# Editorial Note

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The first issue of the *Botswana Journal of Business (BJB)* was published in 2001. The Journalwas created to provide a medium for faculty as well as student scholarship. In 2013 with the creation of an Internet Editor Position to support University owned journals the *Botswana Journal of Business* went online. This is the second issue to go online. It is planned that past issues be archived on the World Wide Web at a future date.

The Journal seeks to analyze and influence business policy-making within Botswana and the region by drawing on research evidence from the region, the rest of Africa and beyond. The Journal invites submission of business specific as well as other disciplines that contribute to the advancement of understanding of business theory and practice.

There are six articles published in this issue all of them are drawn from the “Biennial International Conference of Business Innovation and Growth University of Botswana, Gaborone, 31st July to 2nd August 2013”. The Editors are pleased to say that, consistent with the multi-disciplinarity vision of the Journal, the 2013 issue has contributions from several areas of business administration, and in addition one of the papers is written by an author outside the business discipline.

The first paper by Lily C. Fidzani (author comes Educational Technology discipline) uses Impression Formation Theory to study pictures of lobbies in hotels. The findings showed that based on pictures of the hotel lobbies, participants made extended inferences about aspects of the hotel such as quality of service, amenities, clientele, cost and geographic location. The implication for business strategy is that the physical environment of a hospitality establishment is an important marketing tool.

The second paper by Samuel Victor Chinyoka sets out to compare the skills of franchisees to those of independent entrepreneurs. The methodology of the study involved investigating 24 entrepreneurial traits by surveying 45 experts using the Delphi Technique. The findings showed that franchisees have lower skill levels compared to independent entrepreneurs. The implication of these findings for public policy is that since in less developed in the level of entrepreneurial skills is low efforts at business development should focus on promoting franchising because it is less skill intensive.

The third paper by Monkgogi Lenao presents findings from a study carried out in Mmatshumu Island, Botswana. The article uses a multi-method triangulation as a means to enhance the internal validity of the study. The various methods employed were interviews, focus group discussions, observations and informal interactions with different stakeholders including ordinary members of the community, civic and tribal leaders. The findings revealed the following interesting “talking points” concerning heritage management and tourism development: (a) there is lack of communication between stakeholders on the ground and those based away from the site; (b) there is poor information sharing between previous and current board members; (c) there is inconsistency between nature of development and government policy**.** The authors recommend that to ensure sustainable utilization of heritage resources designated for tourism development there is need for deliberate efforts to balance the interests of heritage and those of tourism development; otherwise the results may be unpleasant for both.

In the fourth paper, co-authored by A.P. Shemi, K.V. Mgaya and N. Nkwe, the authors investigate the challenges and risks of ICT outsourcing. The research approach combined a survey of 100 ICT firms followed by a focus group consisting of 16 key managers. The findings revealed several challenges associated with ICT outsourcing including overdependence on outsourcing firms, management of outsourcing relationships, and loss of employee morale because outsourcing firms employ expatriates at the expense of locals. Outsourcing firms were also not happy with the practice by the main client (government) of giving short-term contracts and splitting big jobs across many firms which leads to coordination problems and trading of blames. It is recommended that the government, being the main client, look into how outsourcing can bring efficiency in the ICT sector but at the same time be a catalyst for training of local ICT professionals.

In the penultimate paper Delly Mahachi and Alice P. Shemi explore the benefits of the Industrial Attachment Programme, as perceived by students, in the Tourism and Hospitality Department at the University of Botswana. A Content analysis of 131 student reports was undertaken. The findings show that students perceived to have benefited from an accumulation of operational skills and knowledge in food preparation, food service and housekeeping. To enhance the program it was recommended that there was need to improve the administration and organization of the Programme, especially the introduction of an internship plan.

In the final paper Christopher J. Savage discusses Namibia’s desire to become the gateway to southern Africa and the SADC region. The author suggests that one way to achieve this is to encourage logistics cluster development. Such clusters support global supply chains and enable the growth of the host country through the resulting trade as well as providing direct and indirect employment opportunities during the build and subsequent operation of the hub. The author argues that although there are great potential opportunities, there are also serious attendant risks. He recommends that for Namibia to become a successful gateway, it will need to develop a long-term approach that covers not only logistics but also human capital as well as the more obvious infrastructure developments and undergo significant change in attitude to service provision. The lessons from this study may be of good use by policy makers in Botswana and other countries in Africa wishing to develop their countries as a hub of some activity.

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