



Encouraging involvement  
Network and friends

# Centre for Business and Technology in Africa



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# Business. Technology. Africa!

Africa is a continent on the move. Industry and technology are undergoing rapid development, creating an abundance of opportunities for people and businesses in Africa.

The Centre for Business and Technology in Africa (CBTA) puts a focus on this development and aims to play an active part in this complex process. Taking our wide-ranging portfolio of collaborations with African partner universities as a basis, we develop and support innovative projects, emerging businesses and first-class education in Africa. We enable the sharing of information and expertise between the African and the European continent and connect our partners from industry and academia on both continents. The CBTA aims to share and create knowledge at eye level to promote change.

Being a university, one of our priorities naturally is the training of students from both continents. Besides from a basic understanding of the differences of the markets, processes and business culture, students are provided with an excellent opportunity to spend an amazing semester abroad at our partner universities in Africa or here with us in Flensburg. Above all, our partners and us benefit from this network in such a way that "Have fun!" became part of our claim.



"Developing new ideas and discovering innovative topics are the basis for any kind of economic development. The dynamic of this as it is happening in Africa is extremely fascinating and very inspiring."

*Thomas Schmidt,  
Vice President for International  
Affairs at FUAS and founding  
director of the CBTA*

# Autumn & Spring School

## Autumn School in Flensburg (since 2013)

The Autumn School takes place in Flensburg every year in September. A student group of African students (six students from each of the participating African countries) meet German students and get to know them during visits to innovative companies working on current trends in Flensburg and the surrounding region. Over the years, the destinations of these visits have included IT and logistics companies (e.g. TNT Express, Flensburg Brewery, the Port of Kiel, 17111 Transit, Interschalt, the Port of Hamburg, Stadtwerke Flensburg (public utility), FSG (Flensburg shipyard)). In workshops the African and German students who are enrolled in the bachelor's degree programme Business Administration with a specialization on "Business in Africa" develop ideas and solutions for challenges African countries are currently facing in a workshop and analyse success stories from a dynamic continent.

## Spring School in Africa (since 2014)

The Spring School takes place in a different African country each year. So far, Douala (Cameroon), Nairobi (Kenya) and Mekele (Ethiopia), Vanderbijlpark (South Africa) have hosted the Spring School.

Each year a student group gains a specific and local view on ideas on and solutions to current challenges existing in Africa. German and African students discuss the latest trends in workshops, visit innovative companies (e.g. MTN, Camlait, Seven seas, Safaricom) and go on excursions for a truly intercultural experience.



Autumn School at  
FUAS  
Credit: CBTA

# Bachelor: Business in Africa

## Core subject: Projects with Industry

For more than 15 years Flensburg University of Applied Sciences (FUAS) has been an active partner in cooperations with partners from academia and industry in Sub-Saharan Africa. In these years FUAS has gained vast experience in the fields of logistics, information technology and economic development in Africa. To share this experience and support companies and institutions that seek to invest in Africa, we designed the elective module 'Business in Africa'. The class is based on close cooperation with various companies that support our students in developing their own project. This specialization provides investors with a data and knowledge basis allowing fast and qualitatively correct assessment of the opportunities in different regions and selected countries of Sub-Saharan Africa.



## Intended learning outcome

The students outline the basic foundation of successful business cooperation in Africa. They assess the special features of business activities in African countries and assess the economic potential of African markets on the basis of economic, social, cultural and political indicators. They describe the current situation in a historical context and discuss approaches using business management methods. They clarify business opportunities and risks in selected countries and assess them for individual industries.

The students apply methodological foundations to base investment decisions on and find relevant sources of information. They develop solutions for entry into African markets (countries, markets and industries) and localize opportunities for economic activities on the African continent.

Students work on concrete, current projects from a company.

In the past, these projects have been the basis for several award-winning theses of our students.

# Master: African New Markets

## Core subject: Market and sector analysis

As part of the master's degree programme Business Management we offer a minor in African New Markets. The core of this minor is a project in which students conduct an analysis of markets and industries. They examine the market size, market dynamics, market structure, market characteristics and the market position of selected companies.

## Intended learning outcome

The students identify relevant economic, social, cultural and political factors and understand the distinctive characteristics of business activities in African countries. They understand how business in selected African countries is initiated and developed and assess whether and how business ideas can be successfully implemented. They are aware of and sensitive to cultural differences when in contact with stakeholders and they apply various methods and theories of intercultural cooperation. Together with decision-makers the students analyse and categorize markets and industries from different countries on the African continent. They summarize the needs of selected countries and markets and develop markets. They differentiate the needs of the target groups, successfully apply economic and business management methods and further develop them taking into account different cultural contexts and challenges. As part of the course students will be in direct contact with high-ranking decisionmakers such as politicians, ministry officers and board-level business leaders.



# Students and Lecturers Exchange



Study trips: To us study trips are a crucial part of successful knowledge transfer. The picture was taken on a visit to TNT Hamburg, a part of the programme of our Autumn School 2017

Credit: CBTA

## Internships for students

Through the far-reaching and well-established network with partner institutions and industry on both continents, the Centre for Business and Technology in Africa and its partner institutions offer internships for both African and German students. The internships on both sides of the equator usually last three months. Most African students who come to Germany combine their internship with a semester abroad at Flensburg University of Applied Sciences.

## Semester abroad for students

This programme is a must for students who are confident in their ability to prosper while living abroad and who want to commit to a six-months programme. A semester abroad enables students to gather a multitude of experience. Funds are made available by sponsors (mostly the DAAD) to cover tuition and living expenses. A semester abroad is more than an academic adventure; it's an experience that can change a student's life and career path.

## Teaching and research exchanges for lecturers

We want to give our staff and lecturers from Africa and Germany the chance to gain new insights and experience on the respective partner continent. We do this by offering short-term and three-months teaching exchanges for teaching staff. Our core competencies at CBTA are business and technology. So, these also form the main focus of our teaching.

# Digital education

The dominating topic at the heart of our centre is the intercontinental communication between Germany and our African Partners. We focus on case studies and intercultural projects for students from both continents. In our Autumn and Spring School as well as in semesters abroad (in Germany and Africa) students are given the chance to participate in our German-African programmes.

To enable even more students to be a part of this intercultural experience, we will apply digital education as one of the major means in our future activities: new e-learning modules will not only provide the technical content of our international projects but also allow students to share cross-border experience and be a part of the exchange. Currently, our courses focus on information technology (Business Intelligence, Data Science, Enterprise Architecture) and doing business in Africa (case studies and success stories, Investing in Africa) in online projects, online seminars, tele-teaching and self-study courses.



Kick-off meeting with all partners in Durban, South Africa

Credit: CBTA

## Partners and projects

### Namibia

Together with our Namibian partner, the Namibia University of Science and Technology, we run the Namibian-German Centre for Logistics. Here we have been offering an acclaimed degree programme in logistics, consulting services for governmental institutions and industry and specific research concerning questions on logistics and transport in southern Africa since 2009.

The links between these areas are of great interest to students and clients and constitute a main focus for research; they are beneficial to everyone involved as they promote cooperation and target-oriented working.

The project is funded by the German Academic Exchange Service (DAAD).



Intern Mathias from Flensburg  
with the team at the NGCL  
Christmas party

Credit: CBTA

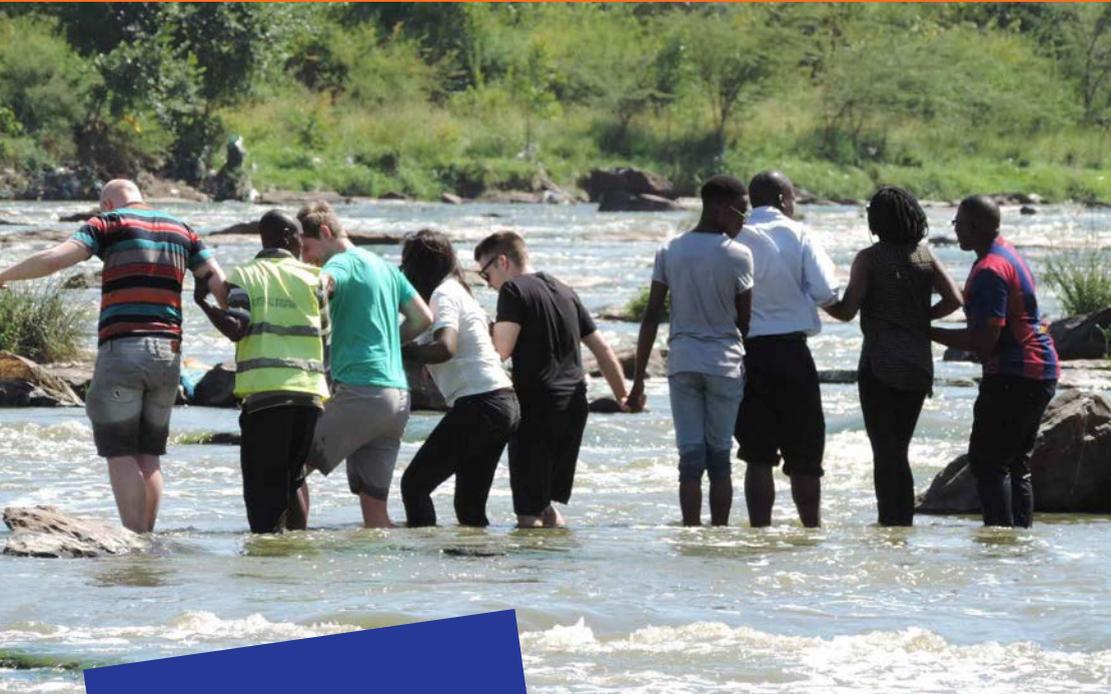


# Kenya

The Kenyan-German Centre for Data Analytics supports the development of Kenya towards a knowledge-based society in the framework of a trilateral partnership between Jomo Kenyatta University of Agriculture and Technology in Kenya, the Namibia University of Science and Technology and Flensburg University of Applied Sciences.

A specialization in Data Science was developed on the campus of Jomo Kenyatta University of Agriculture and Technology in cooperation with business partners. The programme was designed in the light of the increasing importance of information and communication technology and the aspiration to acquire new market-leading technologies.

During its development phase as the Centre for Data Analytics, the project was funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the German Academic Exchange Service (DAAD) under the “University-Business-Partnerships” programme.



Spring School participants  
in Kenya

Credit: *KGDA*

# Ethiopia



Spring School participants in Ethiopia

Credit: CBTA



Sustainable supply chain management (SSCM) has become a decisive factor in many industries and a focus topic for academic research. However, further research on conceptual frameworks and management practices is required. Together with our German and Ethiopian partners in academia and industry we are analysing the current situation and developing strategies to face the challenges in textile and apparel supply chains.

The research project is the first to study the combination of SSCM practices, performance and risk in textile and apparel SCss.

#### Scientific contribution:

- State-of-the-art in SSCM for textile and apparel industry identified
- Taxonomy of sustainable textile and apparel SCs developed
- Framework for SSCM practices, performance and risk in textile and apparel SCs conceptualized

#### Managerial implications:

- Decision-makers gain insight on implications of SSCM practices
- New approaches to measure and manage sustainability performance and risk

The project is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the German Academic Exchange Service (DAAD) under the "University-Business-Partnerships" programme.

# South Africa



False Bay College



## Cape-VET/Technical and Vocational Training Capacity building in South Africa

The project aims to improve the training structure for the qualification and professionalization of vocational training staff in South Africa in cooperation with German partners from academia and industry. The implementation concepts will support the modernization and further development of South Africa's vocational education system. The research results will provide basic conditions for knowledge transfer between Germany and South Africa by opening up further fields of cooperation. The results will contribute to secure the availability of skilled labour through capacity building and the professionalization of the vocational training staff. The project is funded by the German Federal Ministry of Education and Research.

## PEESA (Programme on Energy Efficiency in Southern Africa)

PEESA I-III are projects for capacity building in higher education with a focus in the field of energy efficiency. An additional focus is put on master's degree programme in engineering. The aim is to increase the number of highly qualified professionals in the field of renewable energy and to improve the quality of higher education. FUAS has a focus on didactics in higher education and has developed a self-learner version for digital teaching. The PEESA projects are funded by the European Union (I/III) and the BMBF (II).

# Cameroon/Ghana

## Cameroon

In Douala we offer a master's degree programme in business informatics together with the Institut de Technologie et de Management (ITM). Other cooperation projects with the ITM include research, the organisation of the annual Spring School and student exchanges. Another unique element of this partnership is the North-South cooperation we were able to establish thanks to our close cooperation with our partner university in Namibia.

## Ghana

The University of Education, Winneba is charged with the responsibility of producing professional educators to spearhead a national vision of education aimed at redirecting Ghana's effort along the path of rapid economic and social development. Starting from 5,000 students in 2009/2010 the number has risen to 50,000 at the present time. The university is changing and evolving very fast and thus has a wide impact on neighbouring countries.



# Our team



**Prof. Dr. Kay Pfaffenberger** is the managing director of the centre and contributes with his expertise in the fields of investment, banking and (renewable) energy on the African continent. He acts as the academic representative.



**Prof. Dr. (habil) Marcus Brandenburg** is professor for logistics and supply chain management with a special focus on sustainable supply chain management. He is currently involved in activities with Ethiopian partners focussing on supply chains in the apparel industry.



**Prof. Dr. Torsten Faber** is professor at FUAS' Faculty of Energy and Biotechnology and director of the Wind Energy Technology Institute (WETI). He is our specialist in renewable energy with a special focus on South Africa.



**Prof. Dr. Axel Grimm** is in charge of vocational training in the CBTA. He also is a professor for electrical and computer engineering at the Institute of Vocational Education, Work and Technology (biat) of the Europa-Universität Flensburg.



**Prof. Dr. Nelly Oelze** is professor for marketing and logistics. She is the project manager of the Namibian-German Centre for Logistics and has a special interest in sustainable supply chain management.



**Prof. Dr. Thomas Schmidt** is the founding director of the centre and is responsible for all partnership projects in the fields of IT and logistics in Africa.



**Martin Kuehn** is our expert for Central and East Africa. He is responsible for the coordination of the project activities in the framework of the Kenyan-German Centre for Data Analytics.



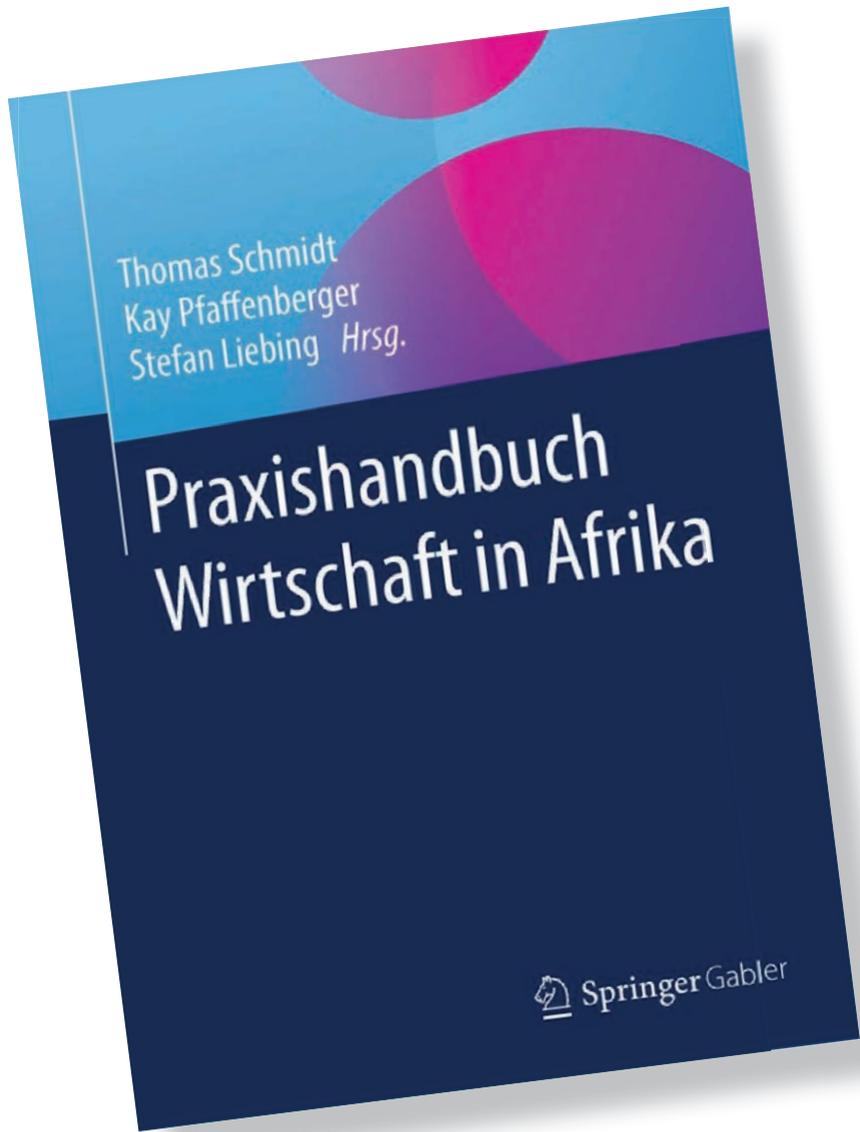
**Cecilia Mertens** is our project coordinator at the Namibian-German Centre for Logistics (NGCL). Furthermore, she has hands-on experience in projects in East and Central Africa.



**Ronakeh Warasthe** is our team's research and teaching associate for "Logistics in Emerging Economies". She is our expert for Southern Africa and is currently working on her doctoral thesis on sustainable supply chain management in the apparel industry, the supervisor is Prof. Dr. Marcus Brandenburg.



**Prof. h.c. Dr. Stefan Liebing** is honorary professor at the CBTA and teaches „Business in African New Markets“ in both the bachelor's and the master's degree programme. He contributes his experience as a private sector executive and business development expert on the African continent. In his main capacity, Stefan Liebing runs an investment and project development firm with special focus on Africa. He is President of the German African Business Association.



# A guide to success

## **... successful business in Africa.**

This book combines the experience gained by various companies with the academic perspective and the findings of the Centre for Business and Technology in Africa. The book is a practical yet academically sound guide for companies and individuals interested in business that want to be successful in Africa. It provides answers to commonly asked questions which everyone who wants to be economically successful in Africa needs to know: WHY is Africa interesting for business, WHERE are the greatest chances of success, HOW to proceed and WHAT can politics and business do to set incentives for investments.

The book describes how to invest and how to do business in Africa. It combines the experiences of managers of both, large corporations and family businesses with a long history on the continent.