



ASHESI UNIVERSITY COLLEGE

**An Investigation on the Entrepreneurial Opportunities in the Ornamental Plants
Industry in Accra, Ghana**

UNDERGRADUATE THESIS
BY
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the award of Bachelor of Science degree in Business Administration

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Supervised by: Dr. Kwami Justina Morris

DECLARATION

I hereby declare that this dissertation is my original study and that none of its part has been presented for another degree in this university or elsewhere.

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Date: 18th April, 2018

I hereby declare that the submitted dissertation and presentation of it were supervised in accordance with the guidelines on supervision of thesis laid down by Ashesi University College.

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ABSTRACT

Agriculture is the backbone of the economy of Ghana (Ghana Statistical Service, 2016). However, Ghana's agriculture mainly focuses on the production of staple foods such as cassava, cocoa and not high value crops like ornamental plants and spices (Index Mundi, 2018). This research study aimed to investigate the entrepreneurial opportunities in the ornamental plants sector in Accra- Ghana, which could help reduce *the high rate of unemployment, 11.9% in Ghana* (Ghana Statistical Service, 2016) The study further probed into how entrepreneurs could recognize and effectively exploit the opportunities identified in the industry to maximize profits.

In answering these questions, a total sample of 16 small- scale florists in Accra were engaged in an in-depth- interview into the topic studied. The results of these interviewed revealed the primary challenges in the industry to be resource constraints and low levels of qualification. Further probing in the interviews exposed creativity, location of business, after-purchase services and education as recognized entrepreneurial opportunities by the small scale florists in the ornamental plants industry. To exploit these entrepreneurial opportunities, the necessary qualities required by an entrepreneur expressed by the respondents included entrepreneurial intention, employment creation, personal traits, and the goal of satisfying the need of customers. These attributes facilitates the exploitation of these opportunities to make profits. It was found that, potential entrepreneurs can capitalize on these opportunities in various fields in the industry to create jobs for graduates, florists and the unemployed in the country.

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CHAPTER 1 : INTRODUCTION

1.1.Overview and Background

At first glance, the colourful feature of ornamental plants would attract a consumer. Nevertheless, on closer inspection, the shape of the leaves, the length of plants and their benefits could be a major factor that influences consumer demand. Ornamental plants are usually grown for their attractive appearances (Altmann, 2015). The visual attractions and functional quality of these plants attracts the consumers in this industry. Notwithstanding the fact that, this may be of high importance to consumers who are influenced by the appearance of ornamental plants; this should in fact be of apprehension to all consumers of ornamental plants. Many researchers have recently asserted that, ornamental plants also produce health and environmental benefits (Altmann, 2015); (Lohr, 2010); (Burchett, Torpy, & Tarran, 2008).

Globally, the ornamental plants industry contributes enormously to the ornamental horticulture industry, showing a high rate of profitability and economic opportunities such as: employment and revenue in many countries (Technavio, 2017). It was reported that the use of ornamental plants for commercial purposes such as décor for hotels and the private use projected for the year 2021 would generate a revenue of approximately ninety-six billion dollars (\$96.40billion) (Technavio, 2017). The world's leading producers of ornamental plants are: The Netherlands, Kenya, Columbia, Malaysia, Ethiopia (Rabobank, 2015). The global industry is profitable and seeks to open ventures and business opportunities to major stakeholders generating an annual growth rate of 6% to 9% per annum (Hernandez, Morales, & Sauri, 2014).

The agricultural sector of Ghana takes a majority share amongst the three sectors of Ghana's industry (Ghana Investment Promotion Centre, 2017). Ghana's climate is favourable for ornamental plants due to its suitable sunlight and soil structure (Ghana

Embassy Iran, 2016). The horticulture industry is thriving well in the country as the government is equally supporting the industry (Ghana Embassy Iran, 2016).

Specifically, the ornamental horticulture industry generated a total value of GHS 111,434,224 in 2014 within the agricultural sector of Ghana (Ghana Investment Promotion Centre, 2017).

However, the floriculture industry in Ghana is not performing as good as that of the horticultural industry (Ghana Investment Promotion Centre, 2017). Ghana's agriculture mainly focuses on the production of staple foods such as cassava, cocoa and not high value crops like ornamental plants and spices (Index Mundi, 2018). In Accra- Ghana, very little information has been delivered on ornamental plants production and its entrepreneurial opportunities to stakeholders in the industry.

This research study sought to investigate the challenges and entrepreneurial opportunities in the ornamental plants industry. It also sought to determine how potential entrepreneurs in the ornamental plants industry can capitalize on these opportunities to make profits, and create jobs for the unemployed.

1.2.Problem Statement

Ornamental Plants provide human beings with so many benefits both tangible and intangible. That is, they provide us with shelter, noise reduction, medicine, decorations, dye, glue etc. They just do not provide humans with physical benefits but also mental and physiological benefits such as: relaxation, stress relieve, air purifying agents and higher productivity (Bourlakis, Tzavaras, & Tzimitra-Kalogianni, 2010) level.

*According to the Ghana Labour Force report in 2015, **Ghana is facing a high rate of unemployment, 11.9% in the country** (Ghana Statistical Service, 2016). This is not a*

*good measure of economic development. Irrespective of the fact that the agricultural sector employs most of the labour force, this sector has the least contribution to the gross domestic product (GDP) of Ghana in 2017 (Index Mundi, 2018). Additionally, **the agricultural sector of the economy of Ghana do not produce high value crops (the non-stable foods) such as: flowers, spices and other ornamental plants. Ghana only produces staple foods such as cocoa, cassava, peanuts, shea butter and timber.***

This presents the research problem of the study, which is the low levels of diversification within the economy of Ghana, contributing to the high levels of unemployment in the economy.

Nonetheless, the global industry of ornamental plants provides entrepreneurial opportunities to stakeholders (Sudhagar & Phil, 2013). These entrepreneurial opportunities include: employment and the generation of foreign exchange between countries who trade with ornamental plants (Sudhagar & Phil, 2013)

Internationally, it has been estimated that, by the end of the year 2021, the horticultural market will generate a revenue of \$96.39 billion (Technavio, 2017).

There are also new trends in the industry that makes it profitable to invest in. These trends include: the production of new plants breeds and innovation in the production and marketing sector of the industry (Technavio, 2017).

In Africa, the largest production of ornamental plants is produced in Kenya and Ethiopia (Altmann, 2015). Kenya and Ethiopia in recent years are recommended for producing high quality cut flowers which has contributed greatly in the global market. In mid-2015, Kenya produced and exported 28% of what the European Union demand annually (Altmann, 2015).

Nevertheless, there is a need for the Ghana to tap into other entrepreneurial opportunities in the ornamental plants industry of the country that would create employment and contribute enormously to the economic growth of the country.

This research study seeks to probe further into the entrepreneurial opportunities and key market trends in the ornamental plants industry in Ghana. This study would also investigate the challenges in the ornamental plants industry and how entrepreneurs can capitalize on them.

In summary, the problems that this paper seeks to probe further are framed into these set of questions:

1.3. Research Questions

1. What are the existing challenges in the ornamental plants industry in Accra, Ghana?
2. What are the entrepreneurial opportunities in the ornamental plants industry in Ghana?
3. How can entrepreneurs recognize and effectively manage the opportunities identified in the industry to maximize profits?

1.4. Research Objectives

1. To identify the existing challenges in the ornamental plants industry in Accra, Ghana.
2. To identify the entrepreneurial opportunities in the ornamental plants industry in Accra, Ghana
3. To find how entrepreneurs can recognize and effectively manage the opportunities identified in the industry to maximize profits.

1.5. Theoretical Framework

Theory of Entrepreneurship

This study would apply the theory of entrepreneurship in its approach. The theory of entrepreneurship is the skill of being able to identify opportunities in an organization or an industry and efficiently taking advantage of these possibilities to make profits (Barringer & Ireland, 2013). The principle of entrepreneurship can be present in an organization or a new venture with two basic basics: the ability to identify profitable opportunities and the personal entrepreneurial traits of individuals (Saparito & Carolis, 2006). These personal traits include; confidence, have foresight, perseverance, risk taking and intentions to exploit opportunities (Pandit, Joshi, & Tiwari, 2018). The analytical framework of entrepreneurship would help this study to explore the opportunities in the ornamental industry and how potential entrepreneurs can exploit these opportunities for profit maximization and the economic growth of Ghana.

1.6. Purpose of the Research Study

First, this study would help to investigate the role of entrepreneurs in the ornamental plants industry. The ornamental plant sector had not been given the needed attention. However, this industry is a subset of agriculture, which is the pillar of the economy of Ghana. This research study will help probe into the challenges and opportunities in the ornamental plants industry in Accra, Ghana. These challenges and opportunities analysed will help potential entrepreneurs invest in the industry to maximize profits and create jobs.

Last, this study would help satisfy my personal curiosity and interest in ornamental plants. It would provide enough information about the industry and my dream to own the best indigenous floral plants in Africa in (10) ten years to come.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

This chapter includes the contributions of existing literature relevant to the research topic. The chapter is mainly divided into two main sections with subdivisions. The first part discusses the theory of entrepreneurship and its opportunities globally and in Ghana. The second part of the chapter reviews existing literature on the global trends in the ornamental plants industry. Finally, the chapter discusses the challenge found in the existing literature.

2.2. What is Entrepreneurship?

The theory of Entrepreneurship is grounded on having the ability to identify potentials in a venture or industry and efficiently exploiting these opportunities to maximize profits (Saparito & Carolis, 2006). However, (Velickaite & Baran, 2008) defines entrepreneurship as, the innovative process involved as a result of the changes in one's socioeconomic environment, and opportunities to create value for people in a society. Again, Rekha Melwani in the journal article, *Entrepreneurship Development and Economic Development* explains the theory of entrepreneurship as, an innovation process which is made up of an objective to make profitable examinations and changes with the available possibilities available in the society and the whole economy in a country (Melwani, 2018). In their book, *Entrepreneurship*, Bruce Barringer and Duane Ireland share a similar definition about entrepreneurship. These authors assert that, entrepreneurship is the process of being endowed with the skill of identifying and using the opportunities available to an individual irrespective of the resources one may possess at a particular time (Barringer & Ireland, 2013). For the purpose of the objectives of this thesis, this study would adopt the definition of entrepreneurship formulated by (Barringer & Ireland, 2013). The main objective of

the book written by Bruce Barringer and Duane Ireland was to successfully inform existing and potential entrepreneurs in the world to grow, and expand their business through the theory of Entrepreneurship. They met this objective by profiling fifteen well-known entrepreneurs in the world including Steve Jobs (Barringer & Ireland, 2013). The book also used insights from face-to-face interactions with entrepreneurs who expressed their experiences and opinions to the topic.

Writing in the *Journal of Economic Survey*, Simon Parker maintains that, entrepreneurs play a major role in the economy of countries (Parker, 2012). They have the ability to start new businesses thus, creating employment, they bring about innovative ways to solve challenges, they generate high sum of wealth and equally increase the economic growth of their countries (Parker, 2012). However, for entrepreneurs to be able to maximize their profits, (Saparito & Carolis, 2006) maintain that, entrepreneurs should be able to foresee profitable opportunities in the industry and equally be able to possess the spirit of entrepreneurship. These principles show a clear difference between an entrepreneur and a business person. To be able to distinguish entrepreneurs from others, one needs to assess their personality traits and psychological traits (Saparito & Carolis, 2006). These traits include: confidence, risk taking, vision and the intention to efficiently use opportunities. Highlighting on entrepreneurial intention as a personality trait, (Shehryar, Imran, & Shehryar, 2018) are of the view that, for one to be an entrepreneur, the person has to have to willingness and passion to start their own venture and make use of the opportunities in existence. Nevertheless, both entrepreneurs and the government are the key determinants of economic growth (Shehryar et al, 2018). In as much as entrepreneurs recognizing opportunities and profitably using them, the government has to create a conducive environment for these entrepreneurs. The government has a role to play

and this can be done through establishing incubators and associations to consistently train these potential entrepreneurs in their respective industries (Shehryar, Imran, & Shehryar, 2018).

(Arthur, 2007) in his article, '*Development Institutions and Small-Scale Enterprises in Ghana*' argues that, in Ghana, most entrepreneurs who are able to provide employment in the country are made up of small-scale businesses. However, these small scale business are not the main source of contribution to the gross domestic product in the economy (Arthur, 2007). These small scale businesses are faced with some internal challenges that hinders their development and growth. They are faced with financial constraints, lack of technological improvement, low access to credit facilities, and lower source of profits to expand their firms, unlike large scale enterprises (Mensah, Tribe, & Weiss, 2007). (Arthur, 2007) shows in his argument that, there are several factors that discourages small scale enterprises to take bigger initiatives. Small-scale farmers in Ghana are usually faced with the inconsistency in the delivery of goods and provision of services to their target customers. These challenges prevent small scale entrepreneurs from trading with the international market (Arthur, 2007). Due to the highlighted constraints, (Mensah et al, 2007) found that majority of small scale enterprises in Ghana are clustered at the same location for assistance with resources and human resources.

2.3. Recognition of Entrepreneurial Opportunities

2.3.1 what is an opportunity in entrepreneurship?

An opportunity in entrepreneurship is the favourable possibility that identifies a need to invent new product or service in a market. In identifying an opportunity, an entrepreneur first finds a problem addressing these opportunities known as the

opportunity gap (Barringer & Ireland, 2013) (Saparito & Carolis, 2006). An opportunity challenge is when a group of consumers are unsatisfied about a product or service or even cannot find a product that would meet their need. (Barringer & Ireland, 2013) highlight that, the challenges identified would serve as an entrepreneurial opportunity to tap into for profit maximization if it finally serves that need of customers. In their article, asserts that, an opportunity is an existing possibility in a market that needs to be tapped; they are not created by entrepreneurs but already in existence. According to (Ramoglou & Tsang, 2017), they argue that, opportunities in a market would not include: future goals, plans and outcomes in the market. This study would adopt the definition of an opportunity discussed by (Saparito & Carolis, 2006) and (Barringer & Ireland, 2013) respectively.

2.3.2. Identifying opportunities in Entrepreneurship

Recognition of opportunities is a key principle in entrepreneurship. (Barringer & Ireland, 2013) has sought to assess that, entrepreneurship involves the skill of identifying the loopholes and opportunities in a confined market. This term is known as recognition. There are two main ways where entrepreneurs set up ventures according to Barringer and Ireland (2013): the externally stimulated and the internal stimulated. An external stimulated business seeks to identify opportunities after the establishment of the business while the internal stimulated business begins with identifying an opportunity in a market and setting up that business to exploit the opportunity (Barringer & Ireland, 2013). This is further explicated by (Parker, 2012) who argues that entrepreneurship is about inventing a product or a service that consumers are desiring to use and not necessarily having to just make a product and sell for profit. In entrepreneurship, it is not easy to recognize a favourable possibility as opportunities come with four vital characteristics. The first feature in recognizing

an opportunity is its attractiveness (Barringer & Ireland, 2013). An opportunity should be appealing and creatively enough to exploit in the market. The second feature of an opportunity is that it should be durable (Barringer & Ireland, 2013). An opportunity should not be just for a short-term usage but rather should be sustainable while serving a need. The third feature is that, an opportunity should be timely and not die out. The last quality of an opportunity is that, for potential entrepreneurs to exploit an opportunity, it should come in the form of a product or a service that seeks to meet the demand of the target consumers. Opportunities without these four vital characteristics as discussed by Barringer & Ireland (2013) is merely seen as an idea.

Having the ability to recognize an opportunity comes along with first having the ability to study the trends in the industry (Barringer & Ireland, 2013). The observation of trends would help the entrepreneur to find the favourable circumstances to tap into for profit maximization (Barringer & Ireland, 2013). The trends that usually influence the market are: economic conditions, social trends, technological improvement and legal policies in the country (Pandit, Joshi, & Tiwari, 2018). These trends if studied by an entrepreneur would inform his decision in their business and in the market as a whole.

Having the ability to solve an identified challenge in a market helps an entrepreneur recognize opportunities in a market (Barringer & Ireland, 2013). In solving a problem in a market, an entrepreneur must be able to study the daily challenges that people face in their homes and in their organizations (Barringer & Ireland, 2013); (Parker, 2012). This would enable an entrepreneur to find lasting solutions. (Parker, 2012) assets that problems may arise from technological change, dynamic in cultural practices or emerging economic conditions of which is similar to the arguments made by (Barringer & Ireland, 2013).

2.4. Exploitation of Opportunities

Recent studies has it that, for an entrepreneur to be able to have the willingness to identify and manage opportunities in a market, there must be the existence of the intention to exploit opportunities (Pandit, Joshi, & Tiwari, 2018). These authors conducted a study on Entrepreneurship in higher education particularly focusing on students with an entrepreneurial mind (Pandit, Joshi, & Tiwari, 2018). Their objective was to find the main characteristics of students with the entrepreneurial mind to exploit opportunity challenges around them. It was found that, self-efficacy, proactiveness, risk taking were the main features of participants in their study (Pandit, Joshi, & Tiwari, 2018). (Shehryar, Imran, & Shehryar, 2018) agree with this argument. These authors share a similar view in their study where they sought to determine the factors that drive entrepreneurial intentions.

For an entrepreneur to profitably exploit and manage the opportunities identified in an industry, they must possess some peculiar characteristics;

First, they have a passion for the business (Barringer & Ireland, 2013). Successful entrepreneurs usually have a desire to drive their own business (Pandit, Joshi, & Tiwari, 2018). The desire to see their objective being met pushes them to exploit the available resources available to them. Some entrepreneurs have a passion to perform some social duties apart from the main goal of profit making. They have a desire to help see their societies grow equally with them as individuals (Barringer & Ireland, 2013). Through their passion towards achieving their business goals, entrepreneurs seek for more knowledge and experience in the field to pursue their business goal. They also get motivated by their passion to work harder and better irrespective of the risks involved (Barringer & Ireland, 2013). (Pandit, Joshi, & Tiwari, 2018) support this argument of having the passion and determination as an entrepreneur. According

to these authors, the perseverance trait they possess do not hinder their goals (Pandit, Joshi, & Tiwari, 2018).

Secondly, they entrepreneurs should be product and customer oriented (Barringer & Ireland, 2013). One main characteristics of entrepreneurs is their goal to satisfy the needs of their customers. They either meet these needs of their target market through the development of a product or a service provision. Entrepreneurship is not just about the management of one's business but the main goal of meeting a need or a problem in existence (Parker, 2012).

Third, entrepreneurs have the determination despite the failure (Pandit, Joshi, & Tiwari, 2018). The tendency to fail in entrepreneurship is high due to the numerous start up initiatives in the field of entrepreneurship. This prevents usual business people from establishing their own businesses. However, entrepreneurs are able to stay determined and strive for the better even after their setbacks (Saparito & Carolis, 2006). They do not give up as many other business people do.

Again, entrepreneurs should have the Executional Intelligence (Pandit, Joshi, & Tiwari, 2018). (Barringer & Ireland, 2013) argue that entrepreneurs have the ability to bring a goal into a reality. This skill distinguishes entrepreneurs from the others. This quality of an entrepreneur is a determinant to measure how successful their business would be or not (Saparito & Carolis, 2006). This involves not just establishing but also sustaining one's business. Entrepreneurs have the ability to design a business model canvas, raise funds, create a management team, manage their finances and put their objectives into actions (Barringer & Ireland, 2013).

Finally, entrepreneurs are usually seen as independent (Barringer & Ireland, 2013). They want to take charge of their everyday business activities. The is because, they

have had a big dream come true and want to fulfil what their long-term goal has been (Pandit, Joshi, & Tiwari, 2018). They are usually not comfortable in corporate traditional jobs. Thus, to pursue their goal, they seek to establish their own firm. People also want to meet their financial goals in life. Thus, they tend to recognize the challenges and possibilities in their field of work and pursue these ideas to maximize profits (Barringer & Ireland, 2013).

2.5. The role of Entrepreneurs in the Economy

Innovation is a key role by which entrepreneurs use contribute to most economies (Parker, 2012). Recent studies support this view that entrepreneurs are known for creating new products and services to enhance the lives of their customers (Barringer & Ireland, 2013). A research conducted proved that, smaller firms who have less than 500 workers are known to have significantly contributed to innovations in the united states of America (Barringer & Ireland, 2013). These firms are usually entrepreneurial start-ups.

Entrepreneurs are able to solve unemployment in countries by creating jobs for people. Start-ups usually involves the recruitment of new employees to manage and make profits in the business. The establishment of new business would continuously reduce the high rate of unemployment in the economy (Shehryar, Imran, & Shehryar, 2018). A recent study conducted in the United States of America showed that, 92% of employment opportunities are created by entrepreneurs in the country (Barringer & Ireland, 2013).

2.6. Defining the Ornamental Plants Industry

2.6.1. What are ornamental plants, types and examples? (The Product)

The assertion that Human beings depend on plants for food, clothing, shelter, medicine does fit the facts (Burchett, Torpy, & Tarran, 2008). Plants such as: African Violet, Bougainvillea glabra, Hibiscus coccineus, Rosa damascene and Solida gorugosa are examples of ornamental plants (Qasim, Asif, Jaskani, & Sajjad, 2017). Ornamental plants include: bedding plants, potted plants, indoor plants, shade trees, lawns etc. (Qasim, Asif, Jaskani, & Sajjad, 2017).

The general way of thinking about the purpose of growing ornamental plants is for their decorative nature. By focusing on the aesthetic importance of ornamental plants, (Burchett, Torpy, & Tarran, 2008) in their study overlooked the other vital benefits of ornamental plants: the health and environmental purposes of ornamental plants. Ornamental plants are used for pleasure, for fragrances and decorative purpose. They are plants which promote peace and pleasure in homes, schools, hospitals, hotels and at workplaces (Hernandez, Morales, & Sauri, 2014). These plants usually produced and fall under the gardening or landscaping sector in countries across the globe (Hernandez, Morales, & Sauri, 2014).

2.6.2. The Ornamental Plants Industry

In exploring the industry involved, ornamental plants industry is a subset of the horticulture industry (Chandler & Lu, 2005). The ornamental horticulture industry is the sector that grows cut flowers, turf, shrubs, potted and bedding plants and ornamental trees (Chandler & Lu, 2005).

The market driver in the industry is the main use of the ornamental plants for its decorative purposes (Maida, 2017). (Maida, 2017) also asserts that there is a high

demand for indoor spaces, gardens and real estate with the inclusion of ornamental plants. Economically, the improvement in the basic wellbeing of consumers globally is resulting in a higher demand for ornamental plants subsector. This has contributed enormously to the increase in the revenue of the global market. 'Technavio', global research analysts conducted and reported on the global market for 2017- 2021 based on the products and consumers respectively (Maida, 2017). It was reported that the commercial use of ornamental plants contributes greatly to the global market as 80% of sales revenue generated from that section (Technavio, 2017). However, the private usage segment of ornamental plants is promising as consumers are beginning to know the benefits of ornamental plants. It was also estimated that, by the end of the year 2021, the market will generate a revenue of \$96.39 billion (Technavio, 2017).

Producers of Ornamental plants

Producers of ornamental plants seek to produce ornamental plants for many reasons. They are in the industry because it is lucrative and its seen as a way of conserving the environment (Altmann, 2015). The production of ornamental plants is profitable if cultivated well.

Globally, the ornamental plants industry is very profitable, most specifically in Europe and Asia respectively because of the high demand by consumers (Altmann, 2015). In 2015, there was a significant increase of 8% towards the contribution of just ornamental plants in the ornamental plants industry globally. Countries who are leaders in this industry are: The Netherlands, China, Japan, Israel, Costa Rica, the United States of America, Thailand.

In Africa, the largest production of ornamental plants is produced in Kenya and Ethiopia (Altmann, 2015). Kenya and Ethiopia in recent years are recommended for

producing high quality cut flowers which has contributed greatly in the global market. In mid-2015, Kenya produced and exported 28% of what the European Union demand annually (Altmann, 2015).

In Ghana, ornamental plants are a way to preserve the environments and for tourism (Ghana Tourism Authority, 2016)

Trends in the Ornamental Plants Subsector

The ornamental plants subsector is still not fully matured as there are emerging trends that needs to be met in the short run and the long run respectively.

First and foremost, the main trend in the industry is the production of new breeds of plants by researchers and producers that seeks to provide needs and opportunities to stakeholders in the industry (Maida, 2017). There is a high demand for quality and premium ornamental flowers which is a trend in the international market globally. For instance, Plant regulators are organic or synthetic produced chemicals used to enhance the production of ornamental plants. These regulators are made of organic molecules that can increase or retard plant growth (Qasim, Asif, Jaskani, & Sajjad, 2017).

Technologically, the use of induced mutation is another option of plant breeding technique for new breeds (Ahmad, Hassan, Shamsudin, Ariffin, & Basiran, 2012). Through this approach and experiment, the Malaysian Nuclear Agency were able to breed new varieties of ornamental plants (Ahmad, Hassan, Shamsudin, Ariffin, & Basiran, 2012).

Moreover, innovation within the ornamental plants subsector is quite new to the industry. Most of the innovation in this sector focuses on the technological enhancement of the plants and the distribution and packaging channels (Lambrecht, Taragola, Kühne, Crivits, & Gellynck, 2015). A study conducted in Germany asserted

that, innovation in the production and marketing of ornamental plants are new to the industry; these innovations however have been initiated or yet to be implemented (Lambrecht et al, 2015). The study proved that, product innovation has to do with growing plants that demands less energy and space. On the other hand, innovation in the marketing sector of ornamental plants includes; customized packaging and labelling of plants, having an online shop and implementation of self service to consumers (Lambrecht et al, 2015).

2.7. Gap in the literature

Literature about the entrepreneurship opportunities in the ornamental plants industry in Ghana is scarce. This is due to the fact that, existing research on entrepreneurship in agriculture mainly focuses on food and animal production rather than ornamental plants in Ghana. Most of the research studies on entrepreneurship conducted in Ghana adopted a quantitative or mixed method approach. Thus, the in-depth and rich understanding of the topic has not been elucidated in Ghana. Additionally, it is important to qualitatively address challenges and entrepreneurial opportunities in the ornamental plants industry in Accra because there is a dearth of information in the literature in Ghana.

CHAPTER THREE: METHODOLOGY

3.1. Introduction

The main objective of this research study sought to determine the entrepreneurial opportunities in the Ornamental plants industry in Accra, Ghana. This involved three sub- objectives. The first was to determine the existing challenges in the ornamental plants industry. The second objective was to identify the entrepreneurial opportunities industry. The third objective sought to analyse how potential entrepreneurs could tap into the challenges identified for profit maximization . This chapter hence, explains the research methods and tools of gathering data and information that helped achieve the objective of this study. The chapter further highlighted the participants involved in the data collection and the scope of this study.

3.2. Research Design

The aim of the research design is to aid in answering the research questions. This involved procedures, methods and the valuable resources used to achieve the research objectives.

The research study was solely a qualitative approach. The qualitative research seeks to deeply understand the phenomenon or a social issue by getting a rich in-depth understanding of the research topic (Vanderstoep & Johnson, 2009). This study adopted the use of explorative research where it mainly aims at probing into the entrepreneurial opportunities of the ornamental plants industry in Accra, Ghana. The reason being that there is little fundamental research that has been done into the ornamental plants industry in Ghana and its opportunities for entrepreneurs. The qualitative method was inductive focusing on the in depth understanding of various themes and theories identified in the study (Wisker, 2009). The qualitative approach enabled the researcher to explore participant's views, knowledge and past experiences

in the field of floriculture and their entrepreneurial role as florists. Thus, this study used a qualitative approach to explore the research problem; the existing challenges and the entrepreneurial opportunities in this industry, and to analyse how entrepreneurs could tap into these challenges to make profits using in-depth interviews. This tested and informed the entrepreneurial opportunities for growth which would be obtained during the qualitative data gathering.

3.3. Scope of Research Study

3.3.1. The population of the study

This research study mainly focused on the small-scale florists, and floral shops in the ornamental plants industry in Accra specifically; Spintex, East Legon, Haatso-Atomic, Kwabenya and Dzorwulu. The study particularly focused on the challenges and opportunities in the ornamental plants industry in Accra- Ghana, and how stakeholders could tap into the entrepreneurial opportunities to make profits.

3.3.2. The location of the research study

The location of the study was Accra, Ghana. Accra, the capital city of Ghana is the largest city and the most populated (World Population Review, 2017). Accra was chosen for this study because, it is the most populated city and the highest city of unemployed people (World Population Review, 2017). Accra is also known for the production of ornamental plants by small scale- florists and the only city which has the Ghana Garden and Flower show annually. Due to the high rate of rural urban migration in Accra, leading to a high rate of unemployment (Ghana Statistical Service, 2014), it gives a realistic view on the essence of the research problem.

The research focused on five locations well known for the location of small-scale florists. These area were: Spintex, East Legon, Haatso- Atomic, Kwabenya and

Dzorwulu respectively. Statistically, the population of Accra is approximately 2.27million (World Population Review, 2017).

3.4. Sampling Strategy

3.4.1 Sampling Method

This qualitative study used the purposive sampling technique. The purposive sampling technique is a method of sampling where a research solely focuses on specific features of the population under study (Wisker, 2009). This sampling technique is a non- probability method where the study would be able to identify an in depth and rich information in relation to the research problem with the available resources (Wisker, 2009). The purposive technique enables the researcher to choose the participants for the study that falls in the category of the research problem (Wisker, 2009). Again, this type of sampling was chosen because the ornamental plants industry is a unique industry with no database and the stakeholders fall with a particular location. Thus, participants who did not fall within the specific group of producers were not included.

3.4.2. Sample population

This qualitative study used a sample size of sixteen (16) participants created in the sampling method. Out of sixteen (16) florists studied, five (5) of them were interviewed as a group and the rest were either in a group of two or individuals. Thus, there were seven rounds of interview for this study including sixteen florists. This sample size was due to the niche market of the ornamental plants industry where only a specialized segment of the population is targeted. Additionally, the sample size of 16 for the small scale florists gives a rich in- depth understanding of the study since this study has more qualitative features than a quantitative approach (Vanderstoep & Johnson, 2009).

3.5. Collection of data

3.5.1. Data Collection tools

For the data collection, the study adopted the use of a semi structured in-depth interviews (Vanderstoep & Johnson, 2009). In terms of the use of interviews, the study conducted a face-to-face interview with participants for not more than an hour. Interviews were conducted with the consent of participants. All responses from the sixteen participants were audio recorded but their identities are kept anonymous. The face-to-face interview gave an in-depth and narrative conversation between the researcher and the participants (Wisker, 2009). This study used interviews to give a more detailed information about the entrepreneurial opportunities of the ornamental plants industry in Accra. The semi-structured interviews allowed interviewees of the study to ask for further explanation on a question asked and allow the interviewer to ask a follow up question on the original response (Hancock, Ockleford, & Windridge, 2009). The data was collected over a period of one month. Data was collected between the working hours of these florists including weekends

Furthermore, the responses from participants gave a vivid picture on the research objectives. The in-depth interviews are kept confidential and anonymous during and after the research. To ensure this ethical consideration was in operation, each participant was issued a consent form under the authority of the Institutional Board of Ashesi University. This is included in Appendix number three.

3.6. Data analysis

This study involved a descriptive analysis for the qualitative study (Wisker, 2009). Since the research study is an exploratory one, themes and patterns were identified based on the recognition of entrepreneurial opportunities, and how the entrepreneurial opportunities identified could be managed and used efficiently by florists. Thus, the data

collected was transcribed into a story (narrative) with themes identified from the research questions and objectives. Transcribing is a process whereby a researcher processes the written form of an interview conducted in a study (Hancock, Ockleford, & Windridge, 2009). This could be in both a narrative, a grounded theory-based research or a conversation analysis (Hancock et al, 2009). Since the research study is an exploratory one, themes and patterns were identified based on the responses gathered from the in-depth interviews. The transcribed data was read and screened seven times. The themes and patterns were coded into meaningful results. This narrative analysis would tell us a story on the current state of the ornamental plants industry, the existing challenges and the entrepreneurial opportunities in the industry. The data analysis technique processed the raw data into analysed results (Vanderstoep & Johnson, 2009).

The data analysed was depicted to show the extent to which challenges and entrepreneurial opportunities in the industry could be capitalized to maximize profits.

3.7. Reliability and Validity

This study sought to be consistent with the collection of data from participants to achieve an error-free result. Reliability of this study was improved by making the procedures in the data collection more clearly, making the instructions in the testing more clear and effective (Drost, 2011). The research study maintained a high level of valid information where the researcher adopted a transparent approach to collect and study participants. Validity refers to the processes of making the procedures of the study more meaningful (Drost, 2011).

3.7. Ethical Consideration

This study went through the Ethical checklist through the submission of the Institutional Review Board Report. This study was reviewed and approved by Ashesi Institutional Review Board for Human Subjects Research. Participants of this study were highly treated with respect and asked for their consent before conducting the interview. Participants' information will be protected and kept confidential.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1. Introduction

This chapter discusses the findings and results of this research study. The study investigated on the entrepreneurial opportunities in the ornamental plants industry in Accra, Ghana. The researcher collected data through sixteen semi-structured in-depth interviews with small-scale florists in Accra. Out of the sixteen participants, five were in a focus group and the rest were individual florists. Data was collected over a period of two months in 2018. This chapter would;

- Appraise the results from this study.
- Analyse the feedback in connection with the outlined objectives based on the literature review.

The first research objective sought to determine the opportunity challenges in the ornamental plants industry in Accra. The analysed data proved that majority of challenges in the ornamental plants industry are: inadequate resources, low level of training and qualifications of florists, influence of personal traits on business growth and the ability to exploit possibilities in the industry.

The second research objective sought to find the opportunities identified in the ornamental plants industry in Accra. It was found that there are many opportunities existing currently in the industry which are yet to be capitalized on. These include; after-purchase services, Marketing strategies, storage facilities, technological advancement, creativity and innovation, training facilities for florists and employment opportunities.

Finally, the third objective of the research study was to determine how entrepreneurs could identify and exploit these possibilities for profit making.

The results showed that, most of these florists are more of necessity entrepreneurs rather than entrepreneurs for opportunities. They went into floriculture to make ends meet and because it generates so much income. All the sixteen participants were in their youthful age and have the intention and skill to identify the resources but could not fully exploit these opportunities due to resource constraints. These resource constraints include: access to land space, irrigation, storage facilities, human resources, credit facilities, low funding and technology. There is low level of risk taking in the floriculture industry even though these floral entrepreneurs have the tendency to take risks. There is also a low level of executional intelligence amongst these small scale florists. They are all visionaries with long term goals. However, this quality depends on how an entrepreneurs would measure how successful their firm would be or not. This would be shown through a business model canvas to show how your business would run and grow. The ornamental plants industry in Accra is environmentally sustainable. That is, the florists mainly use organic fertilizers and the plants they grow naturally multiply without any harm and cost associated with (Technavio, 2017). Additionally, the current trend in the industry, with regards to innovation and product enhancement methods (Ahmad et al, 2012; Lambrecht et al, 2015; Qasim et al, 2017) are potential ways these florists are using to improve on the sustainability of the industry in Accra- Ghana. Unfortunately, these florists do not have the ability to design a complete business model canvas and manage their finances through record keeping and distribution channels. They have a low revenue streams and lack key resources.

4.2. Data Analysis and Findings

The data was analysed seven times after which seven major themes were identified from the respondents in relation to the Research objectives. These responses were

coded into themes which were frequently stated, differently said, similar amongst respondents, appeared sequentially and answered in relation to other activities. In order to effectively organize the collected data, the themes were put under each research objective of this study.

Research Objective one

To identify the existing challenges in the ornamental plants industry in Accra, Ghana.

At the field work where data was collected, all the sixteen florists were given the chance to share their knowledge and experiences of having to work in the ornamental plants industry. The following questions were asked: What were the favourable factors or circumstances that enabled you create the need to grow ornamental plants? What motivated you to go into the production of ornamental plants? Given the current economy, which opportunities existing in the industry can you tap into? What are the things that you need to improve in your floral business? What are your floral needs?

Table one. Objectives with codes from the data analysis of research objective one:

Research Objectives	Descriptive Codes
1. To identify the existing challenges in the ornamental plants industry in Accra, Ghana.	1. Resource Constraints 2. Qualifications

Resources

Through analysing the experiences of the florists in the ornamental plants industry, it was evident that all florists face the challenge of getting an access to resources for the businesses. There is a huge opportunity challenge for resources in the ornamental plants industry in Accra. These resources include; financial support, governmental support, black soil, irrigation, land space, storage facilities, security, more plant varieties and retail floral shops. Twelve (12) of the florists interviewed specifically articulated the access to water and plants varieties as a major challenge in their business. This finding testifies the argument that, small- scale entrepreneurs find it difficult to produce more goods and services due to the 'economies of scale' in the market. They are not able to meet the standards as the commercial enterprises with regards to low access to raw materials and other resources (Arthur, 2007). Thus, in connection with the literature, entrepreneurs in the industry have identified problems addressing opportunities known as the opportunity challenge (Barringer & Ireland, 2013). Respondent one discussed her floral needs and challenges in the industry that is hindering their business growth,

“I need easy access to water and black soil. I also need organic manure (local chicken droppings). I also need a storage facility to keep my inventories and some plants. The people around here disturb us, that is they litter our sites and thieves also invade our premises to steal plants. We need security services, hahahaha”.

Respondent 3 shared the same experience of the lack of some resources in the business,

“We would need black soil. I buy expensive black soil daily for about 600 Ghana cedis. This lasts for only a day. I also need access to organic and inorganic fertilizers to increase yield and produce quality plants”.

Respondents 4 stated,

“We need so many things. We need water, black soil. Pots. We go for these pots from Sogakope in the Volta Region. The transportation cost to bring these pots it GHS 1000 which could even put you at a loss in the short run. Some of the pots gets broken on arrival at the shop”.

Through analysing the responses of the participants' challenging needs and challenges in the ornamental plants industry, it was clear that resource constraints is a huge challenge in the business for these entrepreneurs. The resource constraints are hindering these entrepreneurs' intention to expand their businesses and exploit the identified opportunities in the ornamental plants industry in Accra. Additionally, both entrepreneurs and the government are the key determinants of economic growth (Shehryar et al, 2018). In as much as entrepreneurs recognizing opportunities and profitably using them, the government has not created a conducive environment for the floral entrepreneurs in the country. They receive no incentives, extension services or any sought of resource support from the government.

Qualifications

Another challenge identified in the ornamental plants industry is the low qualifications of these small-scale florists in the industry. Qualifications in this research study has to do with a form of formal training or vocational training. These qualifications should result in the acquisition of certificates. Due to the low level of qualifications and lack of training acquired by these florists, it is difficult for them to keep abreast with the current industry trends, innovation and technological advancement. It is important for successful entrepreneurs in any industry to know about the dynamism of the market due to these factors: technology, innovation and trends (Barringer & Ireland, 2013). After

analysing the data gathered from the study, all sixteen florists interviewed stated that they did not have a formal training or education in their profession as florists. However, they were skilled out of personal experience over years and also from family members.

Respondent one shared her level of qualification in floriculture, *"I have not had any training before, but I believe it would help me. It would make me identify plants easily when customers ask for certain names of the plants. I do not know most of the names of these ornamental plants"*.

Respondent two also stated, *"..I stayed at the village for so long and did not get the opportunity to acquire any formal education. I have always wanted to develop my skills. I am not all that illiterate because I strive hard to learn and it's not too late"*.

Respondent five shared the same experience, *"We do consider that as a top priority although we haven't done that yet. But we would start soon. We do not have any association or workshop for training. We know about floral show, but we have to register first. We have not planned for that yet"*.

It is clear from the responses gathered that, the low qualifications and the lack of training is hindering the human resource in the ornamental plants industry. These florists have to be under training from their family and friends in the business without going through any formal training. There are no workshops, seminar and associations in existence to train these florists in the ornamental plants industry.

Research Objective Two:

To identify the entrepreneurial opportunities in the ornamental plants industry in Accra, Ghana

Table two. Objectives with codes from Data Analysis of research objective two:

Research Objectives	Descriptive Codes
2. To identify the entrepreneurial opportunities in the ornamental plants industry in Accra, Ghana.	1. Location 2. After- purchase services 3. Creativity 4. Awareness

According to the second objective, all sixteen florists were given a chance to share what opportunity meant in the ornamental plants industry in Accra, which challenges were seen as opportunities and which existing opportunities could be tapped into, given the current economy of Ghana?. Entrepreneurs in the industry have identified problems addressing opportunities known as the opportunity challenge (Barringer & Ireland, 2013)

The most common discussed opportunities in the ornamental plants industry are : location of business, after-purchase services, creativity and awareness of ornamental plants. Thus, in connection with the literature, the ornamental plant industry in Accra-Ghana is made up of opportunity challenges that potential entrepreneurs could capitalize on for profit making.

Location

Location was seen as one of the most common opportunity in the ornamental plants industry. The florists place a high priority when it comes to the location of their businesses. These florists interviewed all had their business located along the highways and main streets in Accra. They are also located in streets close to residential areas, offices, schools and hotels where there is a high demand for

ornamental plants. For these florists, the best location is an opportunity for cost reduction, access to raw materials and access to a high demand.

These are some of the responses from the sixteen florists interviewed;

Respondent four shared that, *"You have to look for a good area. A location which is accessible to a high demand"*.

Respondents five also stated that, *"...and location of business along the street to attract customers"*.

The same response were given by respondent two, *"The location of the business is one opportunity florists could have, and being located in business area and around companies to have easy access to more target customers"*.

After analysing these responses, it is evident that the determination of a profitable business in the ornamental plants industry would depend on the location.

Creativity

Innovation is key as entrepreneurs in the ornamental plants industry. The findings has shown that, an entrepreneur in the industry should be creative and be able to invent new plants breeds, enhance production methods and creatively arrange their products for a higher customer demand. Most entrepreneurs in the industry are creative and innovative which makes them beat competition in the industry, and successfully exploit opportunities. Out of the sixteen florists interview, nine specifically stated that creativity plays a major role in the fierce competitive industry. These are some of the responses from the sixteen florists interviewed;

Respondents three shared that, *"I have the skill to negotiate with prices and educate customers"*.

Respondents six also stated that, *“I take my display of plants very serious too along the streets”*.

The same experience was shared by respondent four, *“...and the idea to innovate new designs to meet consumers”*.

Respondent one stated, *“The arrangement of flowers along the streets attracts our customers most of the time”*.

In order to enhance the lives of customers in the ornamental plants industry, it is shown that entrepreneurs have innovative ideas with their products and services.

After-purchase services

Through analysing the experiences of the florists in the ornamental plants industry, it was evident that all florists saw the importance of the provision of after-purchases in the ornamental plants industry in Ghana. Most of the respondents used the term, “maintenance” to show the necessity of after-purchase services in the industry.

Respondents showed that there is a high demand for after-purchase services which includes: maintenance, pest control, gardening and decoration respectively. This is an opportunity for potential entrepreneurs to capitalize on in the industry. These are some of the responses from the sixteen florists interviewed;

Respondents one, *“Some customers also complain about pest attack, thus, florists like us can be trained more on pest control for our customers. Most households do not have gardeners, so people can tap into that opportunity so as to maintain individual homes and offices plants”*.

Respondents five stated that, *“. High demand for maintenance of plants especially from foreign investors in the country”*.

Respondent two shared that, *"I am also into the provision of services and consultancy within the industry. Services provided are gardening, trimming, maintenance and giving professional advice to my clients"*.

Almost half of the interviewees highlighted that it is an opportunity for florists to go into the after-purchase services.

Awareness

The analysis of the data gathered in this study showed that there is a huge opportunity in the education on ornamental plants to consumers in Accra. Most of the respondents asserted that, there is low patronage of ornamental plants because people do not know about the health benefits of these plants. The respondents saw the need for entrepreneurs in the industry to tap into the opportunity of creating awareness through different channels to enlighten customers about the benefits of plants. This would increase the demand for the products.

Here is how some respondents shared their experience on the need for awareness;

The first respondents showed that, *"I am also into the provision of services and consultancy within the industry. Services provided are gardening, trimming, maintenance and giving professional advice to my clients"*.

Again, respondents three stated that, *"It's an attractive business to go into and its really profitable. Some plants have spiritual needs: they provide good luck, bad spirit. Some are mosquito repellent and have sweet fragrances. These are some things one need to tap into to get rid of chemical air fresheners and educate people"*.

Research Objective Three:

To find how entrepreneurs can recognize and effectively manage the opportunities identified in the industry to maximize profits.

Table Three. Objectives with codes from Data Analysis of research objective three:

Research Objectives	Descriptive Codes
<p>3. To find how entrepreneurs can recognize and effectively manage the opportunities identified in the industry to maximize profits.</p>	<p>1. Entrepreneurial Intention 2. Employment 3. Personal traits 4. Product and customer oriented</p>

According to the third objective, all sixteen florists were given a chance to share how they have successfully identified opportunities and exploited opportunities in the ornamental plants industry in Accra? Entrepreneurs in the industry have identified opportunities in the industry (Barringer & Ireland, 2013). Most of these entrepreneurs have the entrepreneurial intention to exploit the opportunities identified. However, these florists have not fully exploited these entrepreneurial opportunities due to resource constraints and low qualifications. The ornamental plants industry is full of entrepreneurs who have the ability to identify potentials and effectively have the desire to exploit these opportunities as argued by (Saparito & Carolis, 2006). Some of these entrepreneurs are able to recognize opportunities due to personal traits and how product and customer oriented they are (Barringer & Ireland, 2013). It was also found that, these personal traits includes: passion, vision, risk taking and problem solving

which drives them to exploit opportunities in the industry just in line with the argument made by (Pandit, Joshi, & Tiwari, 2018)

Entrepreneurial intention

The most common way existing entrepreneurs in the ornamental plants industry are able to recognize and exploit opportunities is having degree of effort to execute an action in their business. Most of the entrepreneurs in the industry are in their youthful age who have the willingness to exploit possibilities but this is hindered due to resources constraints. These youthful have the desire to create their own products and services in an innovative way taking into consideration the existing resources that they possess which is similar to the argument made by (Shehryar, Imran, & Shehryar, 2018). Respondents were asked if they have ever exploited any opportunities, if so how/ if not, have they had any intention to do so? They were also asked what they have done to increase sales and customers in their businesses. These are some responses from the florists interviewed;

Respondent four stated, *"....not yet but I intend to if I am able to identify any opportunities. You know the thing is even if you identify any opportunities, there is no resource to help exploit"*.

Respondents five shared, *"...but we have tried exploiting innovative ways of nursing these plants for rapid and quality growth"*.

Respondents one stated, *".....If I realize we do not make the expected sales after a week, what I do is to change the arrangement of these plants to attract customers. We send the most attractive ones to the front"*.

Respondent seven said, *"I just do an onsite display. It is all about giving an attractive display of flowers"*.

After analysing the responses, it is clear that the intention to exploit resources are in existence amongst these floral entrepreneurs, however, some are not able to fully do so due to resource constraints. Other florists have tried managing these opportunities to make profits. Again, some have also capitalized on the opportunity of innovation to increase their sales.

Employment

The existing entrepreneurs have capitalized on different opportunities in various fields of the ornamental plants industry: maintenance, decoration, irrigation services, landscaping and pest control. They are not just producing the ornamental plants but they have created ventures that includes after-purchase services to create jobs for themselves and others. This is one of the biggest determinant of the ability to have exploited opportunities as an entrepreneur (Shehryar, Imran, & Shehryar, 2018). The floral ventures are able to solve unemployment by creating jobs for people. These are some of the feedback from respondents who shared their experiences;

Respondents three stated that, *"This served as a source of employment when I came to Accra"*

The same experience was shared by respondent two, *".. I also want to employ more people to manage my shop and pay them as well. I do not want to have a headache doing it all by myself. I am going to do this by the grace of God because it is God's work"*. Respondents one also stated, *"...Again, employment and profit making were very essential to the business set-up"*.

Product and customer oriented

After analysing the data, it is clearly seen that floral entrepreneurs in the ornamental plants industry in Ghana all have a main goal to satisfy the needs of their customers

and even make it better. They have either meet this goal by supplying their customers with plants or provided an after- purchase services. This according to them, is a basic intention to have as a florist in order to exploit opportunities in the industry. The following are some responses shared by the florists who were interviewed;

Respondents three shared that, *“Yes, we meet the high demand. We usually display our work on WhatsApp for our customers to see. Some order and we deliver to them. Some are on contract basis with us. We also meet and ask them on update on the survival of plants and we have monthly subscription plan”*.

Respondents six shared their experience, *“Yes, because we meet their needs of supplying them with plants. We even search for some plants we do not have just to satisfy our customers”*.

Respondent seven also stated, *“ I always meet their demand. I even go and search for things even when I do not have such plants. Some ask for advice on maintenance of flowers”*.

In exploiting these opportunities, these florists either enhance the quality of the ornamental plants they produce or improve on the maintenance services they provide for their customers.

Personal traits

Finally, according to the processed data, vision, risk taking, problem solving and passion are the main features of florist who have effectively recognized and intended to exploit the opportunities identified. These characteristics differentiates entrepreneurs from ordinary business people. The florists in the ornamental plants industry in Accra are of the youthful age who are full of passion and vision. Some of these florists have the desire to perform their environmental and health duties to their

customers apart from the goal of making profits. They are not necessarily entrepreneurs but rather, entrepreneurs for opportunities. These florists have their long term and short term goals which drives their businesses. Here are some feedback on florists' personal traits;

Respondents one said, *"I went into the production of ornamental plants because most of Ghanaians do not know what ornamental plants are. So I joined the industry to educate and sell these plants"*.

According to respondent two stated, *"My dream. I am coming to tell you my dreams. My dream is to have a farm and a plant shop. I want to go into animal rearing because of the need for organic manure(waste). Poultry and Goat to support the floriculture. I would have a garden shop and only supply my flowers from the farm site. So you would not see me planting at my distribution retail shop but rather see my displayed plants. I would have my plants displayed in an attractive style and not the old 1980's way people do currently"*.

Respondents five said, *"...We wish to have wide range and varieties of plants, we want to sell exotic plants and expensive ones in the next five years"*.

For an entrepreneur to fully exploit opportunities, florists have peculiar traits such as vision, passion, customer and product oriented, entrepreneurial intention and problem solving as explained by literature (Barringer & Ireland, 2013)

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1. Summary of research study

This research study would be summarized in this chapter. The relevance of this research was to investigate on the entrepreneurial opportunities in the ornamental plants industry in Accra. The research study had three objective and questions respectively. To achieve this purpose, this solely focused on the small-scale florists in Accra who produce and render their services ornamental plants in Accra- Ghana. This qualitative study comprised of 16 florists who were interacted through semi-structured in-depth interviews. This qualitative study was grounded on the theory of entrepreneurship.

This chapter reviews the relationship between the findings and the research objectives. Furthermore, the chapter would also conclude on how the findings relate to the literature review. Then, it would highlight interesting findings from the study. The chapter would end with recommendations and the limitations of the study.

According to the analysed data and the findings found in the previous chapter, the conclusions of this study can be made;

5.2. Conclusion

5.2.1. Descriptive statistics for the sample used in this study

The ornamental plants industry is made up of youthful entrepreneurs who are between the ages of 18- 50 years. Specifically, out of the 16 small- scale florists interviewed, nine (9) of them were between the ages of 18 years -30 years, whereas the other seven (7) were between the ages of 31years to 50 years. However, 14 out of the 16 florists were males and the other two being females. Additionally, these small- scale florists sell all types of ornamental plants: ranging from indoor potted plants to outdoor

plants. However, the major plants grown are : Ixora and Royal palm respectively. Again, the florists are located along the main streets of Accra namely: East Legon, Flower Pot- Spintex, Kwabenya, Atomic Road and Dzorwulu. Moreover, the small-scale florists are mainly into gardening, decoration, landscaping, sale of plants, maintenance services and consultancy. These floral entrepreneurs are entrepreneurs for opportunities and not necessity entrepreneurs. They are in the industry due to the opportunities they have identified and the need to capitalize on them to make profits while solving a problem.

5.2.2. Addressing research questions

First, in finding the existing challenges in the ornamental plants industry in Accra, it was found that, the main opportunity challenges in the ornamental plants industry are: resource constraints and the low level of qualifications respectively. These means that, these small-scale florists lack resources such as; funds, governmental support, raw materials (soil, water, plants) and technology that hinders the smooth running of their business. The absence of these resources causes delays and the incompleteness of tasks in the floral business. Another constraint identified in the ornamental plants industry is the low level of qualifications of florists in the ornamental plants industry. Secondly, this research study found that, there are several opportunities identified in the ornamental plants industry. The location of one's business is a great opportunity for florists to tap into for higher sales and more customers. For these florists, finding a good location along the streets of busy roads would attract more customers and enable an easy access to raw materials. Other opportunities in the industry identified are: the high demand for maintenance services and other after-purchase services, the need to educate people on the benefits of ornamental plants to increase demand. Finally,

innovation is a key opportunity. The creative and innovative nature of entrepreneurs in the ornamental plants industry makes them beat the fierce competition.

Finally, another finding was that, the ornamental plants industry is full of entrepreneurs who have the ability to identify potentials and effectively have the desire to exploit these opportunities as argued by (Saparito & Carolis, 2006). However, in the intention to exploit these opportunities, they are constrained by resources and the lack of qualifications. For an entrepreneur to fully exploit opportunities in the ornamental plants industry, florists should have peculiar traits such as vision, passion, customer and product oriented, entrepreneurial intention and problem solving as explained by literature (Barringer & Ireland, 2013).

5.3. Recommendations to Legislators

1. Policy makers (the government) and other relevant organizations, should implement policies to facilitate florists and other small-scale entrepreneurs' easy access to credit facilities in the industry. Such policies should enable florists to get easy access to soft loans from financial institutions in the country to acquire the necessary resources for the operation of their business.
2. There should be an implementation of government policies to include theoretical and vocation training for horticulture embedded in the school curriculum. This would give some form of formal training to potential florists and also create awareness on the benefits of ornamental plants in Ghana since agriculture is the main sector that drives the economy of Ghana.

5.4. Limitations of the study

1. This study only adopted only a qualitative approach to the topic. However, this results should be taken with caution because, it did not additionally use a

quantitative approach to confirm and test the in-depth findings. Even though these are the findings of the research study, we acknowledge this as a limitation. Thus, the study cannot generalize the findings of the study to other small-scale entrepreneurs in Ghana.

5.6. Suggestions for Future studies

These recommendations are targeted to scholars, future researchers and academics.

1. Further studies should use quantitative approach to confirm the relevance of the findings discussed here. Qualitative studies may further investigate other important factors that strengthen the entrepreneurial ecosystems in the ornamental plants industry.

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APPENDICES

Appendix 1: Transcription from the in-depth interviews

FL1- 2 florists

FL2.- 1 florist

FL3- 2 florists

FL4- 2 florists

FL5- 5 Florists- focus group

FL6- 3 florists, from the northern region.

FL7- 1 florist

Total= 16 florists

QUESTIONS	CATEGORIES/ THEMES
<p>1. What is your age? FL1. 31years- 50years. (male) FL2. I am 36 years old. (male) FL3. In our 30's (male) FL4. 31- 50 years (female) FL5. In our 20s (male) FL6. In our 20's (male) FL7. In my 20's (male)</p>	<p>31- 50years 18- 30 years</p>
<p>2. What type of ornamental plants do you sell? (cut flowers, shrubs, hedges, shade trees, interior plants etc.) FL1. All types of ornamental plants. We mainly go into the production of hedges specifically Ixora and the Royal palm. But we deal with all ornamental plants. FL2 I provide services for consumers with all kinds of ornamental plants. FL3. We sell every kind both indoors and outdoors ornamental plants. FL4. We have all types of Ornamental plants</p>	<p>1. All kinds of ornamental plants</p>

<p>FL5. We sell all kinds of Ornamental plants</p> <p>FL6. We sell all types</p> <p>FL7. I sell all kinds of ornamental plants here</p>	
<p>3. Shop Location</p> <p>FL1. Under-Bridge, East Legon</p> <p>FL2. I am usually at Flower Pot/ East legon, but I do not have one location.</p> <p>FL3. Flower pot- Spintex</p> <p>FL4. Atomic- Kwabenya</p> <p>FL5. Dzorwulu Junction</p> <p>FL6. East legon</p> <p>FL7. Mensah-Wood Rd- East Legon</p>	<ol style="list-style-type: none"> 1. East legon 2. Flower Pot- Spintex 3. Kwabenya 4. Atomic road- Haatso 5. Dzorwulu Junction
<p>4. Type of business [Retailer, florist, decoration</p> <p>FL1. Florist, Decoration and Maintenance Services</p> <p>FL2. Florist, decorator, gardener and consultancy. I am not into selling mainly. I am also into the provision of services and consultancy within the industry. Services provided are gardening, trimming, maintenance and giving professional advice to my clients.</p> <p>FL3. We are florists, we make bouquets and also landscaping.</p> <p>FL4. We are florists and decorators</p> <p>FL5. Florists, maintenance, décor and landscaping as well.</p> <p>FL6. Florist, gardening, decoration</p> <p>FL7. Florist, Decoration and maintenance services</p>	<ol style="list-style-type: none"> 1. Florist 2. Decoration 3. Maintenance 4. Consulting 5. Gardening 6. landscaping
<p>5. How do you like to see your floral business in 5 years?</p> <p>FL1. We think this floral business has a good potential in some years to come. There is money in this business as well as a high demand for ornamental plants thus, it would very profitable in the next 5 years.</p>	<ol style="list-style-type: none"> 1. Lucrative business/ Profitable 2. High demand for plants 3. Agriculture mainly plants, goat and poultry 4. Have a retail shop

<p>FL2. My dream. I am coming to tell you my dreams. My dream is to have a farm and a plant shop. I want to go into animal rearing because of the need for organic manure(waste). Poultry and Goat to support the floriculture. I would have a garden shop and only supply my flowers from the farm site. So, you would not see me planting at my distribution retail shop but rather see my displayed plants. I would have my plants displayed in an attractive style and not the old ways/ 1980's way people do currently.</p> <p>FL3. I want to have a floral retail shop in the next 5 years to come. However, I have started gathering my resources for that.</p> <p>FL4. The business is very fine. Very good but now the weather is unfavourable because it does not rain frequently. Because of that, the income is low. However, in the next few years, it would improve. We have a good relationship with customers. That would help us expand.</p> <p>FL5. We wish to have wide range and varieties of plants, we want to sell exotic plants and expensive ones in the next five years. However, we not have enough land space to accommodate and grow these plants so much more space too.</p> <p>FL6. We would take it like that. Business is not good for us. We are many florists in this location. The demand has fallen, and we cannot predict in the next five years to come.</p> <p>FL7. I wish for things to improve more in my business. I have been here for two years and I can testify that it is a good business. More space.</p>	<ol style="list-style-type: none"> 5. Organic manure production for plants 6. Attractive display of plants 7. Building customer service 8. Many plants varieties 9. Exotic plants 10. A bigger land space for plants 11. Cannot predict as demand is low for them
<p>6. What motivated you to go into the production of ornamental plants?</p> <p>FL1. I went into the production of ornamental plants because most of</p>	<ol style="list-style-type: none"> 1. Low patronage 2. Low level of awareness on plants

<p>Ghanaians do not know what ornamental plants are. So, I joined the industry to educate and sell these plants. However, we cannot grow more because this land is not for us, the government worries us all the time to evacuate.</p> <p>FL2. Nature. My interaction with nature frees my mind to do things better. I have a passion for plants. I get so many ideas quickly in this field more than being in a fixed position like a banker which is not my field to be honest. It is true.</p> <p>FL3. As for me, the first time I came to Accra, I went to live with my senior brother who initiated me into this business. I have been with him for four years now. I realized it was profitable and peaceful. I am also into pottery making. I learnt from my grandmother and I am experienced enough. This served as a source of employment when I came to Accra.</p> <p>FL4. We love ornamental plants. You must have love what you do to do it better. This would attract more customers.</p> <p>FL5. It is a lucrative and good business (it is legal one) to go into. We are also plant lovers.</p> <p>FL6. We started with our brother. We went into this business to cater for our family. The three of us are from the northern region of Ghana. We migrated to the south for this business.</p> <p>FL7. Okay, I have been motivated all along to do this business. I chose it for the love of plants. Me and three friends of mine</p>	<ol style="list-style-type: none"> 3. Sale of plants 4. Passion 5. Love for nature 6. Hate being in a fixed position. 7. Source of employment 8. Experienced from brother. 9. Migration to find jobs
<p>7. What are the potential ways available for expansion of your business?</p> <p>FL1. I would have to advertise my business to expand my business.</p> <p>FL2. Currently I have ordered for equipment and generator for my farming idea. That is a potential way florist could</p>	<ol style="list-style-type: none"> 1. Advertisement 2. Availability of tools and Equipment

<p>expand their business. My grandfather is a chief at Kwahu with many lands as a resource to expand. I am getting more resources and money to go into vegetable production before animal farming. Now, people love chicken and goat, so I want to tap into that field. I want my clients to receive my service based on orders. I also want to employ more people to manage my shop and pay them as well. I do not want to have a headache doing it all by myself. I am going to do this by the grace of God because it is God's work.</p> <p>FL3. I am gathering my resources and saving towards it. Once I do landscaping for other people and expand my customer base. We would also look out for irrigation access. The more customers we get, the more income we have</p> <p>FL4. You have to get access to water, otherwise you would have to buy water daily. Over here, we buy water daily to irrigate and it is very expensive</p> <p>FL5. We would love to import more exotic plants and export more tropical indigenous plants.</p> <p>FL6. In order to expand for us, we want more varieties of plants.</p> <p>FL7. I want more land space for expansion. That would help</p>	<ol style="list-style-type: none"> 3. Available of more land and funds 4. Build a better relationship with my customers. 5. Divert into another field/aspect of agriculture 6. Employing more people to work at my shop and farms. 7. Availability of irrigation services 8. More customers 9. Location of business for high demand 10. More export and import plan
<p>8. Are you able to meet your local customer demands?</p> <p>FL1. No. We are not always able to meet the demand of our customers. The reason being that, we do not get daily purchases. Sometimes no sales purchases recorded weekly or monthly. Purchases are made occasionally. We also do not enough space for storage and restocking of more varieties of plants.</p> <p>FL2. Yes, I am able to meet the needs of my customers here. However, most customers are not willing to pay for the price. Rich people get the good quality</p>	<ol style="list-style-type: none"> 1. No, Inadequate space 2. No, Inadequate varieties/ breeds of plants 3. Yes, Occasional purchases by customers. 4. Yes, Presence of talent to work 5. Yes, I plan very well 6. Yes, Provision of good quality plants

<p>of services since they know about the benefits of plants, so they pay more than the ordinary people. But my customers are very pleased with my work. I plan very well before I work for them to get a better result. I have a talent for their work.</p> <p>FL3. Yes, we meet the high demand. We usually display our work on WhatsApp for our customers to see. Some order and we deliver to them. Some are on contract basis with us. We also meet and ask them on update on the survival of plants and we have monthly subscription plan.</p> <p>FL4. Yes, we have loyal customers. Customer service is key in order to get daily sales.</p> <p>FL5. Yes, most of them even know about the particular plants they want before coming to buy.</p> <p>FL6. Yes, because we meet their needs of supplying them with plants. We even search for some plants we do not have just to satisfy our customers.</p> <p>FL7. I always meet their demand. I even go and search for things even when I do not have such plants. Some ask for advice on maintenance of flowers.</p>	<ol style="list-style-type: none"> 7. Yes, Customer satisfaction 8. Yes, update on plants state 9. Yes, offer of monthly maintenance plan
<p>9. Do you have international customers? Are you able to meet their demands?</p> <p>FL1. No. we do not have demand from international customers. We neither export or import plants too. Hahaha.... We only grow all plants on site.</p> <p>FL2. No, but I want to go into the export of moringa to Scotland for medical purpose. I am still into making the deal but currently no demand from foreigners. Moringa is a medicinal plant so would flourish and meet demand. Other African countries export moringa and Aloe Vera.</p>	<ol style="list-style-type: none"> 1. No Export 2. No Import 3. Desire to export moringa and aloe VERA 4. We send tropical plants for consumers who live abroad. 5. Import from Cote D'Ivoire, South Africa, Togo, Thailand 6. Yes, they buy and export to their countries.

<p>FL3. Yes, we do have international customers. Some do not live here but we send some pictures to them and they send money for us to maintain their homes in Ghana for them. Some order for plants and send it out of the country. We take the soil from the plants roots and wrap them in newspapers to keep them cool. We also import orchids from Thailand and other plants from Togo and Cote D'Ivoire.</p> <p>FL4. We do not export but import Cactus and others from South Africa. However, we buy from other florists who mainly import.</p> <p>FL5. Yes, the foreigners buy to export to their homes outside and we are able to always meet their demand all the time. Sometimes we even have to go in search for some plants we do not have just for our customers.</p> <p>FL6. No, we do not have. All our customers are local people.</p> <p>FL7. Not really, but my brother has a Liberian who orders to send flowers to Liberia. But no demand for exports.</p>	
<p>10. What were the favourable factors or circumstances that enabled you create the need to grow ornamental plants?</p> <p>FL1. Space, storage, access to water for irrigation. The weather is not always favourable for plants growth. For instance, the weather is too hot today. Some plants love the weather, others cannot stand the hot weather. Again, employment and profit making were very essential to the business set-up.</p> <p>FL2. I was just moved because I was surrounded by plants and gardeners who were into this industry. The only factor that pushed me into this business is my skills and love for plants. I learnt the skills</p> <p>FL3. We saw how lucrative the business is. We also saw the skill of selling and</p>	<ol style="list-style-type: none"> 1. Storage facilities 2. Unpredictable weather- do not rely on weather 3. Job creation 4. Profit making/ income 5. Love for plants 6. Skills 7. Customer Service 8. Location of business 9. Access to irrigation 10. Access to land 11. Experience

<p>customer service. I have the skill to negotiate with prices and educate customers. We also considered the climate before starting this business.</p> <p>FL4. You have to look for a good area. A location which is accessible to a high demand. The passion to grow plants.</p> <p>FL5. This business is exactly like farming so one needs experience before they can start. There are so many things and factors involved. The access to water and location of business along the street to attract customers. Access to land.</p> <p>FL6. For this business, you have to look solely for the availability of water. I take my display of plants very serious too along the streets.</p> <p>FL7. Space, access to water is very key. We have water and pumping machine to water. Some other florists suffer with availability of water.</p>	
<p>12. Given the current economy, which opportunities existing in the industry can you tap into?</p> <p>FL1. As for me I want the government in this economy to help educate more people about the benefits of ornamental plants. Another opportunity is for more recruitment of employees on this site. Some customers also complain about pest attack, thus, florists like us can be trained more on pest control for our customers. Most households do not have gardeners, so people can tap into that opportunity so as to maintain individual homes and offices plants.</p> <p>FL2. The location of the business is one opportunity florists could have and the environment. It is about having access to irrigation and being located in business area and around companies to have easy access to more target customers.</p> <p>FL3. It's an attractive business to go into and its really profitable. Some plants have spiritual needs: they provide good</p>	<ol style="list-style-type: none"> 1. Education on ornamental plants 2. Employment 3. Maintenance plan/ services 4. Pest control training/ services 5. Irrigation services 6. Location of business around business centre 7. Profit making 8. Innovation for designs 9. Further training 10. Not sure

<p>luck, bad spirit. Some are mosquito repellent and have sweet fragrances. These are some things one need to tap into to get rid of chemical air fresheners.</p> <p>FL4. Job creation and the idea to innovate new designs to meet consumers.</p> <p>FL5. High demand for maintenance of plants especially from foreign investors in the country. There is an opportunity for employment and some florists are rewarded by loyal foreign customers to go abroad for further training.</p> <p>FL6. We have made use of opportunities in this industry. High income makes up go into other sectors.</p> <p>FL7. No, I do not see any opportunities to tap into. I am not sure there are any.</p>	
<p>13. On the average, how many customers do you have? Are you able to meet the demand?</p> <p>FL1. About 15- 20 loyal customers. But some are seasonal customers. We are always able to meet what they want. These plants need to be watered every day and be given enough manure in order to look nice. Our plants are of good quality and we spray them bi-monthly with chemical fertilizers. The arrangement of flowers along the streets attracts our customers most of the time.</p> <p>FL2. I cannot really tell. I am able to meet the customers I have so far. They even refer me to other customers.</p> <p>FL3. Oh. I cannot count. More customers come when it's in the rainy season and less come when it's in the dry season. I do not have a number of how many I have.</p> <p>FL4. We cannot determine because we have no records. They are many. Yes, we meet their demands.</p> <p>FL5. We do not have a list of customers because they are seasonal, but the loyal customers buy frequently.</p>	<ol style="list-style-type: none"> 1. Loyal customers/ seasonal customers 2. Good quality plants 3. Attractive floral arrangement 4. Do not know how many I have. 5. No records on that.

<p>FL6. For that, we cannot tell because we do makes sales daily. New ones come and go. We meet their demands whether it's our plants or our maintenance services.</p> <p>FL7. I cannot say. I do not have records of my customers. But I have them on my phone contacts. Yes, I meet their demands as I said earlier</p>	
<p>14. What are the things that you need to improve in your floral business? What are your floral needs?</p> <p>FL1. I need easy access to water and black soil. I also need organic manure (local chicken droppings). I also need a storage facility to keep my inventories and some plants. The people around here disturb us, that is they litter our sites and thieves also invade our premises to steal plants. We need security services. "hahahaha"</p> <p>FL2. I would need an access to land, more contacts and more funds to expand the business.</p> <p>FL3. We would need black soil. I buy expensive black soil daily for about 600 Ghana cedis. This lasts for only a day. I also need access to organic and inorganic fertilizers to increase yield and produce quality plants.</p> <p>FL4. We need so many things. We need water, black soil. Pots. We go for these pots from Sogakope in the Volta Region. The transportation cost to bring these pots it GHS 1000 which could even put you at a loss in the short run. Some of the pots gets broken on arrival at the shop.</p> <p>FL5. We need sacks, black soil, manure and sachet rubbers. We buy sachet plastic bags at a high price for the nurseries.</p> <p>FL6. If we get the business, we can make shops and sell our plants. I love business, so I always make use of that.</p>	<ol style="list-style-type: none"> 1. Access to irrigation and soil 2. Access to fertilizers 3. Storage facilities 4. Security services 5. Access to more land 6. Retail shops 7. More funds. 8. Pots for planting

<p>Like I always go to the north to farm millet and we use the income generated to do landscaping. We also need security, not soldiers hahaha.</p> <p>FL7. Now, I really need foreign plants. Some people import for us to buy and nurse but not all</p>	
<p>15. Have you exploited the opportunities in the ornamental plants industry? How? / if not, have you had the intention to exploit opportunities?</p> <p>FL1. No. But I have had plans to import some exotic ornamental plants and also sell internationally because it is very profitable.</p> <p>FL2. No, but I have the intention to go into the production of Aloe Vera for cosmetic purposes, since it is medical and for beauty.</p> <p>FL3. We have not even noticed the intention to, but I wish I could brand my shop and products because there is so much loss and risk in this business. So, branding would be good.</p> <p>FL4. No, not yet but I intend to if I am able to identify any opportunities. You know the thing is even if you identify any opportunities, there is no resource to exploit.</p> <p>FL5. Not yet. But we have tried exploiting innovative ways of nursing these plants for rapid and quality growth.</p> <p>FL6. It is all about how people get to know about the benefits of the floriculture. We need help to exploit resources. Help from the government.</p> <p>FL7. I have not but I wish I would see these opportunities.</p>	<ol style="list-style-type: none"> 1. Intention to export and import plants-trade internationally. 2. Intention to go into a commercial farming of Aloe Vera for beauty and medicinal purposes. 3. No, but has the intention to brand business and plants. 4. I intend to if I recognize them. No resources to exploit them. 5. Yes, being innovative to make plants quality better. New ways of nursing.
<p>16. Have you taken the risk to exploit the opportunities in the industry? How?</p> <p>FL1. No. I have not taken any risk to exploit. However, I would like to take</p>	<ol style="list-style-type: none"> 1. No, but Intention to take risk 2. Failure is not an option as a business man

<p>risks. The downfall for man should not be the end. Failure is not an option, so I would still want to take risk.</p> <p>FL2. I take huge risks in this business. Currently this land I am using is under litigation and it is not even mine, but I have taken that risk to continue working irrespective of the losses I can make. I always have to face the land guards.</p> <p>FL3. No. it is not risks that you need to take because you cannot make all money one at the moment. It takes time.</p> <p>FL4. I do not take risk because I cannot even pay my rents. However, if I had more money I would take risks. this business is full of losses. The main thing to influence us to take risks are resources like our own land, money and black soil.</p> <p>FL5. We have not taken any risk before. It brings so many temptations.</p> <p>FL6. Yes, we take so much risk. So far as you are in business, it is either you win or lose.</p> <p>FL7. No, I have not, and I do not intend to as a person. But in this business, we invest in plants that do not survive at the end of the day, we do not give up.</p>	<ol style="list-style-type: none"> 3. I take huge risk in this business. 4. No, success is based on time not risk 5. No, I am not rich enough
<p>17. What do you do to frequently increase sales and grow your business?</p> <p>FL1. If I realize we do not make the expected sales after a week, what I do is to change the arrangement of these plants to attract customers. We send the most attractive ones to the front.</p> <p>FL2. I constantly advise my customers to use more plants which produces sweet fragrances and purifies the air instead of using chemical air refreshers which produces toxins.</p> <p>FL3. Our sales averagely increase every year. However, we do not have an actual price, so sales are based on luck. It is all about your relationship with customers</p>	<ol style="list-style-type: none"> 1. Creative floral arrangement on site 2. Creating awareness on the benefits of plants. 3. Customer service 4. Does nothing

<p>and how you influence them to patronize your product.</p> <p>FL4. Our sales increases based on our frequent change of floral arrangement for onsite display.</p> <p>FL5. We do not do anything to increase sales. But we would want to do that. What we normally do is arrange the plants nicely along the street to attract customers.</p> <p>FL6. We display our plants in a creative way.</p> <p>FL7. I just do an onsite display. It is all about giving an attractive display of flowers</p>	
<p>18. What marketing efforts are you making to increase your sales?</p> <p>FL1. We do not have a brand logo. However, we sometimes display our plants on social media through Tonaton and OLX to sell and we have had so many people to purchase them. Unfortunately, we do not have any brand name or sign post. I have also displayed my goods at the floral exhibition show once.</p> <p>FL2. I use Facebook to display nice pictures of my work. That is the plants and the services I provide. This has attracted more customers to me. I once opened a website, but someone hacked into it, so I blocked it. You would be able to see how I started my horticulture business on Facebook. I also made a profile on a friend's website as a professional gardener.</p> <p>FL3. We market on social media. Our promotions are based on quantity bought. The more you buy, the more discount you get.</p> <p>FL4. Its only based on floral arrangement but we have been instructed to evacuate the land, so we have stopped doing that.</p>	<ol style="list-style-type: none"> 1. Concern about brand name or logo 2. Attempted to use Social media/ online sale 3. Exhibition shows 4. Use of Facebook 5. Do not go for flower show. 6. Discount on large purchases 7. No intention for promotion 8. No, because it is expensive

<p>I also cannot do any promotion because people would not come. This is not like food that would make any ordinary person buy. It is only based on particular group of people.</p> <p>FL5. We do not have any marketing efforts to increase our sales because it is expensive. Maybe you could help us.</p> <p>FL6. Yes, we use social media to market our product. We have had so many customers to buy from our social media. We use WhatsApp.</p> <p>FL7. I do not use any marketing, but my colleagues use Facebook and WhatsApp. Because I do not have specific plants my colleagues have to display. I am just not interested.</p>	
<p>19. How do you consider investing into personal development, and training in your business?</p> <p>FL1. I have not had any training before, but I believe it would help me. It would make me identify plants easily when customers ask for certain names of the plants. I do not know most of the names of these ornamental plants.</p> <p>FL2. I stayed at the village for so long and did not get the opportunity to acquire any formal education. I have always wanted to develop my skills. I am not all that illiterate because I strive hard to learn and it's not too late.</p> <p>FL3. We do not have any qualifications; however, I still learn from my boss and I can also train people with the skill I have. I have the skill to maintain gardens.</p> <p>FL4. No, I have not considered that before because I have been trained enough by my uncle</p> <p>FL5. We do consider that as a top priority although we haven't done that yet. But we would start soon. We do not have any association or workshop for training. We know about floral show, but</p>	<ol style="list-style-type: none"> 1. Had the intention to develop skills 2. It would help identify the names of plants 3. Did not get the opportunity 4. Strive hard to learn 5. It is not too late 6. I have not because I am trained enough 7. There are no associations or training workshop for us.

<p>we have to register first. We have not planned for that yet.</p> <p>FL6. Yes, we have to get to learn from people who are experienced. Some you need advice on treatment and care, a lot of details about the plants. Because we do things on our own</p> <p>FL7. No. I have not considered yet to develop my skills because I am okay</p>	
<p>20. How do you keep records of your daily sales and inventory?</p> <p>FL1. I do not keep records. I do not see the need for it because I have not made losses since I established the business.</p> <p>FL2. I always invest what I earn in this business. I do not waste my income on frivolous things like alcohol and women. I am conscious of the things I do. To be honest with you, most people do not keep records in Ghana. I did not learn that. People do not remember on how much they spent on things in a year.</p> <p>FL3. We do not keep records, but we can create a list if demanded but I am not sure it would be accurate.</p> <p>FL4. We do not record anything because we have not thought about that.</p> <p>FL5. Yes, we do keep daily records of classified group of plants. For every single plant, we do not as they keep multiplying. Record keeping is good as it helps you to know how the business is improving or not</p> <p>FL6. Yes, you have to be recording. If you want to make profits and you do not record, you cannot increase sales. During the dry seasons, we record dead plants so there is a need to calculate everything.</p> <p>FL7. No, I do not take records of things. I know how it trends. I am so certain about the fact that this would not affect my profits.</p>	<ol style="list-style-type: none"> 1. Do not keep records. 2. Did not learn how to keep records. 3. I always invest my income 4. Not keeping records is a cultural attitude 5. Have not thought about that. 6. Yes, records are a good practice for growth of business.
<p>21. Have you considered social media? Do you have the</p>	<ol style="list-style-type: none"> 1. Daily use of Tonaton, OLX, Instagram, Facebook, WhatsApp

<p>willingness to explore the use of social media in your business?</p> <p>FL1. I use Tonaton, OLX and Instagram. I display order and delivery. I have benefited from them through frequent purchases.</p> <p>FL2. I use Facebook to advertise my products.</p> <p>FL3. We use smart phones to post on social media and communicate with our customers.</p> <p>FL4. We use only WhatsApp for our business. We take pictures and use as our display pictures. We also send some pictures of plants to customers to buy.</p> <p>FL5. Yes, we have considered social media and have the willingness to use it, but we have not yet used because we do not have smart phones.</p> <p>FL6. Yes, we do use social media. Someone sees your number and calls you for direction to workshop. That has really helped us.</p> <p>FL7. No and no, because I am not interested in that.</p>	<ol style="list-style-type: none"> 2. Use of smartphones 3. Communicate with customers on social media 4. No, do not have smartphones. 5. Not interested.
<p>22. Which forms of technology do you use in your daily operations? [hint: mobile money to get orders or receive payment, bank transfer etc.]</p> <p>FL1. I do not use any form of technology in my daily operations. We do not have a bank account or mobile money because we use only cash payments. Most landscaping customers are to be chased before they pay that's why we stick to only cash payment.</p> <p>FL2. I do not use any form of technology in my daily operations. Even though I have a personal account, I demand cash payment in my business. However, I use mobile money to also save but not for business purposes.</p>	<ol style="list-style-type: none"> 1. Do not use technology 2. Demand for cash payment 3. Customers are not loyal when it comes to payment by technological means 4. Use of mobile money and bank cheques. 5. Payment method based on customer relationship

<p>FL3. We use cash most of the time, but we can use mobile money when you are a loyal customer.</p> <p>FL4. We use mobile money and some customers pay by bank cheques</p> <p>FL5. We use mobile money and cash in payment</p> <p>FL6. Cash! Cash! Cash! We do not sell on credit and pay later. We only accept mobile money only when we have built a relationship with customers.</p> <p>FL7. Yes, I use mobile money for most purchases and cash.</p>	
<p>23. On the average how much do you make per month?</p> <p>FL1. Between GHS 900- GHS1500 in this place monthly.</p> <p>FL2. I cannot really determine because sometimes, business is slow especially during the dry season.</p> <p>FL3. We cannot determine because our sales are unpredictable. Sales are based on the seasons/climatic conditions. It drops in the dry season.</p> <p>FL4. I cannot tell.</p> <p>FL5. It depends. Its unpredictable.</p> <p>FL6. We cannot disclose that please.</p> <p>FL7. No, I cannot tell because it is unpredictable</p>	<ol style="list-style-type: none"> 1. GHS 900-GHS1500 2. Cannot determine 3. Seasonal business
<p>24. What skills or related qualifications in floriculture do you possess needed to grow your business? [hint: certificate from training/workshop, BSC in Agriculture/horticulture]</p> <p>FL1. I do not have any skills or qualifications in this business. But I went under training with my uncle and mom.</p> <p>FL2. For me it is a personal experience. I would definitely go for training if I hear about it.</p>	<ol style="list-style-type: none"> 1. No skill or formal qualification 2. Training with family 3. Intention to acquire qualifications

<p>FL3. I do not have any qualifications. It just the training and experience I have acquired under my boss.</p> <p>FL4. We do not have any formal skill or qualifications. I was trained by my uncle.</p> <p>FL5. We do not have any formal qualifications and training. Just personal experience.</p> <p>FL6. We do not have that.</p> <p>FL7. I do not have any skills or qualifications</p>	
<p>25. How does your experience and qualifications enable you identify opportunities that come in the industry?</p> <p>FL1. I started the business with my mum since I was ten years old. I have been experienced enough to see the trend in the industry. Back then, the only nursery bag used was the plastic sachet bags. We did not use the flowerpot to nurse. However, we realized that plants were not growing faster and better in pots and bigger containers.</p> <p>I am also skilled in innovating medium for plant growth. I can use cocopeat to grow plants without soil and I am creative enough to find new things. I am skilled at composting.</p> <p>FL2. I am able to plant in wood and glass materials without destroying the wood or glass. That is based on my experience since I am creative.</p> <p>FL3. I am able to cut, graft new breeds and nurse to increase yield. This has made me import plants.</p> <p>FL4. I cannot do anything special than other florists.</p> <p>FL5. We are good at nursing plants, planting on logs and pest control management. We use charcoal and coconut husks to grow plants without soil support.</p>	<ol style="list-style-type: none"> 1. COCOPEAT production-opportunity 2. Creative 3. The skill to graft new breeds 4. Do not have the skill for that 5. The pest control skills 6. Charcoal to grow plants

<p>FL6. Experience is based on personality. Like I can also teach and train unskilled people in this industry about the field. This would enable them make money in the business.</p> <p>FL7. I have a personal skill however, in nursery and nothing else.</p>	
<p>26. How fierce is the competition in the ornamental plants industry? <i>Hint: you want to find out if they have knowledge of other florist competing with them for customers attention</i></p> <p>FL1. There is a big competition in the business. Very huge. Those with big shops have exotic plants which we do not have. Customers also demand for exotic plants.</p> <p>FL2. Yes, the competition is very fierce. It is based on how skilled you are.</p> <p>FL3. Hmm...very fierce competition because some florists have more quality and numerous plants than others. Others have more customers and the location of their shops attracts more demand.</p> <p>FL4. Yes, the competition is very huge.</p> <p>FL5 Yes, the competition is huge</p> <p>FL6. Yes, very big. Every business has competition.</p> <p>FL7. Oh, there is more competition.</p>	<ol style="list-style-type: none"> 1. Yes, huge competition 2. Competition based on skills 3. Competition based on big shops 4. Competition based on availability of exotic plants 5. Competition based on location of business 6. Competition based on the number of customers.
<p>27. How do you meet up with competition in the industry?</p> <p>FL1. Maintenance services of plants is high for competition to stay keen.</p> <p>FL2. I do not feel any competition because of how experienced and creative I am. I am creative in my ways. I can burn a log of wood and create a hollow space in it to grow in it. It is also based on the machines and equipment you have and skills.</p>	<ol style="list-style-type: none"> 1. Maintenance skills 2. Creativity is key 3. Uniqueness. 4. Technological advancement 5. Innovation 6. Floral arrangement 7. Consistency with production is key

<p>FL3. It is about how I sell my product and how I arrange my flowers to my customers. My prices are also moderate.</p> <p>FL4. We are consistent with the sale of plants and maintenance services.</p> <p>FL5. Our competition is based on price of plants, availability of plants, quality and hard work as florists.</p> <p>FL6. It depends on how you handle fresh flowers and the quality of plants. We have to call and serve customers too.</p> <p>FL7. It is based on the variety of plants you have and ways to attract customers. The more foreign plants you have, the more customers you get.</p>	<p>8. Availability of plants to customers</p> <p>9. Plant quality</p> <p>10. Moderate prices</p>
<p>28. What is unique about your own floral business?</p> <p>FL1. We try to always have moderate prices</p> <p>FL2. I am creative and that my strength and I always find a solution in what I do. If I am planting in word, ii have to find a solution to preventing the wood from getting rotten as a result of absorption of the water from the soil.</p> <p>FL3. My skill to arrange plants and how much attention I have on these plants makes my business unique.</p> <p>FL4. We provide quality goods</p> <p>FL5. Customer service. Our price is not costly. It depends on price.</p> <p>FL6. We have a lot of talent in floriculture.</p> <p>FL7. Quality of plants, customer services and as well as moderate prices.</p>	<p>1. Moderate prices</p> <p>2. Creative</p> <p>3. Problem solving</p> <p>4. Floral arrangement</p> <p>5. Quality products</p> <p>6. Customer services</p>
<p>29. What is the key determinant that drives your floral business? [hint: is it based on profits?]</p> <p>FL1. It is highly based on profits. That inspires us to sustain the business.</p> <p>FL2. God keeps me going. Nothing else. Since God controls me, that is where all the passion and creativity come from.</p>	<p>1. Profits</p> <p>2. God who gives me all these skills</p> <p>3. Skills</p> <p>4. Passion</p>

<p>FL3. It's about our skills and passion. Because we are able to multiply these plants, it makes it profitable and thus, we keep moving the business.</p> <p>FL4. The profits we make helps us increase our inventories to keep the goods moving.</p> <p>FL5. It is a conducive environment for us. Pest control is key. We have to regularly spray plants to withstand pest attack. It is also based on profits and we take it as a business. Some of the plants provide health benefits when you are around them, so we love to stay around.</p> <p>FL6. We all see Allah.</p> <p>FL7. I have so many kinds of plants. It is about making profits and my determination in this business.</p>	<ol style="list-style-type: none"> 5. Ability to multiply these plants naturally. 6. Pest control of plants 7. Health benefits of plants to florists 8. Conducive environment
<p style="text-align: center;">30. How do you see your business in the long term?</p> <p>FL1. This would be difficult for me to determine. The reason being that, this land is not ours and not safe. The government always gives us notice to sack us.</p> <p>FL2. I want to be known as the best florist who is known even after death. I want to be known as a legend. Mandela is an inspiration to me but Shaka Zulu is my role model. Because of his determination and strong in decision making.</p> <p>FL3. The land is a major issue, so I cannot even see where we would be in the long term. So, we cannot continue if there is no land to cultivate. This land is for the government and we do not have a permit.</p> <p>FL4. I expect it to grow and have more varieties of plants.</p> <p>FL5. We would want to see our shops with so many different kinds of plants. We would want to open many branches and not depend on the same one shop.</p>	<ol style="list-style-type: none"> 1. Very difficult to determine because of harsh environment factors 2. Want to be known as the best florist 3. Based on strong decisions I would take 4. Cannot determine because of major resources needed. 5. Expectation to grow more plant varieties

<p>FL6. We see it very big.</p> <p>FL7. I have not planned about this in the long term. Only God can tell.</p>	
<p>31. Do you see the ornamental industry evolving in the near future (say: 3-5 years from now)?</p> <p>FL1. The climate has changed and now affects the business. We wish investors and government would support us to create more greenhouses. This would support plant growth and would make this industry flourish in the long run. We went for a meeting in Legon, some Dutch investors suggested we relocate to Aburi because of the cool temperature there. In case I expand my business, I would build more greenhouses.</p> <p>FL2. In the short run, there is no future for the industry. However, in the long run, but due to the development of skills by some florists in the international countries, they can merge their lifestyles to that of the local context, it can develop. Also, people have to be trained with training facilities before. There should be license before you start the floral business.</p> <p>FL3. We see the industry very profitable because demand increases every year.</p> <p>FL4. We see the industry growing.</p> <p>FL5. Yes, we see the industry growing in the long term.</p> <p>FL6. I am not sure that Ghana can improve in 10 years.</p> <p>FL7. It would be better.</p>	<ol style="list-style-type: none"> 1. It depends on the climate then. If it is favourable. 2. Building of more greenhouses to give a cooling atmosphere for plants. 3. Issuance of licence to show how skilled you are before you start. 4. Yes because of high demand for ornamental plants
<p>32. What are the reasons for your perspective on the industry's growth?</p> <p>FL1. Investors and loans for this perspective would create awareness on the need to expand and go into greenhouses for easy access to loans in order to sustain the industry growth.</p>	<ol style="list-style-type: none"> 1. Presence of huge expansions will give us an easy access to loans. 2. Frequent training would develop our skills. 3. Increasing population leading to high demand 4. We see a promising future for the industry. 5. Dedication from florists

<p>FL2 No future in the short run because of absence of skills but frequent training would in the long run develop the industry</p> <p>FL3. This is due to the increasing population leading to new buildings and office construction creating a demand for gardening.</p> <p>FL4. It is coming up because people are getting to understand the benefits of plants. They have flower shows that is creating more awareness on flowers and other plants.</p> <p>FL5. Most people are in floriculture professionally and individually for the love for plants. The industry would boom in the long term because of dedication these florists have. Record keeping would be key to help know if business is booming or not. It will help you know what customers demand for. Also, technological advancement is key to produce plants on a large scale.</p> <p>FL6. The determination is not there. Because location is key. Only specific type of consumers demands ornamental plants.</p> <p>FL7. Now is when people are becoming aware of plants and its benefits</p>	<ol style="list-style-type: none"> 6. Record keeping to manage business 7. Technological advancement 8. Increasing awareness of ornamental plants.
<p>33. How have you benefited from any government policies in your floral business? If yes, how? Can be directly or indirectly. [hint: credit facilities, low schemes, provision of extension services for training]</p> <p>FL1. No! no! no! We have never benefited from the government. But we would need the government with credit facilities. We would need protective wears because there is a high risk with chemical application. We would need loans to expand.</p> <p>FL2. I have not benefited from anything from the government in this business. It</p>	<ol style="list-style-type: none"> 1. No benefits 2. Need for credit facilities from government. 3. Need for loans to expand. 4. Government is not interested in plants.

<p>is only the health insurance which is personal.</p> <p>FL3. No, we have never benefited from the government. They are the ones rather doing us harm due to the expansion and construction of roads.</p> <p>FL4. No, we have never benefited from the government. They are not interested in floral plants. It was only the wife of late President Atta Mills who had an interest in Floriculture.</p> <p>FL5. No, no, no!</p> <p>FL6. No, we do not.</p> <p>FL7. No help from the government. They are rather sacking us from our locations.</p>	
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Appendix 2: Sample of Interview Questions for florists

The Entrepreneurial Opportunities in the Ornamental Plants Industry in Accra.

This interview would collect tangible information about the use of ornamental plants in Accra. All information provided by you will be kept highly confidential. You are free to participate and stop at any time. This survey will be solely used for academic purpose.

FLORIST PROFILE

1. What is your age?
 - Below 18 years
 - 18years – 30years
 - 31years – 50years
 - 51years- 65years
 - Over 65years
2. What type of ornamental plants do you sell? (cut flowers, shrubs, hedges, shade trees, interior plants etc.)
3. Shop Location:.....
4. Type of business [Retailer, florist, decoration etc].....

RECOGNITION OF OPPORTUNITIES

5. How do you like to see your floral business in 5 years?
6. What motivated you to go into the production of ornamental plants?
7. What are the potential ways available for expansion of your business?
8. Are you able to meet your local customer demands?
9. Do you have international customers? Are you able to meet their demands?
Hint: here you are trying to get information on how big the local and foreign demand for ornamental plants is?

OPPORTUNITIES AND CHALLENGES

10. What were the favourable factors or circumstances that enabled you create the need to grow ornamental plants?
11. Given the current economy, which opportunities existing in the industry can you tap into?
12. On the average, how many customers do you have? Are you able to meet the demand?
13. What are the things that you need to improve in your floral business? What are your floral needs?

EXPLOITATION OF OPPORTUNITIES

14. Have you exploited the opportunities in the ornamental plants industry? How?/ if not, have you had the intention to exploit opportunities?
15. Have you taken the risk to exploit the opportunities in the industry? How?
16. What do you do to frequently increase sales and grow your business?
17. What marketing efforts are you making to increase your sales?

18. How do you consider investing into personal development, and training in your business?
19. How do you keep records of your daily sales and inventory?
20. Have you considered social media? Do you have the willingness to explore the use of social media in your business?
21. Which forms of technology do you use in your daily operations?
[hint: mobile money to get orders or receive payment, bank transfer etc.]
22. On the average how much do you make per month?

ENTREPRENEURIAL INTENTION

23. What skills or related qualifications in floriculture do you possess needed to grow your business? *[hint: certificate from training/ workshop, BSC in Agriculture/ horticulture]*
24. How does your experience and qualifications enable you identify opportunities that come in the industry?

COMPETITIVE ADVANTAGE

25. How fierce is the competition in the ornamental plants industry?
Hint: you want to find out if they have knowledge of other florist competing with them for customers attention
26. How do you meet up with competition in the industry?
27. What is unique about your own floral business?

ROLE OF AN ENTREPRENEUR IN THE ECONOMY

28. What is the key determinant that drives your floral business? *[hint: is it based on profits?]*
29. How do you see your business in the long term?
30. Do you see the ornamental industry evolving in the near future (say: 3-5 years from now)?
31. What are the reasons for your perspective on the industry's growth?

THE ROLE OF GOVERNMENT IN ENTREPRENEURSHIP

32. How have you benefited from any government policies in your floral business? If yes, how? Can be directly or indirectly. *[hint: credit facilities, low schemes, provision of extension services for training]*

Appendix 3: Informed Consent Form

You are kindly invited to take part in a research conducted by Amiineh Kizita Tabbicca, a final year student currently enrolled at Ashesi University College.

The aim of the study is

- to explore the entrepreneurial opportunities in the ornamental plants industry in Accra, Ghana.

Your Participation in this study will:

- Include an interview lasting not longer than an hour or questionnaires not more than 30minutes.
- Include a voluntary participation. This involves an audio recording. You are free to skip any question which you wish not to answer, and you can stop at any time.

The benefits of the study include:

- Identifying the existing challenges in the ornamental plants industry in Accra, Ghana.
- Identifying the entrepreneurial opportunities in the ornamental plants industry in Accra, Ghana
- Determining how entrepreneurs can recognize and exploit the opportunities identified in the industry to maximize profits.

Risk Involved:

There is no risk involved in participating in this study.

Confidentiality:

All information collected will be kept confidential and safe. All hardcopies will be sealed and kept from public notice. Softcopies will be saved with a password. Participants' name and any disclosing information would not be included in the study.

If you have any questions, you can contact the researcher at (amiineh.tabbicca@ashesi.edu.gh)/ +233 50 714 9289 or my supervisor at kjmorris@aucampus.onmicrosoft.com

This study and consent form has been reviewed by Ashesi IRB for Human Subjects Research. For further information contact the committee through the irb@ashesi.edu.gh

Consent:

I have read this informed consent and have agreed to participate in this study.

Participant's signature.....