Innovation and Development

Adopting evolving Multinational Business Models to spur African Entrepreneurship and Creativity from a Nigerian Perspective

Abstract— For decades emerging economies struggle to find a solution to close the entrepreneurial and innovative gaps that exist internally. Academic literature explores and argues that constant investments from government and outside influence will enhance economic wellbeing. However, there may be other more effective means of closing the even so widening gap between advanced and emerging economies. This piece uses a pragmatic approach to understanding how adopting evolving Multinational Business Models can drive African entrepreneurship and creativity from the perspective of Nigeria. Examining academic literature and comparative analysis of the Global Innovation Index (GII) and the Global Entrepreneurial Index (GEI) provides a reasonable premise to expand research into the topic. The theoretical discussion provides a coherent process that could give rise to a methodology for closing the knowledge and skill gap between emerging and advanced economies through adopting and exploiting knowledge transfer techniques from fundamental aspects of the Multinational Corporation framework.

Keywords— Entrepreneurship, Global Entrepreneurial Index, innovation Global Innovation Index, knowledge transfer Multinational Corporations

1. Introduction

As global markets evolve, so does the need to change the way economies perceive development, competition, entrepreneurship, and innovation. For years, international organizations have invaded emerging and advanced markets bringing new technologies, futuristic products and services, varying levels of competition, and challenging the regulatory framework of nations. Notwithstanding these seemingly positive effects in host countries, international organizations tend to return their gains to the home country.

However, the impact on countries vary by the approach international operations. As such not all international corporations are the same. Two more noticeable forms are the Multinational Corporation (MNC) and the Global Corporation. According to Lazzari (2019), these organizations are distinctively different in their operations. While there are similarities, their inherent approach to market participation differs. The apparent similarity is the presence in multiple countries. The stark difference lies in how they operate in those countries (Lazzari, 2019).

Global corporations carry a consistent operational culture where all offerings and processes are unswerving with little if any deviation from the home country. Interestingly, global organizational models do not adapt to local norms but impose existing models on host countries. Succinctly, however, the marketing strategy adjusts to market characteristics to drive sales in the respective countries. In this case, academics agree that the messaging must adapt, but the product remains the same. Coincidentally, Multinational Corporations (MNCs) operate in multiple countries and adjust their marketing strategies to fit the host country segments. However, the fundamental difference between the two models is that countries adopt their product offer and manufacturing processes to meet the host country's requirements. They provide autonomy among countries versus a central model system (Lazzari, 2019).

This academic piece seeks to understand and propose further clarification to decipher if local companies adopting Multinational National Corporation models would generate entrepreneurial creativity and innovation. While entrepreneurship is fundamental to the growth of nations, so are innovation and digital transformation. However, there is little academic research that explores this ideology. Moreover, little discourse examines the adoption of MCN's business models in local markets. The study will also focus on the Nigerian economic environment and the possibility of increasing entrepreneurial creativity and innovation.

According to Nigeria's Ministry of Communications and Digital Economy of Nigeria (2020), Nigeria's future is dependent on the knowledge and acceleration of seven (7) key pillars of development. These include developmental regulation, digital literacy and skills, solid infrastructure, service infrastructure, development and promotion, soft infrastructure, digital society, emerging technologies, and indigenous content development and adoption. Knowledge and continuous learning are at the base of this transformation initiative for the Nigerian economy. The report indicates that information and communications technology (ICT) is one of the fastest-growing components of Gross Domestic Product (GDP), accounting for 13.85% in 2019 against other top performers like oil and gas at 8.82%. However, as Nigeria boasts its growth potential, the Nigerian government acknowledges there is still room for growth. The government explains in the Nigeria's Ministry of Communications and Digital Economy of Nigeria (2020) that it aims to secure equitable growth in the next five years. These include increasing broadband penetration within four years; accelerate the digitalization of government processes while improving service delivery, transparency, and accountability. To develop the technology startup ecosystems by actively promoting entrepreneurship, creativity, and innovation.

The government aim to enhance digital providence and security. To create digital processes and activities and attract and grow digital jobs across all sectors of the economy. Support the digital literacy of citizens and businesses and enable them to acquire cutting-edge digital skills. In addition to ensuring native technology companies can participate actively in the government technology programs; and ensure that the policy and regulations are fit-for-purpose and support the digital business environment. As an emerging economy, Nigeria faces several significant issues; the economy struggles with affording credit facilities to entrepreneurs and some businesses. The economy also has inherent challenges due to corruption, inconsistent regulatory policies, multiple taxation issues, low entrepreneurial training, poor planning, and infrastructure (Dorcas, 2017).

With this basis in mind for Nigeria, how can Multinational Corporation business models fit into this goal of innovative change? Simply put, this research looks at the theories relating to Multinational Corporations (MNCs) and the adoption of said models in emerging markets instead of developed ones. This perspective should provide credence for further impact analysis of the possible causative relationship that comes from knowledge transfer. Critical to the impact of MNCs is the state of innovative attractiveness of the Nigerian economy and the existing gaps. Can the Nigerian economy encourage the rise of local MNCs? If so, what is the impact of this growth? This review comes in the form of assessing the Global Innovation Index (GII) and its sub-indexes of Business sophistication, knowledge and technology output, and creative production. The GII has long been the most popular measure of innovativeness of countries. Global organizations such as the World Bank and International Monetary Fund use a ranking system to assess attractiveness and growth prospects against other countries through a ranking system (Vukoszavlyez, 2019). Nigeria draws its main comparisons to other developing countries for this research discussion. This paper uses the framework of developing countries using the World Bank's classifications.

2. Theoretical Concepts

This section examines the existing theoretical literature and concepts relating to MNCs, the impact of economies from varying perspectives, and the critical growth concepts of knowledge transfer from the lens of MNCs. The birth of Emerging Multinational Enterprises (EMNE) and Advance Multinational Enterprises (AMNE) drives entrepreneurial creativity and innovation.

A. *2.1 Impact of Multinational Corporations on Economic Development*

Discourse by academics argues that MNCs have the potential for economic growth for home countries while also creating an atmosphere of economic decay. Various studies exist that seek to support these claims, including one by Eluka et al. (2016). The authors argue that Nigeria struggles to develop economically despite increasing MNCs. Not to mention the decadent human capital deficit at managerial levels due to poor leadership, lack of necessary skills training, creativity, and knowledge (Abimbola & Dele, 2015). Interestingly, Eluka et al. (2016) argue that MNCs create the illusion of driving the developmental process in countries like Nigeria but, in retrospect, degrade it by repatriating its profits and exploiting the resources, thus playing a vital role in the underdevelopment of Nigeria. Generally, this results from a lack of monitoring and systematic management from a regulative standpoint in the host country (Abimbola & Dele, 2015). Secondly, other developed and developing countries express that foreign direct investment (FDI) from MNCs gives birth to strong economies. Eluka et al. (2019) argues that FDI can harm host country economies, the authors refer to Osuagwu and Oneybuchi (2013) study, citing that MNCs exploit host country natural resources in countries like Nigeria by de-capitalizing the economy through repatriation.

Kigbu et al. (2022) cite that the perception of MNCs varies by country, especially when relating to developing versus developed nations. While some believe they are critical elements in the developmental process of emerging economies, others are cautious of the operation's negative implications on growth and overall economic stature. Eluka et al. (2016) support this view and argue that academia must thoroughly explore the interconnections to understand the impacts. Notwithstanding the incoherencies of Nigeria's economy.

Abimola and Dele (2015) explore the context of MNCs' contribution to Nigeria's growth. Their study explains that MNCs' contribution to economic development varies in the case of Nigeria. Some MNCs create an illusion of sorts, especially regarding technology internalization and transfers, while others engage in unethical business practices. Specifically, the gap in technology intensities as MNCs tend to encourage widening despite the recent comparative improvement in FDI inflows. The authors support the notion that there is a need to upgrade the earnings and capabilities of the local firms in the country by formulating strategic FDI and technology transfer procedures to defend against the negative impact of the diminishing FDI inflow from MNCs (Abimbola & Dele, 2015). Consequently, is it safe to say that depending on an MNC's reparation of capital and FDI is enough to drive economic stability, entrepreneurial growth, and innovative abilities? Or are other more equitable gains available by adopting the MNC framework in local business models?

Arguably, according to Gaille (2019), the most compelling advantages of MNCs to economies include:

a. *They provide an inward flow of capital*

Gaille (2019) argues that having headquarters in one country allows the MNC to rely on supportive revenue streams from other mature markets. Usually by entering developing or emerging nations to earn profits through investment. MNCs are a leading source of capital inflow into these markets as the varying levels of FDI are usually the first step in improving productive capacities overseas.

b. *MNCs Reduce government aid dependencies in developing countries*

According to Gaille, MNCs provide an alternate funding source through FDI versus government aid. In some instances, the author claims it creates new assets for the home country that allow for improvements in trade with the developing international business ecosystem.

c. *MNCs improve local infrastructure*

Gallie (2019) argues that MNCs spend considerable money developing infrastructure (technology, buildings, and road networks) and other unique needs such as education and transportation.

d. *Diversification of local economies*

Many host countries for MNCs rely on local products for basic subsistence levels. MNCs provide the variety, which reduces volatile pricing issues due to supply and demand levels.

e. MNCs create consistency in consumer experiences

The author explains that using a central structure ensures basic expectations are achievable internationally. The business's core values, such as best practices, benchmarks, and procedures, form the fundamental definition for these expectations. Consumers often build and find trust because they align with the value proposition.

f. MNCs enforce minimum quality standards

MNCs also manage quality standards in the host market as their influence creates equitable output from vendors and partners to meet market demands. Undoubtedly, this makes an efficiency of scale that lowers prices while maintaining quality output.

g. MNCs increase the level of cultural awareness

Internationalizing businesses exposes home countries to new cultures and realities. MNCs become stronger through diversity by improving cross-cultural communication and stronger global relationships.

h. Access to purchase imports

A critical element of economic development is access to technology, products, and other resources. When MNCs establish a presence, it often opens access to things that would otherwise be difficult to reach, especially in the developing and lesser developing states.

i. MNCs create local employment

While this benefit is more for the host country, MNCs create employment opportunities at better salaries than the existing market offering in the host country.

j. MNCs encourage creativity, innovativeness, and entrepreneurship

Through knowledge sharing, MNCs continue to evolve at a rapid rate. Through research and development, MNCs can share innovations and creativity across their business with little restriction. This knowledge sharing often leads to increasing investments in innovation and creativity in the host country and, in some cases, the home country.

Gallie (2019) also explores the possible drawbacks to MNCs; however, it considerably depends heavily on perspective.

a. MNCs create higher environmental costs

Through the increase in production waste in host countries.

b. MNCs repatriate profits

Gallie indicates that studies show that as MNCs make investments, they reap profits back to their home country to improve the local infrastructure. This issue translates into additional educational opportunities and job training for domestic citizens.

c. MNCs import skilled labor

Creating local skill sets (innovativeness and entrepreneurial spirit) takes time; thus, MNCs often import labor from the global network that already possesses these qualities to spearhead host country operations. Which sometimes translates to passing specific jobs to non-locals.

d. MNCs encourage corruption

According to Gallie (2019), MNCs can create political issues through the influence of government actions.

e. MNCs support "sweatshop" labor

According to Gallie (2019), this "sweatshop" labor is a scenario where MNCs take advantage of weak labor conditions (wages) to pad profit margins by exploiting minimum salary requirements by law in comparison to other nations.

f. MNCs remove jobs from home countries

According to Gaille (2019), the perspective here looks at MNCs outsourcing offshore positions and functions versus executing the process locally. In retrospect, tasks like manufacturing, call canter operations, and so on follow this model because the wages are cheaper than the home country's environment. This situation can also positively impact the host but negatively affect the home nation.

g. MNCs build legal monopolies

MNCs create global monopolies by having a central structure that allows them to operate as legal entities in each country. This status creates the avenue to manage and handle consumer markets on a global platform.

h. MNCs puts smaller competitors out of business

This benefit is evident in that MNCs would be more robust by perception, financial standing, and scope, and often, smaller entities struggle to compete with imports or better cost structs that fail.

2.2 ADOPTING THE MNC BUSINESS MODEL

Interestingly, academia does not explore the flip-side perspective of such an action to drive innovativeness and entrepreneurship. This idea gives credence to the exploration of further research into the process of creating local MNCs. However, if this theory holds, then local companies can adopt the MNC business framework and drive unparallel benefits

While the literature provides an exciting view of MNCs and their inherent gains and losses, it is still possible to flip the model into one that creates innovation and entrepreneurship for businesses in emerging economies. What would be the primary source of benefit through this process? How could emerging and developing nations benefit from such an approach? The key, as theories suggest, is the execution model and mode of knowledge transfer. The upcoming sections will explore the two model perspectives that provide an opportunity to create additional benefits.

2.3. Advanced Multinational Enterprises (AMNE) versus Emerging Multinational Enterprises (EMNE)

The origin and approach to knowledge transfer are fundamental to the creation of MNCs. The most significant distinction between model origin is those that form from advanced or developed economies, known as Advance Multinational Enterprises, and those that evolve from developing or emerging economies, known as Emerging Multinational Enterprises. Steinberg et al. (2021) argue that irrespective of the approach, geographic dispersion allows access and creation of knowledge globally which is critical to MNCs" success. MNCs must find ways to efficiently access, transfer, and integrate knowledge and resources worldwide to exploit these benefits.

Steinberg et al. (2021) refer to Kogut and Zander's (1993) study, which explains that AMNEs create knowledge at the headquarters (domestic country) and transfer said knowledge through their subsidiaries. However, Steinberg et al. (2021) mention new research by Cantwell and Mudambi (2005), which shows that subsidiaries are becoming competent and capable of creating knowledge. This premise gives credence to the discussion that adopting such models could spur entrepreneurship and innovativeness in emerging countries like Nigeria. The access to global knowledge and its transfer to the home country is relevant to economies. Further research supports the ideologies in their study, which explains that this approach provides economic benefits through knowledge resources and the institutional context of operating.

Comparatively, the AMNEs' and EMNEs' primary direction of information flow differs, and generalizations are not possible for the positive mechanisms for knowledge accumulation and allow EMNEs to facilitate technological upgrading. Interestingly academia suggests that EMNS access knowledge through international research and development and creating technical capabilities at the home country location, but this often comes with challenges. According to Steinberg et al. (2021), the challenge is that it is a complex process of integrating foreign knowledge, and the gaps in the ability to absorb such knowledge. These gaps, however, often find closure through institutional reforms and teaching openness and innovation that drives continuous learning and development internally. If this is the situation, can locally born EMNE in Nigeria successfully adopt such techniques to drive entrepreneurship and innovativeness? Moreover, how important is the knowledge transfer process in this bid to adopt a worthy business model to drive innovativeness and entrepreneurship at all levels of the economy.

What is evident in the literature is that emerging economies, through the growth of EMNEs, find that these organizations usually lack competitive research and development capabilities, forcing them to focus on capability upgrading. This upgrading usually helps emerging economies catch up on external opportunities that AMNE regularly exploits across global markets.

2.4 Knowledge Transfer

Throughout discourse and academic literature, knowledge transfer appears to be the critical element to the success of MNCs, whether AMNE or EMNE. MNCs exploit access to knowledge, innovation, and creativity to transfer those resources to spur economic gains. The general access to international knowledge increases competitiveness by leveraging innovativeness (Steinberg et al., 2021). Zhao et al. (2022) express the same beliefs that knowledge is critical, especially in the case of EMNEs. The authors explain that there are three key building blocks of learning. These include ability-seeking strategy, knowledge transfer, and innovation. Additionally, Zhao et al. (2022) acknowledge that knowledge management is an integral part of the survival and sustainability of MNCs. The author argues that innovativeness is the primary outcome of knowledge management through entrepreneurial creativity, new products, patents, and process.

2.4.1 Reverse Knowledge Transfer

Reverse knowledge transfer is the ideology that represents EMNEs in totality. Mudambi et al. (2014) explain that although MNCs are different, subsidiaries are even more differentiated in their ability to create new knowledge and competencies. The theory explains that subsidiary innovativeness positively correlates to the level of reverse knowledge transfer to parent companies. Kogut and Mello (2017) argue that this bottom-up transfer enhances emerging economies through EMNEs.

Academics explain that engaging in reverse knowledge transfer expands development capabilities for transitioning states and EMNEs and provides a basis for continuous growth (Lankowska et al., 2021). Lankowska et al. (2021) argue that the key motivator for investment is knowledge, and reverse ability makes the experience worthwhile. The authors refer to other academic studies that support their claims citing that not enough is understood about reverse transfer, but the benefits are enormous. This apparent lack of sufficient academic literature proves that this topic needs further exploration. However, as literature establishes, the criticality of knowledge transfer to developing resources in MNCs and, by extension, the marketplace. Understanding the perspectives of entrepreneurial creativity and innovativeness becomes ever so more critical.

2.5 Enhancing Entrepreneurial Creativity and Innovation

The prior literature examines the concepts of MNCs and how they impact societies through knowledge transfer and its inverse perspective. However, what does the literature say about how MNCs can contribute to enhancing entrepreneurial creativity and innovation? Firstly, academics establish that innovation begins with creativity. Interestingly though, is that creativeness is insufficient for complete innovation (Dorcas, 2017). Dorcas (2017) insights that creative inspiration is the first step within innovativeness, and a thriving entrepreneurial mindset is also necessary. On that note, this establishes some connection to the theory of knowledge transfer in MNCs, knowledge drives creativity, but entrepreneurism drives sustainability.

Theories of entrepreneurship claim that the development of economies is hinging on the ability to drive entrepreneurship. According to Dorcas (2017), entrepreneurs invent, imitate, innovate, and in most cases, take calculable risks. The author also argues that entrepreneurship is far more than creating business enterprises but being able to succeed in an ever-changing global marketplace. Such skills lead to entrepreneurial revolution and creativity. Dorcas' (2017) parallel study of Nigeria also shows that the country suffers from a lack of entrepreneurial spirit and struggles with economic development, which he corroborates using the Human Development Index. In this case, the Global Innovative

Index could pose and provide even more valuable insights into the entrepreneurial challenges of the country. The author references studies by Wheatley (1994), which look at understanding creativity and innovation through an analysis of people. Interestingly the study shows that creativity and innovativeness are necessary for competitive advantage and is key to entrepreneurial development.

Further expansion of this ideology speaks to the main conceptual approaches to entrepreneurialism. These include three functional approaches, firms as vital economic actors and owner-operated enterprises. Essential to success takes no preference for a specific method but guides that each has its benefits and shortcomings.

Dorcas (2017) insights that a functional approach focuses on the dynamic actor who drives creativity, innovation, production, investment, research, and development. Interestingly, this ideology views entrepreneurship as a psychological trait of dynamism and originality. Surprisingly it covers managers of MNCs, state organizations, and various entrepreneurs within organizational frameworks. Also, Dorcas (2017) highlights that a firm can act as an economic actor; these firms include owner-operated organizations, state-owned organizations, joint ventures, and subsidiaries of multinational companies. Thirdly, owner-operated enterprises look at the entrepreneur as a person who owns and is actively running the business. This usually covers small and medium-sized enterprises, startups, and sole proprietorships.

Ideologies around innovation form the basis for the context of interactions. In the business environment, entrepreneurs and enterprises (MNCs) continuously seek new opportunities and convert them into goods and services that build economies (Dorcas, 2017). Innovation is at the forefront of the creation and inventions that fuel competitive advantage and reliance in the market. Dorcas (2017) confirms that in most cases, innovation comes in processes, products(services), and management. Although all three are relevant, management and organization allow resource managers to exploit human resources with an inherent capacity to antedate systems. Hence innovativeness, by extension innovation, is how entrepreneurs convert opportunities into marketable and economic benefits.

Academics argue that entrepreneurial creativity and innovativeness lead to the economic revolution that enhances the monetary standard of living. Entrepreneurial creativity and innovativeness improve entrepreneurial activities that drive national growth.

Essential to the discussion points of the literature on the topic are the interconnections between the state of an economy, its willingness to innovate and grow, its capacity to innovate, its approach to business, and the ability to drive growth and innovativeness internally. The next section of this academic discussion looks at the methodology to analyze the relevance of this topic. Dorcas (2017) refers to Athiauzu's article about entrepreneurship and Government development in Nigeria. In this reference, the author states that for Nigeria to combat economic development problems, the Government must invest in and enhance the entrepreneurial framework.

3. Data and Methods

To supplement the ideologies of the current literature on the topic, the approach will take on a comparative review of Nigeria's current state and other developing countries as it relates to the performance in the Global Innovation Index (GII) between 2017 and 2020 pre-pandemic. This comparative review allows for a deeper understanding of the economy's current position holistically concerning what is identifiable within the sub-indexes of business sophistication, knowledge and technology output, and creative outcomes. Comparatively, the discussion methods will examine the Global Entrepreneurial Index (GEI), which also provides a synopsis of the entrepreneurial ecosystem of Nigeria. This measure subjugates prior measures by collecting data on the population's abilities, attitudes, and objectives (pillars) and weighs it against the economic infrastructure. This comparative approach seeks to provide an understanding of the output of MNE activity that could show a correlation to the level of entrepreneurship and innovativeness and give a reason for further research.

4. Findings and Discussion

Comparatively, studies show that Nigeria is an emerging nation struggling to find economic stability. The drive to economic freedom could lie in the inherent capabilities of entrepreneurial creativity and innovativeness through adopting MNC business models. Table 1 illustrates the current state of innovativeness in Nigeria. The table indicates that Nigeria's index score over the past five years has been marginally above average but significantly lower than the average of the top ten performing developing countries and marginally above the bottom ten countries. This provides credence to the literature citing that Nigeria is still emerging and has much room for growth. Notably, the maximum attainable score is 100, and hovering at a 20-point score simulates a significant gap in innovativeness. Figure 1 provides a pictorial representation of the same data in table one. It signals a downward trend from 2017, which also means that the gap is widening, which aligns with the Federal Ministry of Communications and Digital Economy of Nigeria (2020).

Secondly, a further comparison shows Nigeria's lower entrepreneurial creativity and innovativeness level. Table 2 and Figure 2 show positive movement between the three indexes, as they move together positively. However, it is noticeable that there is a downward trend from 2019. The data assimilates the inherent weaknesses in innovativeness and outputs. The data suggests that there are opportunities for growth and improvement.

Figure 3 illustrates Nigeria's 2018 Global Entrepreneurial Index position; the index breaks out the economy's performance by the pillar. What is recognizable in this output is that Nigeria has significant gaps in entrepreneurial attitudes, abilities, and aspirations. At this

the point, it gives reason to question the current stability of entrepreneurship in the country.

Figure 4 shows a comparison between Nigeria and China, China who is at the higher end of emerging economies. The GEI compares the fourteen elements of the three pillars providing an insightful diagram of disparity. The evidence in the pictogram indicates that Nigeria is lagging behind the earlier movers like China in innovation and risk acceptance networking. Interestingly, Nigeria shows greater acceptance of opportunity perception which means they are open to change. Other areas of

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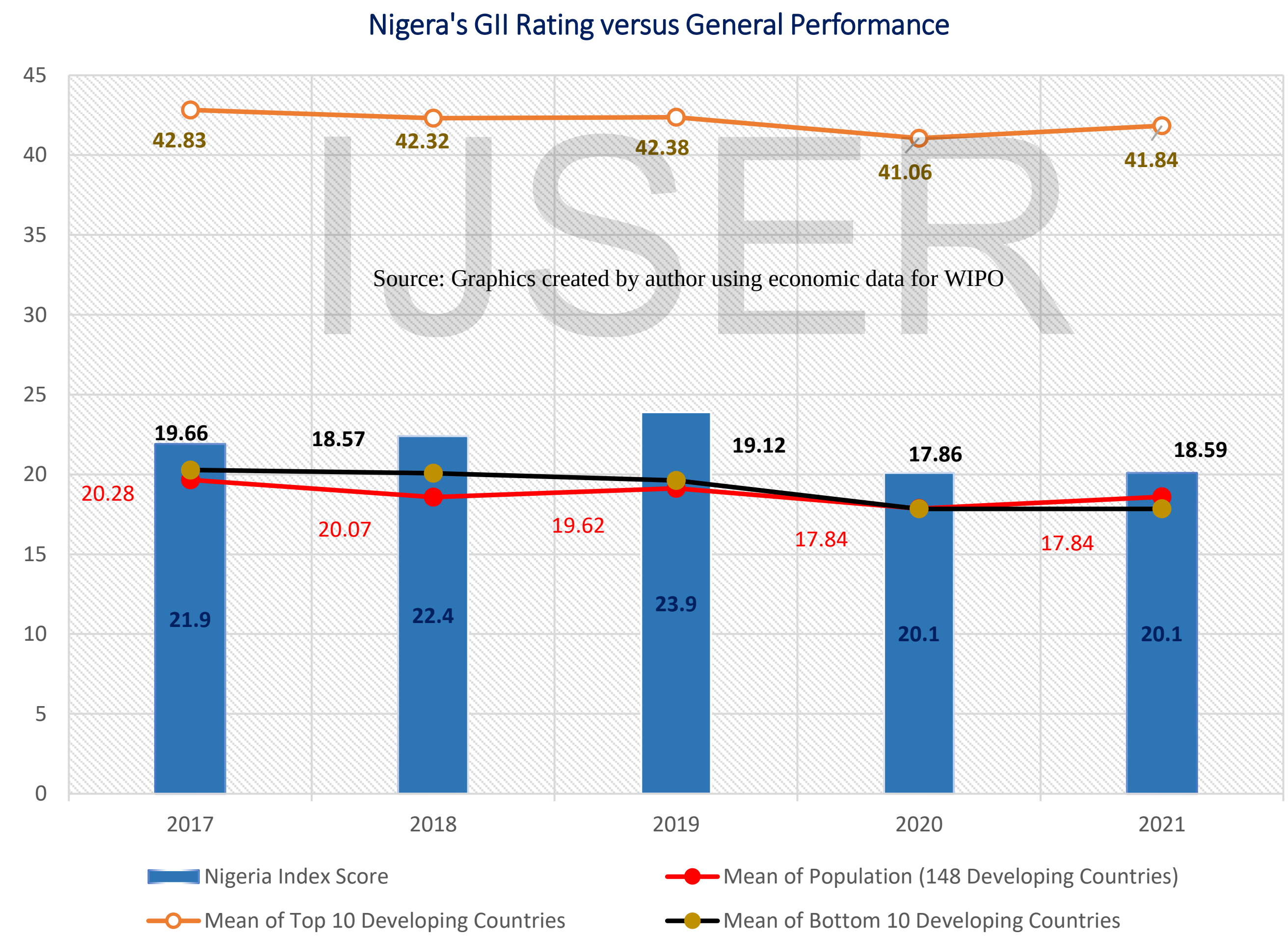
note are startup skills and human capital comparable to the more advanced developer. The information, in this case, highlights that Nigeria has growth potential.

Table 1: Descriptive Statistics of Nigeria

Descriptive Statistics Developing Countries	Global Innovation Index (GII Score)				
Mean Results	2017	2018	2019	2020	2021
Mean of Population (148 Developing Countries)	19.66	18.57	19.12	17.86	18.59
Mean of Top 10 Developing Countries	42.83	42.32	42.38	41.06	41.84
Mean of Bottom 10 Developing Countries	20.28	20.07	19.62	17.84	17.84
Nigeria Index Score	**21.9**	**22.4**	**23.9**	**20.1**	**20.1**

Source: Graphics created by author using economic data for WIPO

Figure 1: Global Innovative Index versus Average Performance of Developing Nations



Source: Graphics created by author using economic data for WIPO

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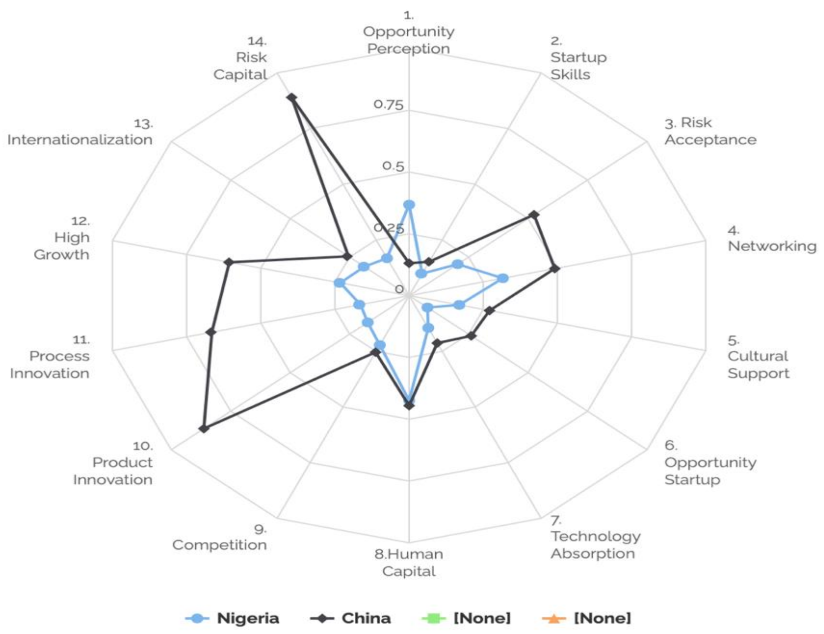
Figure 3: Nigeria's Global Entrepreneurial Index (GEI) 2018

	PILLARS		INSTITUTIONAL VARIABLES		INDIVIDUAL VARIABLES	
Entrepreneurial **Attitudes**	Opportunity Perception	0.37	Market Agglomeration	0.27	Opportunity Recognition	1.00
	Start-up Skills	0.10	Tertiary Education	0.15	Skill Perception	1.00
	Risk Acceptance	0.20	Business Risk	0.18	Risk Perception	1.00
	Networking	0.32	Internet Usage	0.22	Know Entrepreneurs	1.00
	Cultural Support	0.17	Corruption	0.29	Career Status	0.77
	Entrepreneurial Attitudes	21.59				
Entrepreneurial **Abilities**	Opportunity Startup	0.08	Economic Freedom	0.17	Opportunity Motivation	0.55
	Technology Absorption	0.15	Tech Absorption	0.38	Technology Level	0.34
	Human Capital	0.42	Staff Training	0.69	Educational Level	0.50
	Competition	0.22	Market Dominance	0.37	Competitors	0.50
	Entrepreneurial Abilities	20.06				
Entrepreneurial **Aspirations**	Product Innovation	0.17	Technology Transfer	0.38	New Product	0.48
	Process Innovation	0.16	GERD	0.34	New Tech	0.63
	High Growth	0.23	Business Strategy	0.34	Gazelle	0.54
	Internationalisation	0.19	Globalization	0.19	Export	0.53
	Risk Capital		Depth of Capital Market	0.23	Informal Investment	0.41
	Entrepreneurial Aspirations	17.91				
	GEI	19.85	Institutional	0.30	Individual	0.66

Source: https://thegedi.org/spidertest/spider/spiderwwy/

Figure 4: Nigeria's Global Entrepreneurial Index (GEI) 2018



Source: https://thegedi.org/spidertest/spider/spiderwwy/

5. Conclusion

In every situation lies an opportunity for growth and development. For Nigeria, opportunity lies within the ability to exploit knowledge through Emerging Multinational Enterprises. It is adopting business models that allow the country (home) to use resources and expertise from abroad. Through exploitation of reverse knowledge transfer, Nigeria can spur the necessary growth in entrepreneurship and innovativeness. As literature explains, this process is critical to unearthing the benefits of knowledge from more advanced markets and building entrepreneurial skills within the country. Essential to success is the need for further research into the plausibility of this approach and more pragmatic case studies. This academic piece aims to open academic discussion to the concept of entrepreneurial creativity and innovativeness through Emerging Multinational Enterprises. Hence creating worthy models that are replicable and provide adequate value propositions for other developing and emerging states.

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