centre
176	Sharp-Sharp Internet Cafe
177	Signory Manifold Cybercafé
178	Sky Cybercafé
179	Smartnet Café
180	SMS Institute of Information Technology
181	Solid Quantum
182	Sunama Business Centre and Café
183	Sunny Tech Computer Villa
184	Thali Typing Design & Business Centre
185	Top Class Internet Café
186	Top-Gwad Business Centre and Internet Café
187	Tunde Internet Café
188	Tunde Internet Café Annex
189	U.B.S Computer Café

190	U.Y Taheer Global Cafe
191	Ultimate Cybercafé
192	Unique Café
193	Usman Internet Café
194	Usman Y.M Computer
195	Vitae Computer Institute
196	Wada Internet Surfing
197	Wahda Ventures
198	Web Express
199	WYT Computer Centre
200	Yamusa Internet Café
201	Yau da Gobe Cybercafé
202	Yellow Business Centre and Mini Café
203	Yellow Container
204	Yellow Container Annex
205	Yola Computer Services
206	Yusuf Mahmud Computers
207	Z-Mix Internet Café and Business Centre