An Investigation of Obstacles for Small Ghanaian Enterprises Relocating from Urban to Rural Areas

- A Minor Field Study in Ghana

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Master of Science Thesis
Stockholm, Sweden 2013
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Master of Science Thesis MMK 2013:56 MCE 288
KTH Industrial Engineering and Management
Machine Design
SE-100 44 STOCKHOLM
This study has been carried out within the framework of the Minor Field Studies Scholarship Programme, MFS, which is funded by the Swedish International Development Cooperation Agency, Sida.

The MFS Scholarship Programme offers Swedish university students an opportunity to carry out two months’ field work, usually the student’s final degree project, in a country in Africa, Asia or Latin America. The results of the work are presented in an MFS report which is also the student’s Master of Science Thesis. Minor Field Studies are primarily conducted within subject areas of importance from a development perspective and in a country where Swedish international cooperation is ongoing.

The main purpose of the MFS Programme is to enhance Swedish university students’ knowledge and understanding of these countries and their problems and opportunities. MFS should provide the student with initial experience of conditions in such a country. The overall goals are to widen the Swedish human resources cadre for engagement in international development cooperation as well as to promote scientific exchange between universities, research institutes and similar authorities as well as NGOs in developing countries and in Sweden.

The International Relations Office at KTH the Royal Institute of Technology, Stockholm, Sweden, administers the MFS Programme within engineering and applied natural sciences.

Lennart Johansson
Programme Officer
MFS Programme, KTH International Relations Office
Sammanfattning

Idag finns en omfattande mängd litteratur som rör urbaniseringsproblem i Västafrika. Urbaniseringen i Ghana har lett till att de större städerna utvecklats men samtidigt orsakat ekonomisk depression på landsbygden. Dock har städerna även kommit att begränsas då utvecklingen inte motsvarar behoven från den stadigt ökande migrationen, vilket lett till svårigheter i att upprätthålla standarden för grundläggande tjänster och system så som vård och skolgång. Ghanas regering försöker avhjälpa problemet, bland annat genom att uppmuntra små företag att flytta till landsbygdsområden. Ghana är i stor utsträckning ekonomiskt beroende av småföretagen och dessa utgör även en stor plattform för anställning. Idén att främja omlokalisering av företag, från urbana till rurala områden, grundas i tron att detta kommer skapa fler arbetstillfällen samt hämma ekonomisk depression, och därmed stärka attraktionskraften av att bo och leva på landsbygden.

Denna rapport utgörs av en litteraturstudie, en mindre fältstudie i Ghana och en enskild fallstudie av ett litet ghanansk klädföretag. Projektet syftade till att undersöka hinder och möjligheter för små företag att omlokalisera, hela eller delar av företaget, från urban till rural miljö. Detta för att förstå svårigheter och möjligheter som ligger till grund för företagens förutsättningar att lyckas vid dessa nya förhållanden. Både subjektiva- och objektiva metoder användes för datainsamling under studien.

Resultaten presenteras i form av ett kraftfältsdiagram som illustrerar faktorer som dels försvårar och dels underlättar för små företag vid flytt från urban till rural miljö. Initialt bedömdes de motverkande faktorernas inverkan vara betydligt större än de möjliggörande, framförallt relaterade dessa till svårigheter gällande kvalitetssäkring och kommunikation. Vidare presenteras hur kraftfältsdiagramet påverkades för att minska svårigheter samt öka kraften hos underlättande faktorer, där TQM samt ICT identifierades som potentiella hjälpmedel. Detta resulterade i en ny kraftfältsanalys, vars diagram påvisade bättre förutsättningar för flytt till följd av implementering av dessa hjälpmedel.
Abstract

Up to date, an extensive amount of literature is available on urbanization related problems in West Africa. Urbanization in Ghana has led to a major development of urban cities but simultaneously caused economic depression in rural areas. However, cities have also come to be limited since the development does not meet the needs of the steady migration, leading to difficulties in maintaining the standard of basic services and systems, such as health care and schooling. Ghana's government is trying to remedy the problem by encouraging small enterprises to relocate to rural areas. Ghana is highly dependent on small enterprises, both economically and as a platform for employment. The idea to promote the transfer of companies, from urban to rural areas, is based in the belief that this will create more employment opportunities and hamper economic depression, thus enhancing the attractiveness of living in rural areas.

This report consists of a literature study, a small field study, and a single holistic case study of a small Ghanaian clothing company. The project aimed to examine obstacles and opportunities for small enterprises to relocate, all or parts of the company, from urban to rural environments. The approach aimed to create an understanding of the difficulties and opportunities that form the basis of companies' potential to succeed under these new circumstances. Both subjective- and objective methods were used for data collection during the study.

The result is presented as a force field diagram that illustrates factors enabling and restraining the ability of small companies moving from urban to rural environments. Initially, the impact of the restraining factors exceeded the enabling factors by far, these were found particularly related to quality assurance and communication. TQM and ICT were identified as potential tools for decreasing the impact of the restraining factors while enhancing that of the enabling. This resulted in a new force field diagram, which showed better conditions for successful relocation, due to the implementation of these tools.
Acknowledgements

We are grateful for the opportunity we have been given, making a field study in Ghana as our master thesis, a country very opposite to what we are used to. We have gained great knowledge and created long lasting memories and friends. We therefore want to thank the persons that made this master thesis project possible.

First of all we want to thank Kwesi Nti, Margareta Norell Bergendahl, and Susanne Nilsson for initiating the project in the first place. A more devotedly thank to Kwesi Nti and Susanne Nilsson for mentoring the project from start throughout the whole project. Both participated in personal meetings, as well as via Skype and e-mail if not stationed in the country. Furthermore, they provided valuable help through contacts, guidance and inputs.

A grateful thank as well to all interview respondents: Kwesi Nti, Daniel Akrong, Kofi Acolatse, and Ruth Takyi of Tribe, George Dua at the Employment Agency Office in Atimpoku, John Hawkins Asiedu, Director of Marketing and Public Relations, and Doris Asetena-Mensah, Commercial Officer at the Ministry of Trade and Industry in Ghana, and finally Edvard B Ashong-Lartey, Director of Marketing and Public Relations at Ghana Investment Promotion Centre, for valuable insights and information during interviews.

We also want to thank the remaining production staff of Tribe for giving us permission, and participation in our observation studies.

A thank as well to SIDA (Swedish International Development Cooperation Agency) and Piep (Product Innovation Engineering Program) for financially supporting the Minor Field Study (MFS) in Ghana.

We also thank our opponent Marcus Wallin for valuable insights for the final report and during the thesis presentation.

A final thank goes to everyone else in Ghana that made our visit an unforgettable experience.

Elin Olofsson  
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2013-05-30

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This table presents abbreviations frequently used throughout the report. These are briefly presented here and further defined and described in the report.

**Abbreviations**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
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<tbody>
<tr>
<td>F2F</td>
<td>Face-to-Face</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>MFS</td>
<td>Minor Field Study</td>
</tr>
<tr>
<td>MSE</td>
<td>Micro- and Small Sized Enterprises</td>
</tr>
<tr>
<td>MSME</td>
<td>Micro-, Small-, and Medium Sized Enterprises</td>
</tr>
<tr>
<td>QA</td>
<td>Quality Assurance</td>
</tr>
<tr>
<td>SME</td>
<td>Small- and Medium Sized Enterprises</td>
</tr>
<tr>
<td>TQM</td>
<td>Total Quality Management</td>
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This chapter presents the problem description and background, outlining the origin of this thesis in short terms. Ghana as well as the site and company of the case study are presented briefly in addition to the scope and delimitations of the study.
INTRODUCTION

1. Background
This section presents the context of the thesis and the background to the problem description upon which this thesis is built. The section thus provides background information on the field study performed in Ghana using a Ghanaian clothing company called Tribe, for a single case study.

1.1. Ghana
The Republic of Ghana is a lower middle income country in West Africa (The World Bank Group, 2013). Ghana has a population slightly exceeding 25 199 000 whereof 51 % live in urban areas. Ghana’s location can be seen in Figure 1.1.1.

![Ghana's location and flag](image)

*Figure 1.1.1. Ghana’s location and flag*

Consistent with other parts of Africa, Ghana suffers from increasing problems related to growing urbanization. The massive migration from rural- to urban areas in Ghana has strained the city systems and made the cities unable to provide basic services, such as schooling, power supply and health care, to meet the increasing demand (Arthur, 1991).

The migration of people from rural areas into cities are further mirrored in the business world and has become evident to employers through for example high employee turnover rates and the loss of built competence it entails (Hawkins Asiedu and Asetena-Mensah, 2013). Competition has also been further intensified by imports, mainly from China, since Ghana joined the World Trade Organization (WTO) in 1995 (World Trade Organization, 2013).

1.2. Tribe
Tribe, founded by the CEO and General Director Kwesi Nti, is a small retail company located in Accra, producing high-end afro-centric garment and shoe collections. Today Tribe consists of seventeen employees. The CEO has recently been exposed to the rising urbanization problems in Accra, resulting in high costs for training of staff due to rising employee turnover. The training period in the company is long and costs are already high due to the high-end market the company serves. Most of the company’s clients are business men and women, as well as companies ordering bulks of clothes or shoes for staff uniforms. (Nti and Akrong, 2013b)
According to Akrong and Nti (2013a) employees stay in the company for an average of six months, which creates high employee turnover rates. Notifying this problem, the company developed a vision of moving the production out to a rural area adjacent to Accra, named Atimpoku, in order to provide a source for workforce security.
2. Scope

This section outlines the scope of the thesis, providing a description of what the study aimed to investigate as well as the limitations of the project. Problem description, purpose, and delimitations are presented here.

2.1. Problem Description

Urbanization related problems affect larger cities through strain of basic service systems, and rural areas through economic depression. In addition to this, companies located in larger cities suffer from high employee turnover rates and are therefore unable to keep skill and knowledge within the company.

The idea behind this master thesis was the vision that urbanization related problems for small companies in Ghana, as well as the country as a whole, could be mitigated by relocating smaller organizations to rural areas. Thus, putting less strain on overcrowded cities and strengthening rural areas, meanwhile benefiting companies through lower employee turnover rates. Based on this, the master thesis aimed to investigate the factors that affect such change in order to sort out what measures companies can undertake to remedy the obstacles.

2.2. Purpose/Aim

The aim of this project was to investigate factors that have an impact on smaller enterprises in Ghana when relocating all or parts of the company. The purpose was to reveal both restraining and enabling factors related to relocation form urban to rural environments. This was performed through a minor field study in Ghana and a case study of a clothing company currently located in Accra planning to relocate the production plant to Atimpoku, a rural area outside of Accra. To fit the case study approach, the problem scope was initially broad and later narrowed down as knowledge was gained on what the most severe obstacles were.

The initial purpose of the thesis was thus:

- Identifying enabling- and restraining factors that have an impact on small retail companies relocating, all or parts of the organization, from urban to rural areas in Ghana
- Analyzing possibilities to increase/add enabling factors, and decrease/remove restraining factors

2.3. Delimitations

The thesis was limited to include a minor field study in Ghana while using only one company as subject to a single case study due to a time limitation of six months in total. The field study was ongoing for no more than nine weeks and therefore included only rural areas along the coast and those adjacent to Accra, as well as urban parts of Accra itself. Even though several problem areas were found, the project scope had to be narrowed down to make time for a more in-depth analysis. Thus, the project solely focused on the results deemed most crucial, namely those imposed by communication and quality assurance. Finally, the study only focused on small retail companies in Ghana and did not treat legal or economic aspects on an in-depth level.
This chapter concludes the organization and planning of the project, upon which the study is based, as well as the methods used. A stage-gate model was modified as the underlying process. Depending on the aim of each approach, the methods used were sometimes combined and slightly modified to better fit the project in general, and the field- and case study in particular.
1. Organization and Planning
In this section, the basic planning is outlined through a time-plan, presenting tasks and milestones, as well as the organization of the project in relation to its stakeholders. In addition, a risk analysis was done to prevent or avert possible risks as well as prepare for unforeseen or unavoidable obstacles that could have occurred during the course of the project.

1.1. Internal Organization
The project’s internal organization was relatively easily managed considering it consisted of only two persons. However, it was still deemed crucial to have a thorough planning and detailed agreements to prevent obstacles arising as a consequence of poor communication and preparations. Throughout the course of the project, frequent communication was held with the supervisors in Sweden and Ghana. During the field study, the supervisor from the host country was heavily involved while frequent communication was held with the Swedish supervisor. All involved parties were kept up to date on how the project proceeded, while documentation on progress was updated on Dropbox during the project for all parties to share. Moreover, meetings were held to keep good communication and eliminate misunderstandings on expectations and deliveries.

1.2. Stakeholders
Four primary stakeholders were identified for the project, these were either sponsors, task initiators or course-related stakeholders. The stakeholders as well as their relation to and demands on the project are presented here.

1.2.1. Royal Institute of Technology
The Royal Institute of Technology was a stakeholder to the project and the course from which the thesis originated. The course included four mandatory sessions in addition to the requirements for different levels of grading. These sessions entailed attendance on a planning seminar where a presentation was held, as well as an opposition on another project presentation. Moreover, there was a requirement to attend a minimum of two thesis presentations held by other students, these were to be attended in addition, and prior, to the opposition presentation and the final presentation.

1.2.2. Tribe
Tribe is the company, around which the study revolved, acting as a subject of the single case study, and was also the task initiator. Tribe contributed through continuous assistance throughout the project, but was primarily crucial during the field- and case study while conducting observations, interviews and workshops in the host country. The company thus provided important connections and information in getting the most out of the field study. Tribe gained access to the report and additional outcomes of the project, as well as suggestions on how to further proceed.
1.2.3. **SIDA – Swedish International Development Agency**

SIDA is a government agency acting as a foundation for international development collaborations with the aim to reduce world poverty (Swedish International Development Cooperation Agency, 2012). SIDA sponsored the project with a total of 50 000 SEK (approximately 5 000 EUR), on the premises that they got access to the resulting outcome. Furthermore, a mandatory pre-course held by SIDA was attended in preparation for the Minor Field Study (MFS), and finally a short travelogue that recapped the experience of the field study in Ghana, was provided to the agency.

1.2.4. **Piep – Product Innovation Engineering Program**

Piep is a national program for research and change in education, as well as a long-term effort to increase innovation capacity among people and organizations (Product Innovation Engineering Program, 2012). Piep sponsored this project through accounting for flight tickets to and from Ghana, and was provided suggestions on possible future work that can be conducted based on this thesis.

1.3. **Time Plan**

A time plan was set, outlining all tasks and milestones with preset due dates. An illustration of the planning can be seen in *Figure 1.3.1* below. In addition, an overview of the time plan with tasks divided into stages can be seen in *Appendix 1*.

![Figure 1.3.1. Illustration of the planning structure of the project, with activities and milestones](image-url)
1.4. Risk Assessment

A risk analysis was established in order to investigate the possibility of unforeseen events, as well as their risk measure and risk prevention, which can be seen for the three risks deemed most crucial in Table 1.4.1. The full table of the risk analysis can be found in Appendix 2. The probability of occurrence, \( P \), and the severity of impact, \( S \), was rated according to a \( 1 – 3 – 9 \) scale. The higher the risk value the greater the probability or severity of the risk. The risk value was then calculated as a product of \( P \) and \( S \) through \( R = P \cdot S \).

Table 1.4.1. Risk analysis of the three highest rated possible risks

<table>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Technical issues such as lack of internet connection or electricity in Ghana</td>
<td>3</td>
<td>9</td>
<td>27</td>
<td>Limited the stay in rural areas when accessibility to internet and/or electricity was scarce. Bought mobile internet devices as back-up.</td>
</tr>
<tr>
<td>2) Lack of vital resources</td>
<td>3</td>
<td>9</td>
<td>27</td>
<td>Outlined limitations of the project and planned for the activities in order to reduce inadequate need of unavailable resources. Planned for two weeks’ time buffer.</td>
</tr>
<tr>
<td>3) Communication problems during interviews due to language- or cultural difficulties in Ghana.</td>
<td>3</td>
<td>9</td>
<td>27</td>
<td>Used an interpreter during field study in rural areas. Maintained frequent communication with the supervisor in Ghana during the visit, to prepare for possible culture barriers. Established contacts prior to the field study. To speed up the process once on site.</td>
</tr>
</tbody>
</table>
For these three risks, which reached the highest risk values, actions to remedy or decrease the severity were discussed. Careful planning and awareness could decrease the risk of problems occurring and the severity if they do occur. It was therefore considered useful to have an action plan prepared in the event of the preventions being inadequate or problems leading to more severe consequences than initially anticipated. The action plan is presented in Table 1.4.2.

Table 1.4.2. Action plan for the three risks which scored the highest risk values

<table>
<thead>
<tr>
<th>Risk</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Technical issues</td>
<td>Planned to revise the time plan and use the time buffer for compensating for possible time loss. Use the back-up documents and conduct a simpler and more manual form of studies if necessary in order to not be dependent upon technology.</td>
</tr>
<tr>
<td>2) Lack of vital resources</td>
<td>An additional time frame of two weeks was planned for conducting those interviews and observation studies lost in the event of unforeseen problems in communication. These weeks were scheduled to be two weeks before leaving Ghana so there would have been time to adjust to difficulties and to further plan and adapt the study to prevailing circumstances.</td>
</tr>
</tbody>
</table>
2. Research Design

The underlying process used for the project was a research design approach based on a stage-gate model, modified to better suit the needs and circumstances of the study. The approach used for the project was a field study in Ghana using a small Ghanaian company as subject to a single case study.

2.1. Stage-Gate

A stage-gate model was used as the underlying frame of reference for the planning of the project. The study was divided into four stages with corresponding gates where important decisions were made considering achievements, and go-/no go decisions constituted whether to proceed or conduct complementary tasks. The stages were divided as follows:

- Stage 1: Pre-Study
- Stage 2: Field study
- Stage 3: Data Analysis
- Stage 4: Refinements

Table 2.1.1 below outlines what tasks, actions, and milestones each stage entailed and the gate requirements to be fulfilled in order to proceed to the next stage.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Tasks</th>
<th>Milestones</th>
<th>Gate Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-study</td>
<td>-Kick off</td>
<td>-Planning seminar</td>
<td>The pre-study provided a solid foundation to further build on for a successful field study</td>
</tr>
<tr>
<td></td>
<td>-Planning report</td>
<td>-Pre-study accomplished</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Planning seminar</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Literature studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Observations</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Interviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field Study</td>
<td>-Literature studies</td>
<td>-Field study successfully accomplished</td>
<td>The field study generated enough relevant data in order to conduct a force field analysis from which data analysis could be performed</td>
</tr>
<tr>
<td></td>
<td>-Observations</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Interviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Analysis</td>
<td>-Literature review and analysis</td>
<td>-Ideation accomplished</td>
<td>The data analysis phase resulted in satisfactory results and conclusions</td>
</tr>
<tr>
<td></td>
<td>-SWOT</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Force field analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-Result and conclusions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refinements</td>
<td>-Finishing refinements</td>
<td>-Results and conclusions</td>
<td>The project resulted in satisfactory outcomes for each of the stakeholders as well as met the purpose and goals of the project</td>
</tr>
<tr>
<td></td>
<td>-Feedback measures</td>
<td>-Report delivery</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Thesis presentation</td>
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</tr>
</tbody>
</table>

As can be seen in the table above, the stage-gate model was modified to fit the specific circumstances of the study and the purposes of each of the phases. The process entailed overlapping activities in order to be more dynamic and easily adjusted in the event of unforeseen changes.
2.2. **Field Study**

There is no recognized clear definition of field studies, however Cavaye (1996) defines it as follows:

"Field studies take place in the natural environment of the phenomenon. The researcher enters the field with a prior definition of constructs and uses systematic techniques for the collection and recording of data". (Cavaye, 1996)

Furthermore, the field study can be seen as a method which provides the ability to gain knowledge through exploring and through meetings with new people and/or environments (Almius et al., 2006). According to Walsham (1993), field studies include ethnographies and in-depth case studies. However, Klein and Myers (1999) argues that there is no clear distinction between a field study and a case study, but implies that the principle differences lies in the length of time and the extent to which a researcher immerses in the life of a social group under the study.

In this study, a nine week minor field study was conducted in Ghana, using various methods as tools for data collection on site. The sites visited included larger cities and smaller villages, representing both rural and urban areas. However, due to limited time the field study only included the southern parts of the country. Specific places visited can be seen in Figure 2.2.1 below.

*Figure 2.2.1. Map of sites visited during the field study in Ghana*
2.3. Case Study

A case can be defined as a contemporary activity that can only be understood in a contextual situation (Baxter and Jack, 2008, Gillham, 2000), thus making it suitable for applying to the MFS. A case study is a good approach for several reasons, e.g. if one wants to explore individuals, groups or organizations in a way that cannot be done through literature or previous work (ibid), to explore unknown situations (Gillham, 2000), or when there is a need to see a problem from different perspectives (Gillham, 2000, Baxter and Jack, 2008). The strength of a case study is that evidence are primary facts, in comparison with literature (Gillham, 2000).

Case studies can be distinguished into explanatory-, exploratory- or descriptive case studies (Baxter and Jack, 2008), and furthermore single holistic-, or multiple case studies (Baxter and Jack, 2008, Gillham, 2000). A single holistic case study will result in obtaining an in-depth understanding but is limited in that the researchers only gain understanding of a specific situation, unlike a multiple case study approach which allows one to analyze through a cross situational context (Baxter and Jack, 2008).

While collecting data, one must consider that truth is relative and ones’ perceptions might not cohere with others (Gillham, 2000), hence to have an open mind is crucial. Cultural differences and the level of literacy in the host country were therefore taken into account throughout the field study.

For this case, an exploratory single holistic case study was used as a data collection method in order to gain a more in-depth understanding of one single organization. To limit the focus to one specific case enabled this project to, within the time limitations, present more reliable results as complementary inputs to the literary framework. The case study focused on the clothing company Tribe, currently located in Accra with potential plans to relocate to Atimpoku, a rural area adjacent to Accra. Tribe aims to only relocate the production plant while keeping the shops and the core of the organization in Accra.

To avoid solving tremendous problems leading to fragmented result it is valid to found a ground for the case, form limitations, and thus narrow the scope of the study (Baxter and Jack, 2008). However, the question should initially be broad, and later on be narrowed in order not to exclude unrealized potential, and to avoid pitfalls caused by ones conceptual baggage (Gillham, 2000). The research question has therefore been narrowed down along the way due to findings, since the researchers’ initial knowledge on the issue was limited. One should consider not rushing into investigations and endanger the study being inadequately based (Gillham, 2000). Whereas in this case, the problem scope was left relatively open until further knowledge on the underlying aspects were known.

The validity of the inferences drawn from case studies, of one or more cases, does not depend on the representativeness of the case in a statistical sense, but instead on the probability and strength of logical reasoning used in describing and analyzing the resulting outcome (Klein and Myers, 1999).
3. Support Methods

In this section, methods used to facilitate data collection during the field study are presented. These methods were used as underlying support in the various data collection methods to better structure them and get good quality of outcomes from every session.

3.1. Documentation

Throughout the field study, each of the sessions performed were carefully documented using graphic-, manual-, and electronic documentation. The purpose of using multiple documentation methods was that the data collected could, through for example visual recordings, be analyzed after each session, which prevented details being overlooked. Moreover, the written documentation allowed information experienced on site to be secured both in electronic form and on paper.

3.2. Co-Creation

Co-creation is a collaboration principle that could involve anyone from staff or customers to stakeholders (Schneider and Stickdorn, 2011). For this project the approach was used during the field study in conjunction with brainstorming during two workshops described later on, involving staff members and executives in addition to the researchers. This was conducted through involving people from different parts of the organization with diverse areas of responsibility to get a broader set of perspectives.
3.3. Six Thinking Hats

The six thinking hats is a parallel thinking process that separates thinking into six clear functions and roles, each represented by hats of different colors (The de Bono Group, 2013). Figure 3.3.1 below shows the hats with corresponding roles.

![Six Thinking Hats Diagram]

Figure 3.3.1. The different roles of the six thinking hats

During the ideation sessions, the method was used as a complementary tool to brainstorming in order to fully understand the possibilities and potential difficulties of each problem and idea. Furthermore, it enabled generation of more ideas and helped prevent exclusion of those that initially seemed unsuitable.

The method was used as a support tool during each of the two workshops. However, only part of the method was applied in order to better fit the purpose of the workshops. Considering the aim of the sessions focused on building a creative mindset around obstacles and solutions, the blue hat (process) and the red hat (intuitive) was left out, since those roles was not considered to add to the sessions. Some of the benefits could be reaped by adapting only the black, white, yellow and green hat, which was done to provide a broader view with insights from multiple angles, i.e. positive-/negative aspects and facts, as well as steering the ideation towards being more creative and inclusive.
4. Data Collection Methods

Observations, interviews and workshops were used to collect information during the field study. A description of the methods and how they were applied is further presented and described in this section, including how they relate to the study.

4.1. Fieldwork Observations

Observation is an objective method that aims to create an understanding of the situation in the natural environment without interfering. Unstructured direct observations were applied, meaning that the observers were present in the system, performing the observations in a non-schematic manner, an approach often used early on in an investigation. (Osvalder et al., 2008)

In this study, the purpose of using observations was to gain insight in what people do as well as how they act and interact, as opposite to what they say. When arriving in Accra, observations at the company were conducted to understand the workflow and the production as well as the circumstances of a small enterprise in Ghana. The outcome of the observations in the current production was further used as complement to the conducted interviews. This combination was used to reduce the interpretation of employees embellishing their situation or misunderstandings during interviews. Moreover, a number of additional observations were made during the field study to complement the other methods and gather as much information as possible. The observations took place mainly in Accra and Atimpoku but also in rural areas and smaller towns west of the capital.

4.2. Interviews

Interviewing is a versatile method for data collection since it can be used in numerous situations. Interviews performed during the project were initially unstructured due to the uncertainty in what to seek before the problem description could be narrowed down. In an unstructured interview, the interviewer asks open-ended questions and the respondent is allowed to speak freely on the subject. Furthermore, as the data collection formed a clearer picture, semi-structured interviews were adapted, meaning that a preset structure on subjects was used as guidelines meanwhile questions asked were partly open ended and the interviewee is granted some freedom in steering the discussion. This provides prerequisites for a more systematic analysis of the results. (Osvalder et al., 2008)

The first interviews were performed within Tribe in order to found a ground to the problems seen from an internal perspective. During the first interview with the CEO and the accountant of Tribe, no interview template was used. This interview was more of a conversation to gain information of the situation and migration problems in Ghana, the reason for the relocation, as well as getting an understanding of the company and the production. Thereafter, several external interviews were conducted with people considered vital to the study. Each of the interviews performed are presented in an overview in Table 4.2.1 below. The interview questions used can be seen in Appendix 3.
Table 4.2.1. Performed interviews during the field study.

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Title/Position</th>
<th>Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kwesi Nti</td>
<td>CEO, Tribe</td>
<td>3</td>
</tr>
<tr>
<td>Daniel Akrong</td>
<td>Accountant, Tribe</td>
<td>2</td>
</tr>
<tr>
<td>George Dua</td>
<td>Employment Agency Officer, Employment Agency of Atimpoku</td>
<td>1</td>
</tr>
<tr>
<td>Kofi Acolatse</td>
<td>Head of Clothing Production, Tribe</td>
<td>1</td>
</tr>
<tr>
<td>Ruth Takyi</td>
<td>Salesperson, Tribe</td>
<td>1</td>
</tr>
<tr>
<td>Kwame Kesse-Agyepong</td>
<td>Research and Investment Developer, Ghana Investment Promotion Centre</td>
<td>1</td>
</tr>
<tr>
<td>John Hawkins-Asiedu</td>
<td>Economy Evaluation Consultant, Ministry of Trade and Industry</td>
<td>1</td>
</tr>
<tr>
<td>Doris Asetena-Mensah</td>
<td>Commercial Officer, Ministry of Trade and Industry</td>
<td>1</td>
</tr>
<tr>
<td>Edward B. Ashong-Lartey</td>
<td>Director of Marketing and Public Relations, Ghana Investment Promotion Centre</td>
<td>1</td>
</tr>
</tbody>
</table>

The approach used for interviews with employees of Tribe was contextual interviews, meaning that they were performed in the natural environment of the context examined. The aim of doing so was to reap the benefits of environmental prompts to facilitate a more in-depth discussion meanwhile it helped the interviewee to remember details due to the familiar environment. (Schneider and Stickdorn, 2011) In this case, the interviews were conducted in the setting of the production on weekdays during work hours.

Moreover, all interviews performed were characterized by the five whys, which is a chain of questions used to provide deep and detailed answers. However, the approach was limited to only five steps (questions), at most, in order to keep relevance and not drift away from the original question. (Schneider and Stickdorn, 2011) The observations represented an effective complementary data collection method to the performed observations, as they together provided both subjective and objective information (Osvalder et al., 2008).

4.3. Workshops

Two workshops were conducted during the field study, both including key participants from Tribe. The purpose of the first workshop was to understand the problems from different perspectives in order to rank and prioritize each of the obstacles identified. Even though the problems had surfaced earlier on in the project, the workshop provided new perspectives. The session was set to brainstorm around the difficulties the relocation would entail, using the six thinking hats. The outcome of the session could be seen as a united view of the most critical and crucial difficulties to overcome when relocating.

The second workshop was built upon the first, trying to find solutions to the identified problems, again using the six thinking hats as a support tool for brainstorming. The focus of the second workshop was on creative thinking with the aim of gaining a better view and understanding of how the company perceives their opportunities.
5. Data Analysis Methods

This section presents each of the methods used to handle the data collected before and during the field study. A SWOT analysis in combination with a force field analysis was performed to narrow down the gathered information, specify and sort out the critical data, and further analyze the outcome.

5.1. SWOT Analysis

SWOT analysis is a popular and frequently used tool for identifying strengths, weaknesses, opportunities and threats to assess alternatives in complex decision making (Helms M. and Nixon, 2010). In this study the approach was used through an extensive brainstorming session where strengths, weaknesses, opportunities and threats were identified in relation to the change smaller companies would undergo in the event of relocating all or parts of the organization to a rural area.

5.2. Force Field Analysis

Force field analysis is a qualitative analysis tool (Schwering, 2003), mainly used in a strategic contexts when an organization wishes to undertake change (Burns et al., 2011). It is used to identify and evaluate the factors (forces) that have an impact, enabling or restraining, on the organizations ability to change its current state. (Schwering, 2003)

The threats and weaknesses identified in the SWOT analysis represented the factors acting against change, i.e. restraining forces. Opportunities and strengths were used as factors acting for change, i.e. enabling forces.

The approach was conducted in the steps described below, which begun with identifying factors of the current state of the organization, representing the present prerequisites for relocating. The information was then further used to analyze the forces.

Step 1: Identification of enabling- and restraining forces that were considered to have an impact on the prerequisites for change (Burns et al., 2011). As mentioned earlier, these were identified through the SWOT analysis.

Step 2: Scoring of the forces based on level of impact, using a rating scale from one (weak) to seven (strong) and placing them as representatively sized arrows in a diagram on either the driving or restraining side of a central divide representing the current state of the organization. (Burns et al., 2011)

Step 3: Summation of all the forces on each side and evaluated the potential success of the planned change, providing an overview of the current balance of the forces. This enabled the potential to address and analyze the forces enabling and restraining the change. In the event of the restraining forces outweighing the enablers, making change difficult, forces should be analyzed to find ways to lessen their effect. (Burns et al., 2011)
The approach was acquired to map forces enabling and hampering change towards reaching the right prerequisites for achieving a successful relocation. An analysis was then carried out using the finished force field diagram to gauge the current situation and the potential for successful change. These forces were then further evaluated in-depth in order to find potential ways of increasing/adding the enabling forces and reducing/removing the restraining forces. Once these potential solutions were added, the steps were then repeated, now representing the future state consisting new prerequisites for the change of relocating from an urban to a rural environment.
This chapter presents the theoretical framework with an in-depth description of the data collected through the literature study. It also contains the base upon which the result, analysis, and discussion of the problem relies.
1. Ghana
This section presents information on Ghana as well as Accra and Atimpoku which were the two areas most closely examined during the field study. Furthermore, the section outlines findings on urbanization, education and the role of small companies in the country.

1.1. The Country
The Republic of Ghana is a West African country, bordering Ivory Coast (Côte d’Ivoire) to the left, Burkina Faso in the north and Togo on the east side. The total population of Ghana slightly exceeds 25 199 000, whereof 51 % represents urban population (Central Intelligence Agency, 2013). Ghana used to be a British colony, but in 1957 it became the first sub-Saharan country in colonial Africa to gain their independence. Due to the colonization, English is the official language spoken in Ghana but more than 250 local languages and dialects are also spoken throughout the country (Embassy of Ghana, 2013).

1.2. Accra
Accra is the capital city of Ghana, with approximately 1 659 000 inhabitants, located along the coast in the Greater Accra Region. Out of the ten Ghanaian regions, Greater Accra covers the smallest area of land but is the most densely populated with over 4 010 000 inhabitants, based on figures from the 2010 population census. (Ghana Statistical Service, 2013)

Already in 1999, Greater Accra was the only region where the urban/rural population ratio was close to 80:20, the reverse case of the rest of Ghana (Boni et al., 1999). Moreover the relative size of the urban population has continued to grow ever since, due to heavy migration from rural parts of Ghana. This rapid growth is putting increased pressure on basic service systems such as water supply and sanitation as well as demand for upgrading the current infrastructure (Boni et al., 1999). Furthermore, the Greater Accra Region accounts for nearly 51 % of the manufacturing activity in all of Ghana (Boakye et al., 2008).

1.3. Atimpoku
Atimpoku is located in the Asugyaman District, Eastern Region and is approximately 90 km from the capital city and placed nearby the Volta Lake, which is the world’s largest artificial lake measured by surface area (Central Intelligence Agency, 2013). The total population of the Eastern Region was estimated to just over 2 633 000 according to the 2010 Population and Housing Census (Ghana Statistical Service, 2013). Atimpoku is the largest major town to the Akosombo Dam, completed in 1965, which is a hydroelectric facility (Girmay, 2006). However, the construction of the Akosombo Dam brought high salt water intrusion in the lower Volta, which severely hampered abilities to perform agricultural production in the area. Furthermore, the construction also resulted in reduced water flow which has altered the ecosystem in the lower Volta basin. (Shirazu Alhassan, 2009)
1.4. Urbanization

Urbanization is ongoing in large parts of West Africa, including Ghana. The rural population in West Africa measured 85% in 1960, but the urban-rural ratio is expected to reach approximately 60:40 by 2020 (West Africa Insight, 2011). Table 1.4.1 below outlines population estimations from the Population and Housing Censuses for Ghana, starting from 1984 stretching to 2010 (Ghana Statistical Service, 2013).

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater Accra Region</td>
<td>280</td>
<td>1431099</td>
<td>2905726</td>
</tr>
<tr>
<td>Accra</td>
<td>213</td>
<td>867459</td>
<td>1659136</td>
</tr>
<tr>
<td>Eastern Region</td>
<td>157</td>
<td>1680890</td>
<td>2106696</td>
</tr>
<tr>
<td>Ghana</td>
<td>200</td>
<td>12296081</td>
<td>18912079</td>
</tr>
</tbody>
</table>

As can be seen in the table, the increase is significant for all of Ghana, but Accra and the Greater Accra Region in particular has had a much higher percentage increase than any other region in Ghana. In only 26 years, the population size of the region has gone up 280% and is now by far the most densely populated in the country. Within the same time frame, Accra has faced a 13% higher population increase than the overall total in the country.

An unbalanced distribution of development projects has resulted in economic inequalities, in favor of urban areas. This simultaneously causes economically depressed rural conditions, thus spurring rural to urban labor movement due to perceived opportunities to be obtained by such movement. Within this context, economics is the primary determinant of interregional migration in Ghana. (Arthur, 1991)

Furthermore, as most past colonial countries in sub-Saharan Africa, Ghana has a history of dependence on agricultural activities, but is currently struggling with recurrent drought in the north of the country (Central Intelligence Agency, 2013). This severely affects agricultural activities, causing even more incentives for migration to urban areas and thus spurring urbanization. Moreover, the heavy burden of work load and the perception of restricted mobility in rural areas additionally contribute to young people’s negative attitude towards rural life which further encourage urban migration (Abane et al., 2011). This development cause difficulties of maintaining livelihood in rural areas and thus encourages people to migrate to larger cities to earn a living. Therefore urbanization has escalated causing heavy strains on urban areas of Ghana, mainly Accra. The overall population growth in Ghana, in relation to the growth of the urban and rural population can be seen in Figure 1.4.1.
Figure 1.4.1. Population trends in Ghana. (Boakye et al., 2008)

As can be seen in the figure above the rural population growth in Ghana has stagnated over the years while the urban population has continued to grow in parallel with the overall Ghanaian population. The rate of internal migration, from rural areas on the countryside to urban areas in larger cities, is high in Ghana which has led to Accra being saturated. The total effect results in large numbers of migrants putting additional strain on an already burdened urban infrastructure in Accra. However, urban areas have experienced both positive and negative effects caused by the heavy migration. Migrants have contributed to the economy by provision of cheap labor, their consumption of goods and services, as well as their payment of taxes. On the contrary, the migration has led to increased urban unemployment and has further hampered the city’s ability to deliver essential services. (Arthur, 1991)

1.5. MSMEs in Ghana

The term MSME stands for Micro-, Small-, and Medium sized Enterprises, SME is short for Small- and Medium sized Enterprises and MSE means Micro- and Small sized Enterprises. There is no globally accepted definition of these terms since different authors, countries, and agencies use various criterions. However, commonly the definitions are based on the number of people employed and investment ceiling. (Alamelu and Baskaran, 2011) However, this thesis aims to investigate small enterprises (included in all three abbreviations), meanwhile literature often treats micro, small-, and medium sized enterprises as a bulk whereas these terms are used in a source specific manner throughout this thesis. The European Union defines small enterprises as those with fewer than 50 employees and whose annual turnover and/or balance sheet does not exceed 10 million EUR. (European Union, 2003)

The MSME sector plays an important role in developing countries, not only in economic development but also in poverty alleviation and job creation (Chiware and Dick, 2008, Frempong and Essegbey, 2011). Developing strong and competitive MSEs can greatly reduce the incidence of poverty in Africa in general and Ghana in particular (Frempong and
Essegbey, 2011). In Africa, SMEs employ more than 40 % of new entrants to the labor force and they tend to be more labor intensive than large firms, and are thus better placed to alleviate unemployment (Migiro and Ongori, 2010).

For Ghana, data is not readily available to easily determine the contribution of MSMEs to employment rates in the country. However, there are indications that 90 % of firms registered in Ghana belong to the group of MSME. Moreover, MSMEs account for the majority of job creation, and in some rural areas such enterprises are the only main sources of employment, and thus the only source of income. (Agyapong, 2010)

Several programs to facilitate and expand the clothing- and textile industry for SMEs have been conducted by the Trade and Industry in South Africa, e.g. trying to cluster SMEs and lower fees and tariffs. However, the poor response and bad results rather tended to put SMEs in the clothing industry out of business. In addition, South African SMEs seek for highly skilled employees in this sector, realizing the need for educated staff in modern industries. The industry has had problems to attract young graduates and is therefore deemed a ‘sunset industry’ seeking for experiences that are rare. This has resulted in high employee turnover when skilled employees are forced to leave the industry. (Nonxuba, 2010)

1.6. Education and Literacy
Of the Ghanaian population, 71.5 % above the age of fifteen were estimated to be literate with somewhat lower figures for women (65.3 %) than men (78.3 %). The literacy rate is measured on the ability to read and write a simple sentence, and thus it does not represent deeper literate abilities. (Ghana Statistical Service, 2013) Furthermore, the mean period of schooling in the country is seven years (UNDP, 2013), while the compulsory education time for Ghanaians is actually eleven years. The mandatory period is free for all, but the government faces challenges of providing access due to the overcrowded public schools struggling to meet the demand of the growing population. (UNESCO, 2010)

However, compulsory education is not applicable in practice since household conditions and place of living can prevent access to education. In some parts of the country, especially in the north where as much as 40 % of school age children appeared not to be enrolled. (Akyeampong et al., 2007)
2. Communication

Communication is an essential part of information transfer that is vital to MSMEs (Melchioly and Sæbø, 2010), especially in the event of relocating all or parts of the organization, creating distance between units, suppliers and customers. Distance creates the need for alternative ways of communicating as opposed to frequent face-to-face interactions.

2.1. Information Communication Technology (ICT)

The term Information and Communications Technology (ICT) refers to a wide range of computerized information and communication technologies. These include products and services such as desktop computers, laptops, handled devices, wired or wireless intranet, business and enterprise productivity software, among others. (Migiro and Ongori, 2010)

Since December 2000 there has been a heavy increase in internet usage among Ghanaians, from an estimation of 30 000 users to approximately 3 568 757 in 2010, at the time representing just over 14 % of the population (Ghana Statistical Service, 2013). Despite the increase in internet usage, the use of ICTs is not yet widely spread in Ghana and the coverage is not comprehensive throughout the country. Furthermore, many African firms operate in an information-poor environment which is mainly due to lack of adequate business support service and the poor information technology infrastructures. (Chiware and Dick, 2008)

Similar to most part of the world, mobile phone subscription has increased dramatically in Ghana, from 383 000 subscriptions in 2002, to 10 242 916 at the end of 2008 (Frempong and Essegbey, 2011). This figure has since then continued to grow, and in March 2013 a total of 26 464 964 mobile phone subscriptions were recorded in Ghana (International Telecommunication Union, 2013). On the contrary, fixed telephones only had 1.1 % of the market share in March 2013, as opposite to the mobile phone market share which represents 98.9 % of the total market penetration (National Communications Authority, 2013c). The number of mobile phone companies in Ghana is six in total, which makes Ghana one of the most liberalized countries in ICT (Frempong and Essegbey, 2011). Especially in less urban and rural areas of Ghana, the mobile phone service has become a substitute for the fixed line telephones (Frempong, 2009).

Out of all ICT services, mobile phones have become the dominant service that is accessible to many people, in many locations. Africa has been a fast growing market for mobile phone usage and the International Telecommunication Union estimated an increase of over 60 million new mobile phone subscribers in Africa 2007. The ease of access and the flexibility it provides in communication has resulted in mobile telephony being the preferred means of communication, not only for social communication, but increasingly for business activities as well. The mobile phone network is relatively widespread in many African countries, in part due to the poor penetration of fixed line networks that did not develop in the desired pace in relation to the increasing demand. (Frempong and Essegbey, 2011)
Furthermore, mobile phones are moving away from only being a tool for voice communication, to now providing a multi-purpose platform for services such as internet, e-banking, and e-commerce among others (Frempong, 2009). However, the market penetration of mobile data subscriptions are increasing, and reached 34.8 % in March 2013, but is far from reaching an equal level of penetration and quality, in comparison with mobile voice subscriptions that measured 103.5 % market penetration in March 2013 (National Communications Authority, 2013b, National Communications Authority, 2013c).

Recently, fiber cuts across the country have harmfully affected operations of the telecommunication services. Fiber optic cables are needed to facilitate enhanced access to broadband services for all living in Ghana. However, these are being cut regularly due to theft, resulting in interference with vital communications services. This situation creates numerous challenges, such as poor quality of service delivery of communication services, particularly in underserved communities in Ghana. (National Communications Authority, 2013a) Moreover, usage of mobile phones as ICT tools in business purposes can be hindered in the event that suppliers and customers have not adopted the approach and thus are set in their ways insist on face-to-face interactions. There are also problems related to the reliability of information acquired through mobile phones as well as the issue of enforcing deals not made in person. (Frempong, 2009)

2.2. ICT in Small Enterprises

ICT adoption comes with many benefits for small enterprises such as improving information and knowledge management within the firm and thus an increase of the information flow (Migiro and Ongori, 2010). Mutula and Brakel (2006) argue that ICTs, particularly the internet, has significant impact on the operations of SMEs. Ghana, like most developing countries, has a very low penetration rate of such services mainly due to structural and pricing forces. Increase of transmission and bandwidth supply, will in time make end-user prices and rates for such services more affordable. (National Communications Authority, 2008)

However, it needs to be taken into consideration that the technologies are not readily available; they have to be understood and absorbed, as well as mastered in order to be useful (Chiware and Dick, 2008). Moreover, many small enterprises in Ghana are constrained by inadequate technical knowledge, poor management and low levels of education of operators (Dor, 2011).
3. Quality Assurance (QA)
This section provides a description of the term quality and further describes Total Quality Management (TQM) as a tool for quality assurance. These terms are also put in relation to small organizations and factors vital for implementation.

3.1. Quality Management
Defining quality depends on which market the quality is for as well as the function to be delivered. In some areas quality can be measured and therefore tolerances can be set. It also depends on for whom the quality is defined for. (Arditi and Gunaydin, 1997) According to Oakland (2008), quality costs consist of the cost of prevention, appraisal and deviation.

Quality assurance (QA) refers to planned and systematic activities implemented to ensure that quality requirements for a product or service will be fulfilled (American Society for Quality, 2013). QA is also defined by The Marketing Accountability Standards Board (2010) as the systematic measurement, comparison with a standard, monitoring of processes and an associated feedback loop that confers error prevention. On the contrary, quality control entails observation techniques and activities that serve the purpose of fulfilling requirements for quality i.e. focused on process outputs (The Marketing Accountability Standard Board, 2010) In this study, and the case of Tribe, QA is, simply put, defined as assuring the same level of product quality after the relocation, as is attained today.

Great costs, e.g. time, money, material, and human resources, are followed by lack, or inefficiency of quality management (Arditi and Gunaydin, 1997). In manufacturing environments, having some form of QA system is vital in order to protect both customers from receiving defect goods and manufacturers from spurious claims against the produced good. It is equally essential that employees have knowledge and are trained in the measuring system of the standards implemented. By controlling that all incoming as well as outgoing goods go through a quality system, quality can be somewhat assured. (Hearle et al., 2001) According to a study made by Arditi and Gunaydin (1997), the extent of teamwork was found to be the most important factor. Furthermore, having clearly written standards of all methods used for testing is essential (Hearle et al., 2001).

3.2. Total Quality Management (TQM)
TQM is a method to control the organization in order to deliver quality. Therefore, the whole organization must be included in the method, hence teamwork, training and education is vital. The managers therefore must create quality within the company rather than looking outside the organization, hence focusing on the quality of processes rather than only the quality of the product. (Arditi and Gunaydin, 1997) Furthermore, customers and suppliers must be integrated in TQM as well (Arditi and Gunaydin, 1997, Yu and Haifeng, 2009). According to Arditi and Gunaydin (1997) one therefore has to consider all elements of TQM, which can be seen in Figure 3.2.1.
Quality improvements are results of good leadership where human interactions are key factors (Yu and Haifeng, 2009). TQM can therefore be seen as the result of good management, engaged employees and well applied work processes (Sirias et al., 1980). Therefore the ability to produce quality products to a high-end market depends on the relationship among all parties in the process. TQM can be divided into four different factors and five different elements, as seen in Table 3.2.1.

**Table 3.2.1. TQM divided into factors and elements (Yu and Haifeng, 2009)**

<table>
<thead>
<tr>
<th>TQM Factors</th>
<th>TQM Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction – To meet the requirements of the customers</td>
<td>Quality Council – The group of managers that plan and administrate the process</td>
</tr>
<tr>
<td>Management by Fact – All team members must be able to manage their work and to make proper decisions</td>
<td>Awareness Function – The communication and activities organized by the process coordinator</td>
</tr>
<tr>
<td>Respect for People – Team members must be able to listen and support each other in order to be motivated</td>
<td>Education Function – The quality training programs</td>
</tr>
<tr>
<td>Plan-Do-Check-Act</td>
<td>Measurement Function – Usage of standardized tools in order to measure the quality of the process</td>
</tr>
<tr>
<td>Plan what to do, do it, check what you did, and act preventively.</td>
<td>Problem Elimination Function – Methods to identify and prevent defects</td>
</tr>
</tbody>
</table>
According to Yu and Haifeng (2009), TQM can be implemented in any organization. For successful implementation of TQM, the managers must be committed to the method and have a clear understanding of it. The managers must ensure that employees have a clear understanding of the method in order to get everyone on board striving towards the same quality goals.

In order to implement TQM, processes must be controlled and clear feedback system must be in place when implementing TQM (Yu and Haifeng, 2009). According to Arditi and Gunaydin (1997) processes can somewhat be controlled with a feedback system and the use of standards.

For successful implementation of TQM, companies have to, if necessary, consider improving their communication, employee involvement and skill-training. The approach however has to be tailored to fit a smaller organization, since various authors assert the usefulness to be addressed for larger companies. Nevertheless one can be expected to meet less adversity from employees if implementing TQM in a small enterprise. (Nonxuba, 2010)

Smaller companies may have an advantage compared to large organization when implementing TQM, due to the organization being more flexible. They have an ability to innovate easier due to the size, and the employees being closer to the product. There are also fewer steps in order to communicate properly in small organizations, and they often do not possess the same strong organizational culture and hierarchy, hence more flexible for implementation. On the contrary, language and culture represent major obstacles in communicating the principles of TQM. (Nonxuba, 2010)
This chapter entails the resulting outcome of the study and presents findings from the field- and case study as well as the outcome from the data analysis methods. The prerequisites are presented as restraining and enabling factors that have an impact on smaller companies when undertaking the change of relocating to a rural area from a larger city. The results and analysis aim to present the overall prerequisites of a successful relocation.
1. Field Study

This section aims to present the findings from the interviews, observations and workshops performed during the field study. Many findings relate to those of the theoretical framework and are further elaborated through statements from the field- and case study outcomes. Firstly, observations and all interviews excluding those held with the staff of Tribe are presented separately. Then the workshops and interviews with the company staff is presented under the case study section.

1.1. Interviews

Urbanization yields strong negative effects on, not only living conditions, but also the general employment situation in the capital city that is unable to keep up with the population increase. Accra struggles with frequent water and power breaks due to congested systems followed by the rapid population increase. (Hawkins Asiedu and Asetena-Mensah, 2013) Small cities and villages, including Atimpoku, have a significantly lower frequency of power- and water flow outages than for example Accra due to the lower strains on the systems. The region is less densely populated and fewer companies are active in the region. (Dua, 2013)

During the interview with George Dua he states that the labor migration to urban areas is often due to the need of financially supporting family members in the home village, giving the migrant less to live on, meanwhile salaries often fails to meet living expenses in the cities. He further explains that Atimpoku has a history in the textile-, and sewing industry since large textile companies have been active in the region and provided a large number of job opportunities at the time (Dua, 2013). The Atimpoku area is also affected by the mass-migration taking place from rural to urban areas of Ghana, meanwhile having an amount of labor migrants coming in from surrounding villages in the region. This is due to the relatively large level of job opportunities they provide as a direct effect of the presence of the Volta Lake. (Dua, 2013)

The Ghanaian government has already acknowledged the issue of urbanization and has implemented policies aimed at the retention of rural population concerning small organizations, such as tax reductions for companies in rural areas (Hawkins Asiedu and Asetena-Mensah, 2013). The goals of governmental policies are, firstly to reduce the mass migration of labor from rural Ghana by establishing local industries and secondly, to facilitate the development of rural infrastructure to attract businesses to such areas. These attempts have however had limited success in the past, but the Ministry of Trade and Industry are currently looking at alternative solutions to the problem (Ministry of Trade and Industry, 2013). A new approach by the Ministry of Trade and Industry, ongoing between 2012 and 2015, seeks to combine business and social dimensions in the fashion and garment industry, e.g. clustering of SMEs in order to be able to take on larger orders and export in the future. The program will provide support in the areas of logistics, management, and quality control. (Ministry of Trade and Industry, 2012)
1.2. Observations

Theory states that the telephone networks are relatively well expanded in Ghana. However, the observations from the field study showed that some rural areas have well expanded networks and high quality of the network service, while others had none. Atimpoku, for example, had good network service in terms of telephone, but almost none at all for internet access. The phone networks were better in Atimpoku than in Accra, due to less strained networks in rural areas as opposed to the densely populated cities like Accra and Tema. In the areas south along the coast, namely Cape Coast, Takoradi, and Akwida the quality of the service was very local, where Cape Coast and Takoradi can be compared to Atimpoku, while access to telephone networks in Akwidaa was nonexistent. Moreover, most people had access to mobile phones and very few used fixed line networks in the areas visited during the study. Even in Akwidaa access to phones were widespread but in the purpose of being used elsewhere due to lack of connectivity.

The informality of smaller companies in rural areas seemed to be substantially higher compared to companies in Accra. Rural companies were deemed more likely to be smaller and it is not uncommon with sole proprietors and self-employment. Furthermore, roads and pathways tended to be substantially less serviced and many areas were difficult to access, meanwhile public transport was less available making even small distances crucial. In addition, the commercial intensity was less apparent in rural areas than in the city environment which indicates lower access to suppliers and customers.

1.3. Case Study

Tribe is a Ghanaian clothing company, producing and selling clothes and shoes in Accra. Below is a description of company history and organization of Tribe. Additional findings on the company from the case study that is not brought up in the report can be found in Appendix 4.

1.3.1. History

Kwesi Nti, CEO of Tribe, founded the company in 1989 after entering the market by repairing shoes. As the customer base expanded, major companies started to place orders, e.g. the Accra established hotels Golden Tulip and LaPalm Beach hotel. (Nti and Akrong, 2013a)

Since handcrafted shoes take relatively long time to produce, and the size of the shop was too big at the time, an initiative to sell clothes started in 2004. In the beginning there was only one shop, located in Osu (Nti and Akrong, 2013a), one of the most commercially intense areas in Accra. The company has now grown to own two shops of which the other is located in East Legon, Accra. Pictures from the shop in Osu can be seen in Figure 1.3.1.1.
Over time, major companies, e.g. the telecommunication companies MTN and Vodafone, placed orders for staff uniforms. A growing need to protect the designs of Tribe arose, which has led to the logotypes today being trademarked. (Nti and Akrong, 2013a)

In the near future, the CEO envisions expanding the organization from a total of seventeen to approximately 70 employees when moving the production to Atimpoku. A vision of opening up to export opportunities, mainly aiming for other African countries and America, is a topic that was raised in 2012. He is also determined to refocus his production to only produce men’s clothing since this is the area he is most successful in, due to the higher revenues, the greater experience and the lower intensity of market competitors. (Nti, 2013a, Nti and Akrong, 2013a)
1.3.2. Organization

Today, Tribe consists of seventeen employees (Nti and Akrong, 2013a), with a relatively flat hierarchy which can be seen in Figure 1.3.2.1.

As can be seen in the figure, ten out of seventeen employees work in the production, whereof the clothing section occupies eight of them. Considering the history of the company only making shoes, there has been an abrupt shift in focus towards clothing.

In addition to company employees, two consultants were identified; Monthly, a Planned Preventive Mechanist (PPM) comes in and repairs broken sewing machineries (Nti and Akrong, 2013b), and the other consultant is cleaning (Nti, 2013b).
The collection of Tribe is a coveted design to competitors; hence domestic companies are trying to take over the employees of Tribe (Nti and Akrong, 2013a). The employment with the competitors’ however has a habit of being short-lasting due to lack of design and imagination after a while in their new employment (Acolatse, 2013, Nti and Akrong, 2013a).

The international competitors are often Chinese companies in the garment industry exporting to Ghana, taking on larger orders for lower fees. Thus selling domestic produced clothes in Ghana is difficult. (Nti and Akrong, 2013b)

If an employment last longer than six months, a contract consisting clear terms and conditions must be signed according to the Labor Act (Parliament of the Republic of Ghana, 2003). However, no binding contracts for employment or resigning errands exist in Tribe. It is not unusual that employees are self-employed, even some of the managers have additional jobs. Employees of Tribe tend to leave the company on average six months after employment, which barley corresponds to the training period required for the job. This is due to high competitiveness among companies, where more economically stable organizations recruit workers already trained by other companies, through offering higher salaries. (Nti and Akrong, 2013a) It was found that to have several skills increased the opportunity for and frequency of job-hopping.

An average salary for an employee in the production is 250 GhC (approximately 85 EUR), i.e. slightly above the average wage in the country when working 40 h per week. The workers’ salaries at Tribe are based upon the working hours reported. Under certain circumstances, such as large orders being placed, employees are paid overtime to be able to finish orders on time. (Nti and Akrong, 2013a)

1.3.3. Suppliers
Different suppliers are needed depending on demands on the specific garments or shoes to be made. In general, most suppliers are small shops located in Accra, apart from one supplier who is a so called “hawker”. A hawker, or a road side hawker, is a seller pursuing his business by the roadside or on the street (Muntie, 2009).

Since most of the material is not bought in big bulks but instead only purchased when needed (Acolatse, 2013). The closer the material supplier is relative to the production plant, the greater the ease of doing business for both the supplier and the buyer. An overview of suppliers linked to Tribe is listed in Table 1.3.3.1.
### Table 1.3.3.1. Overview of suppliers, supplies and location

<table>
<thead>
<tr>
<th>Supplier</th>
<th>Supplies</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accra Mall</td>
<td>Various</td>
<td>Kpeshie, Accra</td>
</tr>
<tr>
<td>Atico</td>
<td>Leader</td>
<td>Osu, Accra</td>
</tr>
<tr>
<td>Kantamanto Market</td>
<td>Shoe material</td>
<td>Central Accra</td>
</tr>
<tr>
<td>Kumase seller</td>
<td>Accessories</td>
<td>Kumase</td>
</tr>
<tr>
<td>Needle Talk</td>
<td>Threads</td>
<td>Central Accra</td>
</tr>
<tr>
<td>Patflo</td>
<td>Textiles</td>
<td>Location unknown</td>
</tr>
<tr>
<td>Shantella</td>
<td>Textiles</td>
<td>Osu, Accra</td>
</tr>
<tr>
<td>Woodin</td>
<td>Textiles</td>
<td>Kpeshie, Accra; Osu, Accra</td>
</tr>
</tbody>
</table>

#### 1.3.4. Distribution of Work and Responsibilities

No distinctive processes or feedback systems were used to streamline or control the production or workflow at Tribe. The work is more routine-like and there is limited usage of schedules, documentation or other explicit work routines. However, observation discovered that the company culture is informal and employees came and went at their own discretion. *Figure 1.3.4.1* below shows the production facility at Tribe.

![Figure 1.3.4.1. The production at Tribe](image)

The production has a functional structure where employees only learn a new task if a specific resource is scarce or lost. One who cannot perform a specific task therefore has to ask for help, hence interrupting another’s work. For some, this has resulted in one extra working day per week, leading to overtime to be paid by the company. Moreover, the sellers can take decisions regarding small orders and invoices but have to consult the CEO otherwise (Takyi, 2013). The production manager has the authority to fire an employee if needed (Acolatse, 2013) but other than that, all tasks are assigned specifically to one person.

There is also a lack of machinery equipment, hindering skill-training in some areas, creating an impossibility of knowledge dissemination to be put into practice. According to Acolatse
(2013), employees used to do everything from cutting to stitching and ironing, but now the staff is more disaggregated. This creates narrow areas of expertise and competence, thus creating dependence on specific employees to perform certain tasks. Furthermore, it was observed that no measurement tools are used or available for quality assurance, and no written standards exist. Quality assurance is today controlled by the CEO and production manager through monitoring the work in the production via direct supervision. No specific requirements exist for quality of completed garment, instead quality is controlled and evaluated by the CEO and production manager’s trained eye, i.e. through tacit knowledge.

All invoices are documented and larger orders are mapped in separate documents, to further on be transferred into an excel-document (Nti and Akrong, 2013b). However, there are no routines for documentation of procedures or formalities.

Most of the communication consists of face-to-face (f2f) meetings due to the production, office and store being located in the same building. Little communication is performed through cellphones but all employees at Tribe own one. However, no routines are set to control how the information flow should be handled, e.g. who reports to whom. The level of literacy is fairly low, therefore it is hard to use communication tools like e-mails or add-in functions such as Skype. Meetings between CEO, international relations manager, accountant manager, production manager, and a sales person are supposed to be held once every month. However, due to lack of time, the meetings are often cancelled (Nti and Akrong, 2013a).
2. Present Prerequisites

The case- and field study as well as the literary framework were used as background to reach the results, which thus do not solely represent the situation for Tribe. The results rather aim for the general situation for small enterprises in Ghana planning to relocate all or parts of their organization to a rural area.

The SWOT analysis presents strengths, weaknesses, opportunities, and threats for relocation from an urban to a rural area concerning small organizations. Many areas affected by such change were found in the study, such as economics, marketing, exports, logistics, transportation, communication, management, and quality assurance.

The two parameters distance and location were identified to be the underlying factors from which all identified parts in the performed SWOT analysis origin. Furthermore, most of the factors were found to be linked to two focus areas, namely communication and quality assurance. Therefore, the scope of the study was narrowed down to only include those two key findings deemed most vital to deal with in order to facilitate this type of change for small enterprises in Ghana. Hence, only results related to communication and quality assurance were further processed, and findings considered irrelevant were excluded from the result presentation. How the key findings relate to one another is illustrated in Figure 2.1.

Firstly, a SWOT analysis was conducted for the current state concerning present prerequisites for moving all or parts of the organization to a rural area. The SWOT analysis with outcomes that directly or indirectly link to communication and quality assurance are presented in Table 2.1 below. In the table, A and P indicates what factors are likely to have an impact on companies moving all (A) or parts (P) of the organization, alternatively impacting both conditions (A&P).
Table 2.1. SWOT analysis of the current situation within the scope of communication and quality assurance

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| • No binding contracts for employment nor resigning errands (A&P)  
• No binding contracts with suppliers (A&P) | • Scarcely documentation routines (A&P)  
• Missing communication routines (A&P)  
• Scarcely information and knowledge spread (A&P)  
• Poor management skills (A&P) |

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
</table>
| • Reduced employee turnover (A&P)  
• Higher level of retained knowledge and skill within the company (A&P)  
• Higher value of skill-training (A&P)  
• Planned expansion and development of infrastructure in rural areas (long term) (A&P)  
• Governmental support programs (A&P) | • Substantially lower frequency of communication between divisions (P)  
• Substantially lower frequency of communication with suppliers and customers (A)  
• Fewer suppliers present in rural areas (A&P)  
• Loss of direct supervision and organizational control (P)  
• Negative attitude towards change (A&P)  
• Lower literacy and educational level in rural areas (A&P)  
• Inadequate infrastructure (A&P)  
• Lessened accessibility to larger markets (A)  
• Lessened frequency of internal f2f communication between divisions (P)  
• Lessened frequency of external f2f communication with customers and suppliers (A) |

The parameters found in the SWOT analysis were then further clustered to provide an overview of the different areas of impact. These are listed in the Table 2.2 below.
### Table 2.2. Factors from the SWOT analysis clustered into areas of impact

<table>
<thead>
<tr>
<th></th>
<th>Enabling Forces</th>
<th>Restraining Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External Communication</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>External Communication</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Substantially lower frequency of communication with suppliers and customers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Lessened frequency of external f2f communication with customers and suppliers</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Internal Communication</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>External Factors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Planned expansion and development of infrastructure in rural areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Governmental support programs</td>
<td></td>
</tr>
<tr>
<td><strong>Rural Conditions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reduced employee turnover</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Higher level of retained knowledge and skill within the company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Higher value of skill-training</td>
<td></td>
</tr>
<tr>
<td><strong>Change Readiness</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Small Enterprise Conditions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• No binding contracts with suppliers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• No binding contracts for employment nor resigning errands</td>
<td></td>
</tr>
<tr>
<td><strong>Small Enterprise Conditions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Scarcce documentation routines</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Missing communication routines</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Scarcce information and knowledge spread</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Poor management skills</td>
<td></td>
</tr>
</tbody>
</table>

The outcome of the clustered SWOT analysis was then further used to conduct a force field analysis where each of the areas of impact represents forces. Opportunities and strengths represent enabling forces while threats and weaknesses represent restraining forces. This is presented through a force field diagram, seen in Figure 2.2, with force arrows scaled from one to seven depending on the level of impact each force possesses. The diagram provides an overview of the forces acting for and against change which thus altogether represent the present prerequisites for getting from the current to the future desired state. The current state represents the present prerequisites for undergoing the relocation, while the future state represents the prerequisites needed for having all or parts of the organization located in a rural environment, i.e. the desired state. The future state is represented as an equilibrium line where the enabling forces need to add up to the restraining forces in order for the company to have the right prerequisites to reach the desired state.
<table>
<thead>
<tr>
<th>Enabling Forces</th>
<th>Restraining Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Communication</td>
<td>External Communication</td>
</tr>
<tr>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Internal Communication</td>
<td>Internal Communication</td>
</tr>
<tr>
<td>0</td>
<td></td>
</tr>
<tr>
<td>External Factors</td>
<td>External Factors</td>
</tr>
<tr>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Rural Conditions</td>
<td>Rural Conditions</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Change Readiness</td>
<td>Change Readiness</td>
</tr>
<tr>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Small Enterprise Conditions</td>
<td>Small Enterprise Conditions</td>
</tr>
<tr>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>-10</td>
<td>0</td>
</tr>
</tbody>
</table>

**Figure 2.2. Force field diagram representing the current state of prerequisites for relocating**

As can be seen in the figure, the restraining forces significantly outweigh the enabling forces, which indicate the current difficulties of reaching from the current state to the future state. This demanded ways of increasing or adding enabling forces and/or decreasing or removing restraining forces until a balance was attained on the equilibrium line for the future desired state.
3. Future Prerequisites

Since most obstacles found, related to communication and quality assurance, two support tools were suggested, namely ICT and TQM. Implementation of these two would naturally change the prerequisites for a company to reach the desired future state. A revised SWOT analysis was therefore done to illustrate the new forces the implementation would entail. Even though the implementation of ICT and TQM is thought to facilitate relocation, it would also entail obstacles, and thus have an impact on the forces initially found for the current state. Therefore, new forces were added linked to usage of these support tools, while others were retained, removed or changed level of impact. The revised SWOT analysis is presented in Table 3.1.

Table 3.1. Revised SWOT analysis with the implementation of ICT and TQM as support tools

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>● No binding contracts for employment nor resigning errands (A&amp;P)</td>
<td>● Scarce documentation routines (A&amp;P)</td>
</tr>
<tr>
<td>● No binding contracts with suppliers (A&amp;P)</td>
<td>● Missing communication routines (A&amp;P)</td>
</tr>
<tr>
<td>- Possession of mobile phones common in small Ghanaian enterprises (A&amp;P)</td>
<td>● Scarce information and knowledge spread (A&amp;P)</td>
</tr>
<tr>
<td>- Ease of implementation of TQM in smaller organizations (A&amp;P)</td>
<td>● Poor management skills (A&amp;P)</td>
</tr>
<tr>
<td>- Flexibility of small organizations (A&amp;P)</td>
<td>- Limited usage of mobile phones as a multi-purpose platform, i.e. full potential usage of the tool (A&amp;P)</td>
</tr>
<tr>
<td>- Knowledge of mobile phones as oral communication tools common in Ghana (A&amp;P)</td>
<td>- TQM tailored for larger organizations (A&amp;P)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Reduced employee turnover (A&amp;P)</td>
<td>● Fewer suppliers present in rural areas (A&amp;P)</td>
</tr>
<tr>
<td>● Higher level of retained knowledge and skill within the company (A&amp;P)</td>
<td>● Loss of direct supervision and organizational control (P)</td>
</tr>
<tr>
<td>● Higher value of skill-training (A&amp;P)</td>
<td>● Negative attitude towards change (A&amp;P)</td>
</tr>
<tr>
<td>● Planned expansion and development of infrastructure in rural areas (long term) (A&amp;P)</td>
<td>● Lower literacy and educational level in rural areas (A&amp;P)</td>
</tr>
<tr>
<td>● Governmental support programs (A&amp;P)</td>
<td>● Inadequate infrastructure (A&amp;P)</td>
</tr>
<tr>
<td>- Increased quality consistency (P)</td>
<td>● Lessened accessibility to larger markets (A)</td>
</tr>
<tr>
<td>- Increased internal knowledge and information spread (A&amp;P)</td>
<td>● Lessened frequency of internal f2f communication between divisions (P)</td>
</tr>
<tr>
<td>- Increased external knowledge and information spread (A&amp;P)</td>
<td>● Lessened frequency of external f2f communication with customers and suppliers (A)</td>
</tr>
<tr>
<td>- Less congested telephone networks in rural areas (A&amp;P)</td>
<td>- Inadequate ICT infrastructure (A&amp;P)</td>
</tr>
<tr>
<td>- Low mobile phone subscription- and call costs (A&amp;P)</td>
<td>- Less access to technical communication tools in rural areas (A&amp;P)</td>
</tr>
<tr>
<td>- Relatively wide spread mobile phone networks in Ghana (A&amp;P)</td>
<td>- Fiber optical cable cuts (A&amp;P)</td>
</tr>
<tr>
<td>- Improved accessibility to customer markets and suppliers through mobile phones (A&amp;P)</td>
<td>- Lower reliability of information acquired via mobile calls (A&amp;P)</td>
</tr>
<tr>
<td>- Enhanced communication efficiency</td>
<td>- Problems in honoring deals via mobile phones (A&amp;P)</td>
</tr>
</tbody>
</table>
The same pattern of clustering was used to gain an overview of the revised version of the SWOT analysis as well, including the added forces following implementation of ICT and TQM, see Table 3.2.

Table 3.2. Factors from the revised SWOT analysis clustered into areas of impact

<table>
<thead>
<tr>
<th>Enabling Forces</th>
<th>Restraining Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External Communication:</strong></td>
<td><strong>External Communication</strong></td>
</tr>
<tr>
<td>• Improved accessibility to customer markets and suppliers through mobile phones</td>
<td>• Lessened frequency of external f2f communication with customers &amp; suppliers</td>
</tr>
<tr>
<td>• Increased external knowledge and information spread</td>
<td>• Problems in honoring deals via mobile phones</td>
</tr>
<tr>
<td>• Increased internal knowledge and information spread</td>
<td>• Lower reliability of information acquired via mobile calls</td>
</tr>
<tr>
<td>• Lessened frequency of internal f2f communication between divisions</td>
<td>• Insecurity of mobile phone adoption by customers and/or suppliers</td>
</tr>
<tr>
<td><strong>Internal Communication</strong></td>
<td><strong>Internal Communication</strong></td>
</tr>
<tr>
<td>• Planned expansion and development of infrastructure in rural areas</td>
<td>• Inadequate infrastructure</td>
</tr>
<tr>
<td>• Governmental support programs</td>
<td></td>
</tr>
<tr>
<td><strong>External Factors</strong></td>
<td><strong>External Factors</strong></td>
</tr>
<tr>
<td>• Inadequate ICT infrastructure</td>
<td></td>
</tr>
<tr>
<td>• Lower literacy and educational level in rural areas</td>
<td></td>
</tr>
<tr>
<td>• Fiber optical cable cuts</td>
<td></td>
</tr>
<tr>
<td>• Less access to technical communication tools in rural areas</td>
<td></td>
</tr>
<tr>
<td>• Fewer suppliers present in rural areas</td>
<td></td>
</tr>
<tr>
<td>• Lessened accessibility to larger markets</td>
<td></td>
</tr>
<tr>
<td><strong>Rural Conditions</strong></td>
<td><strong>Rural Conditions</strong></td>
</tr>
<tr>
<td>• Less congested telephone networks in rural areas</td>
<td></td>
</tr>
<tr>
<td>• Relatively wide spread mobile phone networks in Ghana</td>
<td></td>
</tr>
<tr>
<td>• Reduced employee turnover</td>
<td></td>
</tr>
<tr>
<td>• Higher level of retained knowledge and skill within the company</td>
<td></td>
</tr>
<tr>
<td>• Higher value of skill-training</td>
<td></td>
</tr>
<tr>
<td><strong>Change Readiness</strong></td>
<td><strong>Change Readiness</strong></td>
</tr>
<tr>
<td>• Negative attitude towards change</td>
<td></td>
</tr>
<tr>
<td><strong>Small Enterprise Conditions</strong></td>
<td><strong>Small Enterprise Conditions</strong></td>
</tr>
<tr>
<td>• No binding contracts with suppliers</td>
<td>• Scarcity of documentation routines</td>
</tr>
<tr>
<td>• No binding contracts for employment or resigning errands</td>
<td>• Scarcity of communication routines</td>
</tr>
<tr>
<td>• Possession of mobile phones common in small Ghanaian enterprises</td>
<td>• Scarcity of information and knowledge spread</td>
</tr>
<tr>
<td>• Ease of implementation of TQM in smaller organizations</td>
<td>• Poor management skills</td>
</tr>
<tr>
<td>• Improved communication and</td>
<td>• TQM tailored for larger organizations</td>
</tr>
</tbody>
</table>
### RESULTS & ANALYSIS

<table>
<thead>
<tr>
<th>Documentation procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Flexibility of small organizations</td>
</tr>
<tr>
<td>- Low mobile phone subscription- and call costs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience and Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Knowledge of mobile phones as oral communication tools common in Ghana</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience and Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Limited usage of mobile phones as a multi-purpose platform, i.e. full potential usage of the tool</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operations Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Enhanced communication efficiency</td>
</tr>
<tr>
<td>- Increased quality consistency</td>
</tr>
<tr>
<td>- Use of communication routines and feedback systems through TQM</td>
</tr>
</tbody>
</table>

The new factors from the revised SWOT analysis were then used to create a new force field diagram to represent the future state. Usage of ICT and TQM as support for the organization was thought to facilitate a relocating so that enabling forces outweigh the restraining, creating an equilibrium in the future state. The force field diagram can be seen in *Figure 3.1* below.
RESULTS & ANALYSIS

<table>
<thead>
<tr>
<th>Enabling Forces</th>
<th>Restraining Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Comm.</td>
<td>External Comm.</td>
</tr>
<tr>
<td>Internal Comm.</td>
<td>Internal Comm.</td>
</tr>
<tr>
<td>External Factors</td>
<td>External Factors</td>
</tr>
<tr>
<td>Rural Conditions</td>
<td>Rural Conditions</td>
</tr>
<tr>
<td>Change Readiness</td>
<td>Change Readiness</td>
</tr>
<tr>
<td>Small Enterprise Conditions</td>
<td>Small Enterprise Conditions</td>
</tr>
<tr>
<td>Experience and Education</td>
<td>Experience and Education</td>
</tr>
<tr>
<td>Operations Improvement</td>
<td>Operations Improvement</td>
</tr>
<tr>
<td></td>
<td>Equilibrium</td>
</tr>
</tbody>
</table>

![Force field diagram representing a reached equilibrium in a future state](image)

The external and internal communication was found to be highly affected by an increased distance hindering the possibilities for frequent communication between divisions and with customers and suppliers. This parameter was removed when the impact of ICT was added since this opens up to communication for example via cellphones. However, frequent face-to-face communication is still hindered due to distance meanwhile fewer suppliers in rural areas hampers opportunities to find new suppliers closer to the new location. This affects companies relocating all of the organization to a rural environment where accessibility to suppliers and customer markets are significantly lower than in the more commercially intense urban cities. On the contrary, relocating parts of the organization hampers internal communication to a larger extent. Furthermore, mobile telephony is relatively widely adopted and accessible in Ghana and possesses the ability to improve accessibility to markets and suppliers. However, the risks are reliability on information and problems in honoring and enforcing deals made via mobile phones due to past reliance on face-to-face meetings. However there are large variations depending on location whereas the infrastructure needs to be upgraded and expanded.

In addition to this, creating distance between divisions cause loss of organizational control which demands ways compensating for the loss of direct supervision. As found in the case study, quality assurance was controlled by the CEO and production manager through direct supervision of the production as well as control of the finished products. Maintaining this type of control would be prevented when relocating parts of the organization, whereas implementation of TQM could facilitate maintenance of quality assurance despite loss of direct supervision. Moreover, communication plays an essential role in increasing information spread and knowledge exchange within the organization to keep the TQM approach afloat. TQM and ICT increases internal and external knowledge and information spread, TQM
through communication routines, and mobile telephony through ease and efficiency of communication despite distance.

External factors impacting on relocation include inadequate infrastructure which further aggravates distance related problems in terms of time and accessibility. There is however planned upgrading and expansion of the infrastructure in rural areas. This will take time before reaching all areas in need and is thus a long term improvement, but will be of great benefit since many complications are linked to distance. Furthermore, governmental support programs to support small organization in the area of quality control are being prepared by the Ministry of Trade and Industry in Ghana.

When relocating all or parts of the organization to a rural area companies are likely to experience a substantially lower rate of employee turnover which not only decrease costs but also entails retained knowledge and skill within the company. In addition, there will be a higher value of investing in skill training, essential to TQM, due to a more secure long term workforce. Problems experienced in many rural areas entail inadequate ICT infrastructure and lower accessibility to technical communication tools. Though networks are less strained, the connectivity and accessibility to technical communication tools is lower in many rural areas than in the cities. Moreover, the cut of fiber optical cables further impair usage of telecommunication services mainly in the already underserved areas. Moreover, the education level and experience of ICTs is often lower in rural areas, but simple communication tools are widely adopted in Ghana and the usage of mobile phones for voice communication is well spread in many rural areas as well.

This also links to change readiness through, not only adopting to a new location, but also in implementation of new routines through TQM, and new tools in switching from face-to-face interaction to mobile telephony for communication. Change readiness was considered to have a low impact on the prerequisites for change in the initial force field analysis. However, in the revised version when adding the impact of ICT and TQM the force was anticipated to increase due to difficulties in acceptance of new tools and ways of working.

Small enterprises tend to lack documentation and communication routines and possess poor management skills. However, proper implementation of TQM would entail improved communication and documentation routines. Both TQM and mobile telephony were anticipated to be relatively easy to implement since small organizations in Ghana are flexible while cellphone usage is fairly common and subscription and call costs are low.

If adopting simple ICT tools, communication would be possible despite distance, and the efficiency of information and knowledge exchange would increase. Distance further aggravates maintenance of quality consistency through direct supervision; TQM would however provide an increased level of control and quality consistency through structured quality assurance principles regardless of distance.
RESULTS & ANALYSIS

It should be stated that ICT and TQM shall only be seen as examples of different ways of reaching the equilibrium for the desired state of successful relocation. There are numerous issues that could have been solved through other measures, however ICT and TQM were found most vital in this study whereas the result here has presented that specific approach.
This chapter outlines an in-depth discussion on the overall course of the thesis, from initial planning, to methodology and resulting outcomes. The validity of the result, as well as its application and contribution in the context of the research question is discussed here. Results from the data collected during the field study are discussed in relation to existing literature on the subject.
1. The Study

The Republic of Ghana was suitable for this study since it is considered a representative country of most higher-developed West African nations in its history of European colonization, mainly regarding the growth and development of its cities and the simultaneous economic depression of its rural areas. Literature states that many West African nations are headed towards a development where cities undergo rapid growth due to heavy urbanization, caused mainly by interregional labor migration from rural areas. In addition to this, Ghana as most past colonial countries in West Africa has an economy that is strongly dependent upon small and medium sized enterprises, whereas the field study and the single case study covers two important aspects of the issue, making it highly relatable to similar situations elsewhere.

Furthermore, there are differences between micro-, small-, and medium sized companies in terms of number of employees and investment ceilings. This naturally affects the dynamics of the company which in turn creates different needs and difficulties concerning ICT and TQM. In this study the investigation was aimed for small enterprises, such as Tribe, whereas variations are not discussed. However literature often refers to MSEs, SMEs and MSMEs as bulks and there are no globally accepted definitions of these, therefore one should bear in mind that various authors use different definitions of the abbreviations. Hence the information provided by literature in the theoretical framework can refer to companies of different size and investment ceiling. The affect these variations would have on the study are not considered to be very large and were therefore deemed unlikely to have a major impact on conclusions drawn in this thesis.

There is also a matter of sorting out the concept of urbanization and its impact on the Ghanaian cities and rural areas. Urbanization can be considered an issue if the cities are unable to meet the increased demands this entails, in terms of congested service systems. However, in the case of Accra, the city does not possess the ability to develop in the same pace as desired to meet basic needs of an increasing population, such as health care, schooling and sanitation. As for the rest of West Africa, nations are heading in the same direction, and as earlier stated the overall urban/rural ratio is estimated to reach 60/40 in 2020, whereas it is a topic of vital importance.
2. Methodology

Different methodological approaches were used for different purposes throughout the study. To collect initial data, interviews were performed in an unstructured manner, and then followed by interviews with some more specific and some open-ended questions in a semi-structured way. Unstructured interviews were chosen due to the initially wide scope of the problem, and thus suited the initial phase of the field study. As basic information was gathered, more specific questions could be formulated once the initial information had founded a ground of data to be examined more in-depth.

In retrospect, the risk analysis was not ranked properly. However, neither of these risks was known to the researchers prior to the project, and was instead discovered and revised once present on site. The communication problem was in a way ranked correctly, based on cultural differences. Therefore, to communicate questions to respondents’ and obtain good quality outcomes from the workshops was a challenge, since not all the respondents were literate and unfamiliar to some concepts discussed. Hence, the initial interview questions and the workshop structures had to be modified prior to the sessions.

Using a single case study approach allowed a more in-depth investigation of a specific company considered suitable to represent similar circumstances concerning the same problem scope. As mentioned above, both Ghana as a country and Tribe as a company can be considered representative in this matter in order to complement the literature up to date. Hence, conclusions can be drawn and generalizations made to some extent, even though these must be underpinned with great caution, since the study was limited in both time and scope. What should be noted is that the case study approach would possibly fit longer projects better, due to the problem description being narrowed down late in the process.

According to several authors, it is essential to return to the scope and theoretical framework when analyzing a case study. In this case, some complementary literary research was conducted after completion of the field study. Through the primary data collection, in this case during the field study, insights were gained that narrowed the scope of the project, continuously focusing on the obstacles found most vital to the case. Therefore, it was important to complement the literary framework after the field study was performed, since the scope of the project was initially wide and narrowed down once a clearer picture of the problem was gained. As literature stated, having a narrow and preset problem description before starting the case study might hamper one’s imagination due to conceptual baggage.

Furthermore, to have four stakeholders in a project may result in the project departing from the gist to please all stakeholders, provided that the result required from the stakeholders differ. In this case, all four stakeholders had various demands on the project especially in terms of project delivery and preparations. Without careful planning and prioritization of stakeholders, in combination with the limited time frame, the project could have been negatively affected.
3. Results
This section represents a discussion on the different result outcomes from the overall study. Firstly the urbanization phenomenon is discussed, and elaborated for both urban and rural areas. Then communication and quality assurance is discussed in addition to the impact of distance and location.

3.1. Urbanization
Since Ghana like many other Sub-Saharan countries has a history of dependence on agriculture, these circumstances has led to a major shift in employment patterns. This, in combination with small companies being a major employment platform for unskilled labor, of which the bulk is found in rural areas, creates further need for increasing their presence in rural areas of the country. In addition, smaller organizations have been found vital to the overall economy of developing countries. Thus, there are many incentives for facilitating this type of change and the government has already recognized the need for MSMEs in rural areas in order to strengthen economic circumstances. However, there has been little attention paid to internal factors that affects the companies undertaking such change, as well as tools needed to facilitate it. This study therefore aimed to sort out enabling and restraining forces acting for and against this type of change from a company perspective rather than from a wider country perspective. This is believed to help facilitate the situation for companies that decide to relocate parts or all of the organization to rural areas.

In Atimpoku, agriculture used to be the main means of employment, but in the wake of the construction of the Akosombo Dam people could no longer work in the agricultural sector to the same extent, due to an altered eco-system and high salt water intrusion. In addition, the flooding of Lake Volta led to destruction of the soil and agricultural activities in the area have declined ever since. Therefore Atimpoku stands to benefit from an increased activity of smaller companies in the region regarding employment opportunities and economical enhancement. This creates a win-win situation since the inhabitants’ need employment, and the businesses run in Accra experience problems with high employee turnover rates. This finding applies to the northern parts of Ghana as well due to recurrent draught causing a decline in agricultural activities. Altogether these areas represent a large part of Ghana and thus also the Ghanaian labor force, in particular unskilled labor that according to literature are overrepresented in rural areas.

3.2. Distance and Location
All enabling and restraining forces identified were related to distance and location since these two factors embody the change from an urban to a rural location. In this aspect, distance was the only of these two where Atimpoku as a rural area could be considered relevant to the field study. This is because of the relatively reliable water- and electricity supply in the area due to the presence of Volta Lake, in contrast to the congested systems in Accra. However, this cannot be assumed to be the case for most rural areas, where the circumstances are rather likely to be the reverse.
DISCUSSION

It must be taken into consideration that companies that relocate have an opportunity to move to rural areas where conditions may contribute to improvements, and accessibility to electricity and water as well as suppliers and customers is high. Choosing Atimpoku where the supply of water and electricity is more stable, and has a history within the sewing and textile industry, is a strategic choice for Tribe. Companies should therefore analyze different alternative areas before moving, as not all rural areas are as suitable as Atimpoku.

The distance and location parameters result in difficulties in various areas where communication and quality assurance were found, from the case study, to be the most vital obstacles to overcome when moving from an urban to a rural environment. Due to these circumstances, companies need facilitating tools, in this case ICT and TQM where found suitable to mitigate the most common and critical obstacles.

3.3. Communication
What must be mentioned is that some companies might choose to relocate the entire enterprise to a rural area while other might relocate only parts of or divisions of the company. Therefore, the findings, regarding distance and communication parameters, do not apply to all changes in the same way. In the event of relocating the entire organization the challenge lies in distance to and communication with suppliers and customers, i.e. external communication. For companies relocating parts of the organization to a rural environment while keeping the heart of the company in urban areas, the distance and location will affect communication internally between divisions more than externally with customers and suppliers.

A relocation of the production plant from Accra to Atimpoku, as in the case study, would entail a distance between production and management which in turn is likely to cause difficulties in internal communication. Even though the distance between the shop in Accra and the production plant in Atimpoku would be approximately 89 km representing a 1.5 h drive in theory, the issue of distance is further aggravated by poor infrastructure, and in addition heavy traffic often burdens the capital city during rush hours.

Due to the accessibility, spread, and simplicity of mobile phones, these were considered usable ICT-tools for business purposes. However, when discussing the market penetration rates of ICTs, it is of vital importance to take into consideration that they do not conclude how many percent of the total population that have subscribed to mobile telephony (voice and data). It is however an indication of the spread, but even though the mobile voice subscriptions has over 100% penetration, the spread is not likely to cover the total population nor country area. It is common to have more than one phone, in part since it historically has been a symbol of status, but also due to the various pricing of phone calls for different operators. Thus, one cannot assume that the service is spread throughout the country; it is rather more likely that the larger cities are using the service more intensely than the rural areas, and perhaps has an average of more than one subscription per person. Furthermore, the rural areas do not enjoy the same coverage and accessibility as the cities do, which additionally hinders usage of ICTs in such areas.
Moreover, the literacy rate among employees in smaller Ghanaian companies is relatively low which further mitigates adoption of many ICT services. This in combination with the high investment involved in subscribing to for example an internet service is thought to further lessen the adoption rates. This further reinforces the importance of mobile phones that are more economically accessible than for example internet, meanwhile their simplicity and ease of use makes the service attainable. Moreover, the high number of mobile phone companies in Ghana, in addition to the high levels of penetration rates still increasing, creates a beneficial competitive climate. This demonstrates a high demand which is likely to increase the quality, coverage, and spread of the service in the long run, thus creating additional value of usage. Furthermore, it should be noted that there is a significant difference in spread of mobile voice as opposed to mobile data subscriptions in Ghana with a market penetration of 103.5 %, as opposed to 34.8 %, which also reflects the quality and accessibility for respective service. Even though the ICT infrastructure is continuously improved, it is not yet developed to a desired level for business use in rural areas of the country. Mobile phones are already partly utilized by small companies in business contexts in many developing countries, including Ghana. However, even though mobile telephony today provides various tools applicable for such companies, it cannot be fully utilized due to lack of information, knowledge, and experience of ICTs in combination with the poor ICT infrastructure.

### 3.4. Quality Assurance

To avert issues of quality maintenance, TQM was considered to be an applicable tool, since it covers and includes many of the problems areas found, i.e. communication, feedback systems, management, quality assurance, economics, work distribution, and contact with suppliers. However, it must be mentioned that most authors target large organizations in the western countries. Hence, the approach does not address cultural and knowledge differences of usage or implementation. Even though it has been discussed that TQM must be modified in order to fit small organization, in West African countries, the attitude towards adoption has not been considered. Implementation of TQM can mitigate vital obstacles such as quality and communication. One of the basics of TQM is skill-training. Several skills are not taught to employees since it might harm the organization with even higher rates of employee turnover caused by competitiveness among companies regarding skilled labor.

Additionally, infrastructure, and level of education hinders TQM from being fully implemented. As the communication systems fail to provide adequate quality of communication services for business purposes, the possibility of using such systems might not be realized. In addition, there have to be an underlying motivation to adapt such tools as substitute to the face-to-face interaction.

TQM will not be properly implemented if the company does not fully dedicate to the system and work hard on spreading knowledge internally. Otherwise it risks being miscarried and might cause more harm than good. Therefore, the implementation should be carried out continuously, in steps, instead of installing the whole approach in one move. The vital parts of the problem areas can however be used and implemented slowly into the organization, creating a new habit of working, in order to increase efficiency and prevent problems from
occurring. This could result in increasing the communication frequency with daily updates and feedback, as well as create routines of always making calls to the closest supervisor and ask instead of act in sole discretion. The quality assurance can slowly be implemented by dividing the production into teams and delegate responsibilities. In this manner, motivation might increase and more employees controlling the quality might increase the efficiency and reduce costs.

With the relocation of Tribe, new employees will be hired and thus taken away the opportunity of having a manager dedicated to TQM, since there are few employees and most time will therefore be spent on skill-training. As the work approach today cause bottlenecks in the production, there is a chance of escalation if the production is not organized properly when relocating.

Efforts and resources put on increasing knowledge about and access to tools in the fields of communication and quality assurance would facilitate and greatly increase the chance for successfully relocating from urban to rural environments. In addition, the ICT networks need to be expanded in order to enhance quality and access that meets the demand. Meanwhile for TQM, companies need to deviate from present routines in order to replace them with new habits and work patterns of the TQM system.

### 3.5. Complication of Implementation

To sum up, this thesis have described the importance of TQM and mobile phones, as ICT tools for business related purposes in small Ghanaian organizations as means of facilitating relocation to rural parts of the country, increasing competitiveness and decrease poverty. Using ICTs can further facilitate relocation from a company perspective through information exchange, regardless of distance, with for example customers, suppliers or between different parts of the organization. However, the technology is changing at a rapid pace, now providing a platform for multi-purpose communication applications beneficial for business purposes, meanwhile literacy and educational standards are not keeping up. TQM is value adding through providing employers with an understanding of when and where problems can arise and act in prevention. The increased distance creates a good opportunity for implementing new routines for communication in order to not compromise the quality, and to be fully updated on what is happening in the organization.

ICT tools can to a large extent facilitate communication and information transfer within companies in spite of distance, but a deeper knowledge, understanding, and accessibility need to be gained in order to benefit from these innovations. Since they are not readily available they have to be understood and absorbed, as well as mastered in order to be useful for small businesses. However, the toughest challenge in many aspects was identified to be the literacy and educational level. Much of the literature focused on communication and quality assurance up to date revolves around western culture, standards and way of doing business, hence not all is applicable to companies in developing countries, such as Ghana for instance.
Finally, ICTs and TQM might be too complex to be fully implemented in small Ghanaian companies, whereas they can be seen as bulks of vital fragments that can be implemented stepwise. TQM through stepwise adoption of elements and factors, and ICTs through adoption of the tools accessible and mastered, i.e. mobile phones, and continuously upgraded as ICT knowledge is acquired and the service quality meets the demands. Hence, these tools are likely to avert obstacles for relocation to rural areas, thus creating competitiveness in the future.
In this chapter, the conclusions drawn from the study are presented as bullet points to provide an overview of what could be concluded from the performed research. Taking into account the analysis and discussion on strengths and weaknesses of the methodology approach as well as the validity of the data collected.

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<th>Introduction</th>
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<th>Results &amp; Analysis</th>
<th>Discussion</th>
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<th>Future Work</th>
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</tbody>
</table>
CONCLUSIONS

- The urbanization related problems in Ghana are mirrored in the business world through high employee turnover rates for urban companies.

- Urbanization problems for companies and the country as a whole could be mitigated through empowering small enterprises to relocate from urban to rural areas.

- Large distance and rural location embodies all obstacles identified when relocating a small enterprise from urban cities to rural areas.

- Communication and quality assurance were identified as the most critical areas of issue for successful relocation.

- Restraining factors identified in the force field analysis of the present state significantly outweighed the enabling factors, illustrating aggravated prerequisites for successful relocation.

- TQM and ICT were identified as suitable means to provide better prerequisites for relocation of all or parts of a small enterprise to a rural area, ICT for communication and TQM for quality assurance.

- Difficulties for small enterprises in Ghana linked to utilization of ICTs, were found to be ICT literacy in addition to accessibility, knowledge, experience, information, and quality of service in terms of connectivity and reliability.

- Mobile communication technology is relatively wide spread in Ghana but more so in urban than rural areas, where the connectivity often is lower.

- Cellphones were considered the most applicable means of ICTs for small organizations, to mitigate issues of internal and external communication, due to relatively high accessibility, low pricing and ease of use.

- Adoption of other ICTs, apart from cellphone usage, is also hindered by inadequate ICT infrastructure, e.g. internet adoption that was found to specifically have an impact on development of small organizations.

- In order for a wider range of ICTs to be useful they have to be adopted, understood and mastered, contradicting current common prerequisites for small enterprises in Ghana.

- The investment cost and low ICT literacy is, in combination with low connectivity, partly why other ICTs are not as widely adopted as mobile telephony in Ghana.
CONCLUSIONS

- TQM was found to mitigate the effects from loss of direct supervision and control in order to maintain quality standards within Tribe.

- A rural location provides a more stable workforce through lower employee turnover rates, making investment in skill-training possible and creates value of knowledge spread which is essential to TQM.

- New routines for communication and management are possible areas of change for receiving increased quality assurance, these two must be combined in a workable manner.

- TQM in its full context is not applicable to be implemented though it addresses a work approach more energetic in large western organizations due to lack of resources and knowledge.

- TQM is mainly addressed for large organizations in literature, hence it must be implemented stepwise and adapted to the capability and competence within small Ghanaian companies in order to be useful in overcoming the obstacles found.

- TQM is somewhat more case specific than ICT, since Tribe target a high-end fashion market, but both tools can be beneficially used regardless of business industry and market niche.

- In order to fully utilize the potential of ICTs a considerable upgrading of the service systems, in terms of connectivity and spread, is needed as well as an enhanced ICT knowledge.

- Governments need to focus on solving problems on company level to facilitate the move to rural areas in addition to just encouraging measures such as tax reductions.
This chapter suggests future recommendations on work to follow up and complement the study. The recommendations are presented with a proposed problem description and complementary information on the problem background.
1. Future Thesis Suggestions

During the field study numerous obstacles were identified in relation to the problem description, related to distance as well as local circumstances. Not all of these are discussed in this report, but are in this chapter presented as possible future work for example as master thesis projects.

1.1. Facilitating Exportation through MSE-Clusters

Apart from the issues and solutions discussed in this report, one very prominent area of concern relates to export possibilities for Ghanaian SMEs. Most companies established in Ghana are micro, small or medium sized enterprises which hampers the country’s abilities to benefit from export opportunities of large quantities since most companies simply don’t have the muscles to take on such orders. Due to this, the Ministry of Trade and Industry are currently working on promoting clustering of SMEs into larger cooperative units operating as a decentralized company in order to be competitive in the field of exportation. These types of clusters would benefit from a shared pool of knowledge and competence as well as gaining the strength of a larger company. On the contrary, it demands a substantial amount of cooperation between all participating companies which can cause communication difficulties.

It is therefore recommended as future work to investigate possible solutions and approaches to bring about such clusters in an efficient and beneficial way.

1.2. Follow-up Study

This thesis firstly concludes obstacles related to relocation of smaller organizations to rural areas and then further presents how this relocation could be facilitated through ICT and TQM. However, these tools are not addressed for nor adapted to fit small West African companies whereas numerous obstacles related to implementation and usage were identified. Hence, studies on how these tools could be adapted and aimed for such companies in a rural environment should be conducted for ICT and TQM to provide a higher level of usefulness.

1.3. Counter-Urbanization

Previous studies performed by the Network of Surveys of Migration and Urbanization in West Africa (NESMUWA) has showed indications that living conditions in the largest cities have already deteriorated severely, which has led to a shift in migration patterns showing signs of counter-urbanization. These findings are contradictory to what are commonly perceived and predicted and thus worth further discussion and investigation.
This chapter presents the references from the theoretical framework, as well as the field study. These are collected from organizational web pages, existing literature, and interviews from the field study.

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The appendices present complementary information related to the thesis. Thus this chapter provides a more in-depth presentation on information that is not presented in the report for the interested reader.
## Appendix 2 – Risk Analysis

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</thead>
<tbody>
<tr>
<td>1) Technical issues such as lack of internet connection or electricity in Ghana</td>
<td>3</td>
<td>9</td>
<td>27</td>
<td>Limit the stay in rural areas if connection internet or electricity is needed and deficiency. Buy mobile internet devices.</td>
</tr>
<tr>
<td>2) Lack of vital resources</td>
<td>3</td>
<td>9</td>
<td>27</td>
<td>Understand the limitations of the project and plan for the activities in order to reduce inadequate need of unavailable resources.</td>
</tr>
<tr>
<td>3) Communication problems during interviews due to language- or cultural difficulties in Ghana.</td>
<td>3</td>
<td>9</td>
<td>27</td>
<td>Use an interpreter during the field study in rural areas. Maintain communication with supervisor in Ghana during visit to be prepared for possible culture barriers. Establish contacts prior to field study.</td>
</tr>
<tr>
<td>4) Communication problem with supervisors</td>
<td>1</td>
<td>9</td>
<td>9</td>
<td>Frequent contact with supervisors, both in Ghana and in Sweden to eliminate possible</td>
</tr>
<tr>
<td>5) Lack of time</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>Execute a good project plan with a thorough time plan. Constantly follow up the plan to prevent lack of time.</td>
</tr>
<tr>
<td>6) Lack of money</td>
<td>1</td>
<td>9</td>
<td>9</td>
<td>Plan a proper budget for the visit. Set aside a budget for unforeseen incidents.</td>
</tr>
<tr>
<td>7) Legislation problem during MFS.</td>
<td>1</td>
<td>9</td>
<td>9</td>
<td>Communicate with supervisors in Ghana to understand the legislation in order to prevent penalties and other implications of unintentional unlawful acts.</td>
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<td>8) Not living up to all stakeholder expectations &amp; requirements.</td>
<td>1</td>
<td>9</td>
<td>9</td>
<td>List stakeholders’ project requirements and expectations. Evaluate the importance and feasibility.</td>
</tr>
<tr>
<td>10) Illness</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>Vaccination and inclusion of first aid kit to Ghana. Use a stage-gate model combined with a proper time plan and milestones to prevent lack of time.</td>
</tr>
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<td>11) Unacceptable outcome</td>
<td>1</td>
<td>9</td>
<td>9</td>
<td>Secure with the supervisor and maintain on-going communication throughout the project that the outcome of the project is relevant and how it</td>
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<td>12) Project does not measures up to its result</td>
<td>1</td>
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<td>Secure with the supervisor and maintain on-going communication throughout the project that the outcome of the project is relevant and how it will be presented.</td>
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<tr>
<td>13) Study being adequate due to rain period</td>
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<td>9</td>
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<td>Travel to Ghana and start the field study early in order to avoid rain period.</td>
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<tr>
<td>14) Inadequate feasibility study</td>
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<td>Ensure that project- goals and aims are attainable and plan the study with help of the supervisors.</td>
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<tr>
<td>15) Disagreement between project members</td>
<td>1</td>
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<td>Set proper shared goals for the project to reduce the risk of conflicts. Be open-minded to and encourage suggestions and discussion. If disagreement occurs, Swedish supervisor will be used to help solve the conflict.</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 3 – Interview Charts

Interview with George Dua at the Employment Agency Office in Atimpoku
Unstructured Interview
2013-02-06, Anna Hellman, Elin Olofsson, Kwesi Nti, and George Dua

- What does your job entail?

- Tell us about job applications in Atimpoku?
  - Time aspect
  - Figures on employment and unemployment
  - Male vs. female workers
  - Skills, education history and background
  - Migration aspect
  - Common professions

- What industries/enterprises are and have been active in the area?

- What are the living conditions in Atimpoku?

- What educational level do people possess in Atimpoku?
  - Level of literacy
  - Migration

- How do you see Atimpoku developing in the future?
  - Are there any trends
  - Historical patterns

- What is the business climate like in the area?

- Tell us about the basic service systems and living conditions
  - Water- and electricity supply
  - Infrastructure
  - Schooling and health care
  - Comparison with other rural areas
  - Comparison with Accra
  - Trends in development
  - Salaries
  - Costs (food, land etc.)
  - Transportation

- How does the legislation work?
  - For employees?
  - Contracts?
  - Working hours?
  - Salaries?
  - National standards or location specific
Interview with Kwame Kesse-Agyepong at GIPC - Ghana Investment Promotion Centre
Unstructured Interview
2013-02-07, Anna Hellman, Elin Olofsson, Kwesi Nti, Kwame Kesse-Agyepong

- Tell us about the Investment Promotion Centre and what the organization does?
  - Past and present
  - National/specific areas
  - Collaborations
  - Goals and mission

- How are investments placed to benefit rural areas of Ghana?
  - Projects
  - Funding
  - Support programs

- Can you describe education in Ghana
  - Literacy
  - Male/female differences
  - Rural/urban differences
  - Historical perspective and improvements

- Who are the investors?
  - Which industries are they investing in?
  - Are there any trends?

- How do people gain knowledge and access to your services?

- What kind of problems do you see related to the migration into cities?
  - Pros and cons of urbanization/counter-urbanization
  - Migration patterns and trends (who, where)
  - Snowball effect
  - Effect on companies and business

- Can you explain the living conditions in Ghana?
  - Migrants/born in Accra
  - Skilled/unskilled labor
  - Employment
  - Basic service systems

- Tell us about investments in infrastructure
  - Schools
  - Communication
  - Transports and roads
  - Hospitals
  - Cities/rural areas

- How do you see the future for Ghana, Accra and rural areas?
Interview with Kwesi Nti and Daniel Akrong Regarding Management and Organization
Semi-Structured Interview
2013-02-08, Anna Hellman, Elin Olofsson, Kwesi Nti, Daniel Akrong.

- When did you start the business?
  - How long before you made profits?
  - Was the organization like it is today or has a lot changed? (size, sales, employees, stores, only shoes... etc.)

- Are you (Kwesi) the only owner
  - Can you explain the hierarchy?

- What fabrics do you use and where does it come from, constant source of suppliers? (+ other suppliers than fabric)

- Do you use other sources of workforce than the permanently employed, occasional consultants for example?

- Do you use any structured processes and/or methods in the way you currently run the business?

- What is an average salary for your employees?
  - How many working hours per day, days per year?

- What times are the stores open
  - How many days of the week?

- Is rate of employment low in Accra, Ghana, and rural areas?

- Are there any regulations regarding employment, both for employer and employees?

- What do you look for when hiring people (age, gender, prior experience, education, relations)?
  - How? Through relatives, education, references or other?

- What plans do you have for the future?
  - Larger production?
  - Expansion?
  - In what way and when will it be implemented? (sales, export, expansion of current business)

- Do you promote or have commercials for your brand?
  - Do you have a brand strategy?
  - Frequency, for whom, where, and what size-fashion shows?

- Do you cooperate with other companies/persons/countries etc.?
Interview with Dr. John-Hawkins Asiedu and Doris Asetena-Mensah, at the Ministry of Trade and Industry—(under ministry of finance)
Semi-Structured Interview
2013-02-11 Elin Olofsson, Anna Hellman, Kwesi Nti, Dr John–Hawkins Asiedu (economist evaluation consultant), Doris Asetena-Mensah (Commercial Officer).

- What is this organization doing/focused on?

- How is Ghana currently developing?
  - History
  - Trends
  - Sustainable development/What need to be changed

- How does the migration in and out of the city look like?
  - How does this relate to/affect the rural areas of Accra

- How do you see Ghana developing in the future?
  - How will Accra and other larger cities be able to meet the rising demands caused by migration
  - Are the future plans realistic

- Which countries is Ghana currently working/collaborating with?
  - Who are the investors?
  - In which industries are they investing?
  - History
  - Trends
  - Which countries or type of investors do you want to corporate with in the future, and why?

- How are you promoting Ghana to foreign investors?

- What kind of work are you doing from your offices abroad?
  - Where are these located
  - What type of collaborations
  - Which industries

- Future exports in the textile industry?
  - Investments
  - Reduction of fees and taxes
  - Clusters

- What kind of programs does the ministry have?
  - How to qualify into these
  - What are the goals of these programs
Interview with Kofi Acolatse and Ruth Takyi
Semi-Structured Interview
2013-03-04, Anna Hellman, Elin Olofsson, Kofi Acolatse, Ruth Takyi

- **Tell us briefly about yourself**
  - Age
  - Gender
  - Where are you from How long have you been working at Tribe

- **Where do you live?**
  - How long does it take for you to get to work?
  - Do you use any public transportation?
  - If yes, what can you tell us about the commute in Accra?

- **What previous jobs have you had?**
  - For how long did you work there
  - Did your experience from that work helped you to get this work

- **Why did you start working at Tribe?**
  - How did you know about the vacancy
  - How did you apply for the job

- **How does your workday look like?**
  - Hours/days per week
  - Routines
  - What kind of tasks do you do (everyday/occasionally)
  - Any routines, processes or methods you use daily
  - Do you perform the same tasks every day or are your tasks varying?

- **Do you have an additional work/self-employed?**
  - What is the reason for this extra employment

- **What kind of supplies do you order?**
  - From where?
  - Large purchases/occasionally shopping/sporadic shopping
  - Where are your suppliers located

- **Do you perform the same tasks every day or are your tasks varying?**

- **How do you handle orders?**
  - Small vs. large orders

- **What are your responsibilities?**
  - Who is your boss?

- **What would you say is your main competence?**
  - What competences/knowledge have you earned while working at Tribe?
  - Women’s/Men’s clothing; differences?
• What changes within the organization have you experienced while working here?
  o What did the organization looked like when you started to work here

• How do you see Tribe develop in the future
  o Will you continue to work at Tribe after the relocation?

• Describe the hierarchy within Tribe:
  o Employees
  o Their tasks
  o Their responsibilities
Interview with Kwesi Nti Focusing on the Future
Semi-Structured Interview
2013-03-18, Anna Hellman, Elin Olofsson, Kwesi Nti

- Are you going to keep the same structure of the organization after the relocation?
  - If changing, what type of organization?
  - How do you plan to implement such structure?

- What will be changed in the future when relocation is made?
  - Machines
  - Supplies
  - Tools
  - Employees
  - Production

- How many of your current workers will move with the production to Atimpoku?
  - How do you plan to recruit new employees?
  - What are you looking for in new workforce?

- What are the pros and cons of relocating the production?
  - Opportunities
  - Difficulties
  - How do you plan to overcome these difficulties?

- How do you see the organization developing?
  - Production
  - The office and stores in Accra
  - International relations

- Are you looking into new markets?
  - Which markets?
  - In which time do you think you will meet these markets?

- How do you plan for the relocation?
  - Economic aspects
  - Development
  - Skill training of new employees
  - Logistics
  - Communication between divisions
  - Quality assurance
  - Orders
Appendix 4 – Tribe

This appendix presents remaining information of Tribe, the product- and workflow in the production as well as the responsibilities. The company specific information in this section provides a more in-depth understanding of Tribe, valuable to substantiate the knowledge and insights the authors have built this thesis on.

A Work Day

Many of the workers have found Tribe via radio commercials, advertisements, or from acquaintances (Nti and Akrong, 2013b, Takyi, 2013). Furthermore, one will have a tryout period of two weeks before an employment.

Weekdays starts for the production manager at 7:30 by inventory the machinery and other supplies. If machines don’t work they are reported as faulty, and a consultant is needed. A list of material supplies needed is noted, before the rest of the staff start at 8:00 am. Major purchases are bought by the CEO and/or the production manager, e.g. black linen due to the high consumption. Complementary purchases are made frequently when needed, such as soles, leader, or specific colors of fabrics. This is usually made by the production managers, but can be done by anyone. (Acolatse, 2013, Nti and Akrong, 2013b) Linen is the most crucial fabric to buy because of the unreliability of getting the right amount of fabric paid for (Acolatse, 2013). Therefore cotton is less crucial since it comes in standard measures.

The designs are mainly done by the CEO or the production manager; If the latter one, the design is rigorously inspired by Kwesi’s (Acolatse, 2013, Nti and Akrong, 2013b). The design sheets are then created by either of them (Nti, 2013b).

It has been observed that to start sew garment, the fabric first must be prepared; It is retrieved from the stock and ironed to make sure to get it straight before the design sheet can be plotted. The sheets are used several times to be able to create different colored and patterned cloths (Nti, 2013b). Furthermore, the pieces are cut, folds are ironed and the pieces are needled together to simplify the sewing. All this is done by the ironing board. The sewing machine must be threaded before a repetitive behavior starts incorporating machine sewing, ironing and cutting leftovers; hence spending much time by the ironing board.

When the basic of the garment is finished; potential buttonholes must be cut and sewn before the embellishment, which includes stitching and decoration of badges. Stitches are sewn by hand in comparison with emblems that need to be created in advance. Several emblems are constructed simultaneously to streamline production and optimize material consumption. The badges are then sewn onto clothes. Finished garment are ironed before they are either folded and stored in stock before picked up by a customer (if ordered), or hung out in one of the shops.

During the field study, the production in Osu was observed for an entire workday. The product flow of garment can be seen in the figure below. The color codes and numbering in the figure can be seen in the following tables.
Workflow and Responsibilities

The male employees at Tribe only sew men’s clothing meanwhile the female workers only produce women’s clothing. The difficulty according to Nti and Akrong (2013b) lies in the forms and shapes, it is said to be difficult to sew cloths of the opposite sex. Looking at the organization, the majority are therefore sewing men’s wear. Only a few are working with African patterns in contrast to the majority that works with single colored fabrics of linen or cotton (Acolatse, 2013). All except two employees are deemed not to have knowledge in sewing clothes (Acolatse, 2013, Nti and Akrong, 2013b).

To iron fabric and garment is considered to be an easy task, but not a task everyone does or can do (Acolatse, 2013). One who cannot therefore has to ask for help, hence interrupting another’s work. In addition, a scarce resource may result in only moving the problem to another part of the production. In opposite, the plotting and cutting is considered to be the hardest tasks though it is essential to seize as much from the fabric as possible due to oblique cutting (Acolatse, 2013, Nti and Akrong, 2013b). One aspect is the loss of fabric caused by oblique cutting, another due to the quality assurance (Acolatse, 2013). Also cutting, as well as many other tasks, is made by the ironing board. This is mainly due to loss of large and flat
surfaces, as well as previous and following tasks of ironing. The production consists of four ironing boards, but at the time observed, only two are used, creating queues.

Stitching is not considered to be a competence possessed by all employees (Acolatse, 2013, Nti and Akrong, 2013b), moreover it seems difficult to educate due to design issues. One of the employees is so specialized in stitching and making buttonholes that she therefore is not allowed to sew, even though the knowledge exists (Acolatse, 2013). Another special knowledge is making badges (Nti and Akrong, 2013b). Due to other employees lack of skill in this competence, other tasks are not leaned (Acolatse, 2013). The permanent overload of work has therefore resulted in one extra working day per week for the one making badges (Nti and Akrong, 2013b), leading to overtime hours to be paid. It was also observed that a specific type of sewing machine is used for making badges, creating an impossibility of knowledge dissemination to be put into practice.

When problems arise, employees are to highlight this to his/her closest supernatant. If needed, the issue is raised to the director.

Due to the overloaded power net, power failure occurs frequently, hence putting many tasks on hold in the production, except from needlework, plotting and cutting. A power generator is available (Nti and Akrong, 2013b), however it is not always used at all occasions.

The sellers and the accountant keep the recipes for every transaction. There is also an agreement of that the deposit has to be received to the accountant within 24 h. All invoices are documented and larger orders are mapped in separate documentation, to further on be transferred into an excel-document (Nti and Akrong, 2013a). The documentation observed was however unorganized.

The sellers can take decisions regarding small orders and invoices. When larger ones occur, they have to consult the CEO in order to plan the time needed, workforce and such. (Takyi, 2013) The production manager has the authority to fire an employee if needed (Acolatse, 2013). A worker can have a maximum of two days unannounced absenteeism before getting fired (Acolatse, 2013, Nti and Akrong, 2013b).