

## CANDIDATE'S PROFILE



### Contact Details:

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### Education Background:

- 07/2012-Present:** Doctoral Candidate in Business Administration, University of Dar es Salaam Business School (UDBS), (Under SAFIC-Program- Funded by DANIDA)
- 01/2009 – 11/2010:** M.Sc, International Transport and Logistics, University of Dar es Salaam Business School (UDBS), (Under NOMA-Program-Funded by NOMA/NORAD)
- 09/2004 – 05/2007:** Bachelor of Business Administration, Mzumbe University, Morogoro, Tanzania

### Research Interests:

Networks and internationalisation of SMEs, International entrepreneurship, Public Procurement, Transportation Logistics, Supply Chain Management risks and Supplier selection strategies.
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### Publications:

- Mbura, J.G (2012).** The Rule of Traffic Forecasting in Railway Logistics: The Case of the Central Corridor in East Africa, *Emeralds Journal of Emerging Markets Case Studies*, 2(8): 1 – 12.
- Kessy, S., **Mbura, J.**, Mbwambo, A., and Rujomba, A (2009). Service Delivery in Intermodal Transportation System – Addressing Congestion Problem in the Port of Dar es Salaam, *A paper Presented on 8th – 13th ORSEA Conference in Whitesand Hotels, Dar es Salaam.*
- Mbura, J** and Kimaro, J (2013). Exploring Procurement Research Issues in Tanzania: Nominal Group Technique into application, *Procurement Journal in Tanzania*, 15(2): 1-9.

### Employment Record:

- 08/2008 – Present:** Assistant Lecturer (Marketing and Supply Chain Management Department), Moshi University College of Cooperatives and Business Studies (A Constituent College of Sokoine University of Agriculture, SUA), Moshi-Tanzania.
- 07/2007 – 07/2008:** Procurement Manager, Karibu Textile Mills LTD, Dar es Salaam, Tanzania

## **Ph.D. PROJECT DESCRIPTION**

### **TITLE: NETWORK EMBEDDEDNESS AND INTERNATIONALISATION OF AGRO-PROCESSING FIRMS IN TANZANIA**

#### **Problem Setting**

A number of firms operating through downstream internationalisation from developing countries have been increasing and simultaneously, the process of internationalisation has been accelerating (Nummela, 2002). The role of networks in this growth is clear however, complementary horizontal relationships, which are pointed as enhancers of this internationalisation, are ignored. Previous empirical debates have articulated the significance of business networks in the internationalisation process (Hakansson & Snehota, 1995; Coviello & McAuley, 1999; Huang *et al.*, 2012). While the focus has been on business actors, non-business actors are ignored in the literature (Khadjikhani & Thilenius, 2005). Business actors are suppliers, customers and distributors and non-business actors are many and complex to study such as politics, government, competitors, and social beings. The business actors' proposition is based on the opinion that vertical interactions can sufficiently explain the behaviour of firms in foreign markets. The business and non-business actors are however, equally important in internationalization (Khadjikhani & Thilenius, 2005) and non-business actors are even more important in developing than in developed countries because developing countries are characterised by market imperfections (Mayer *et al.*, 2009).

Empirical debates in Tanzania have focused on social networks and internationalisation of handcraft firms and manufacturing firms in general (Rutashobya & Jaesson, 2004 and Milanzi, 2012). Although the agro-processing subsector accounts for 90% of all manufacturing firms in Tanzania, few studies looking into state-business relationships particularly on how they change in the internationalisation process have focused on the sub-sector. While international growth among firms in the sub-sector is alarmingly low, there are other firms, which have grown as from sporadic export through the internationalisation process up to the level of establishing foreign manufacturing (Yabs, 2011). It is also argued that among others, State-business relationships have played a great role in this international growth (Milanzi, 2012) however; a key question on how these relationships evolve in the internationalisation process remains unanswered. Answers to this question will advance our knowledge on necessary resources and skills needed at both the firm level and government level to enhance international growth of agro-processing firms, which are direct linked to agriculture, the sector that employs more than 70 percent of the workforce in Tanzania. It should be noted that agricultural growth depends on the growth of agro-processing firms or the balance of the two; therefore, internationalisation of these firms is certainly important. If the growth of these firms is not considered, any attempts to improve agriculture will tend to fail.

Past debates, recommend a boundary setting in any attempt to study non-business actors. This study sets a boundary of state-business relationships and political-business relationships. It investigates the change and significance of these complementary horizontal business relationships in internationalization and using A-R-A model (Activity links, Resource ties and Actor bonds) it explores the change of these business networks in the internationalization process of agro-processing firms. The internationalization process here is different from just internationalization. It explains the sequence of internationalization stages. After exploring these network changes, the last objective explores the effects of the changes "within A-R-A model" for the internationalization of firms. Theoretically, there are limited studies that integrate the internationalization process model with network approach (Coviello, 1997; 2006). For long time, there was also a lack of a clear methodology that can be used to study the processes of change of networks (Halinen *et al.*, 2013). However, Nummela (2002; 2006) used retrospective approach to study change of business networks within internationalization mode and left out the change between modes. This study considers change within and between modes.

#### **Key Methodological Considerations**

The last question is approached via Survey of 122 firms (as per Cochran's formula) and the other questions utilize a new methodology suggested by Halinen (2013) which is Event Analysis (combining both retrospective and real time events).