



Social
Entrepreneurship
Foundation

The Transdisciplinary Innovation Space: Establishing UEIMD as a Decolonial and Systemic Response to Ghana's 24-Hour Economy

*A Conceptual and Strategic Blueprint for a New Generation of African
Entrepreneurship Universities*

Prof. Bernd Glazinski, PhD

Bridget Ntow

Nadia Owusu

Jason Yakubu Part

Social Entrepreneurship Foundation (SEF)

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Abstract

The macro-structural implementation of a sustainable 24-hour economy in Ghana requires an intervention that extends far beyond political decrees, fiscal incentives, or superficial legislative shifts. It demands a profound, epistemologically grounded epochal shift in how entrepreneurial human capital is cultivated, socialised, and structurally integrated. The contemporary higher education landscape in West Africa remains predominantly anchored in Eurocentric, linear business administration paradigms that operate in isolation from the socio-economic and epistemic realities of the local market. Consequently, conventional universities produce highly credentialed graduates who remain structurally alienated from the informal and relational dynamics of their domestic economies, accelerating a paradoxical form of academic youth unemployment.

This article presents the comprehensive conceptual, theoretical, and strategic blueprint for the establishment of the **University of Entrepreneurship and Intercultural Management and Development (UEIMD)**. UEIMD is intentionally positioned **not as a competitive entity** within the national higher education landscape, but as an explicit **expansion and complementary enrichment of existing, highly successful educational structures**. By introducing the **Real-World Laboratory (RWL) framework** as its foundational scientific methodology, UEIMD establishes a transdisciplinary "Third Space" that bridges the historical divide between formal academic theory and Indigenous Knowledge Systems (IKS). Through the theoretical triangulation of decolonial epistemology, sociological systems theory, and socio-ecological hierarchy models, UEIMD cultivates a new generation of innovative *job creators* while simultaneously supporting established entrepreneurs in transforming their operations into resilient 24/7 enterprises.

1.Introduction and Extended Socio-Economic Context: The Structural Transformation of the Ghanaian Economy

1.1 The Youth Bulge as a Macroeconomic Catalyst and Systemic Risk

At the onset of the 21st century, Sub-Saharan Africa is navigating one of the most demographically volatile and historically unprecedented transformations in modern economic history. The phenomenon of the "Youth Bulge" – wherein over 60% of the aggregate regional population is under the age of 25 – represents a double-edged macroeconomic variable. It contains the raw potential to unlock an exponential demographic dividend, yet simultaneously poses an existential threat to systemic macro-stability if domestic economies fail to build responsive absorption mechanisms. Traditional public sectors and highly formalised corporate landscapes throughout West Africa lack the capacity to expand proportionally to this rapid influx of human capital. Therefore, the systemic re-engineering of higher education must transcend the microeconomic perspective of career choice; it must become a deliberate instrument of national development, shifting the core objective of tertiary institutions from credentialing job seekers to cultivating highly adaptive job creators.

1.2 The Structural Duality of Formality and Informality in West Africa

Ghana plays a vital socio-political and economic pioneering role within this transformation. Benefiting from a robust democratic framework, the nation has evolved into a dynamic hub for technological and agro-industrial innovation. However, Ghana's economic matrix is defined by a profound, historically rooted duality: whilst highly formalised corporate ecosystems emerge in urban centers like Accra and Kumasi, an estimated 80% to 85% of total economic output is generated within the informal sector.

Crucially, this informal sector must not be pathologised as a static domain of survivalist subsistence or economic backwardness. Systems-theoretical analysis reveals it to be a highly adaptive, deeply relational, and resilient socio-economic infrastructure. Its operations are governed not by formal state bureaucracies or written contracts, but by historically evolved indigenous institutions, kinship networks, collective savings architectures (such as the *Susu* cooperatives), and localized commercial governance bodies (such as the traditional *Market Queens*).

1.3 The 24-Hour Economy as a Paradigmatic Shift and Its Structural Prerequisites

The contemporary political and economic strategy to implement a national 24-hour economy is an ambitious attempt to accelerate structural transformation, optimize industrial capacity utilization, and mass-produce employment fields through a continuous three-shift rotation framework. However, shifting an economy from a diurnal rhythm to a continuous 24/7 autopoietic cycle accentuates existing structural friction points and institutional voids. A 24-hour economy exponentially increases operational vulnerabilities, including:

- supply chain fragmentation,
- nocturnal logistics disruptions,
- elevated security requirements,
- heightened infrastructure dependencies (particularly under the volatility of localized power fluctuations, known as *Dumsor*).

To navigate these acute pressures, the economy requires entrepreneurs and managerial cadres who possess a unique cognitive and psychological architecture. They must be capable of operating seamlessly across the boundaries of formal and informal systems. Traditional business faculties, dependent on static textbook models, are structurally unequipped to deliver this specific caliber of human capital. The realization of the 24-hour economy thus establishes the direct structural necessity for a complementary, transdisciplinary higher education institution.

2. Epistemological and Theoretical Foundations: Overcoming Methodological Eurocentrism

The structural disconnect characterizing contemporary business education in Africa cannot be resolved through superficial curricular adjustments, such as adding modular courses on "African Business" or "Local Case Studies". It requires a radical, foundational epistemological intervention that dismantles the colonial matrix of knowledge within management science. The conceptual architecture of UEIMD is constructed upon a deliberate theoretical triangulation designed to foster authentic relevance and operational impact.

2.1 Epistemicide, Pluriversality, and the Ecology of Knowledges

Decolonial theory demonstrates that formal political independence did not terminate the hegemony of Western knowledge structures; rather, it perpetuated the "coloniality of knowledge". The European Enlightenment and subsequent Euro-American management sciences positioned their localized, culturally specific metrics as placeless, placid, and absolute universals. Concurrently, non-Western, oral, and relationally organized economic practices were systematically categorized as "primitive," "informal," or "backward". This structural erasure constitutes what Boaventura de Sousa Santos terms **epistemicide**.

In entrepreneurship research, epistemicide manifests as the automatic pathologisation of collective accumulation patterns and indigenous trading systems. To reverse this alienation, UEIMD introduces an **ecology of knowledges** (*Ecology of Knowledges*). This framework does not reject formal Western scientific methodology; instead, it positions it within a horizontal, non-hierarchical, and dialogical relationship with Indigenous Knowledge Systems (IKS). It replaces the Western ideal of the singular universal with the concept of **pluriversality**, recognizing that multiple valid economic rationalities coexist and operate within the same physical market geography.

2.2 Relational Ontologies: Ubuntu, Bricolage, and Frugal Innovation

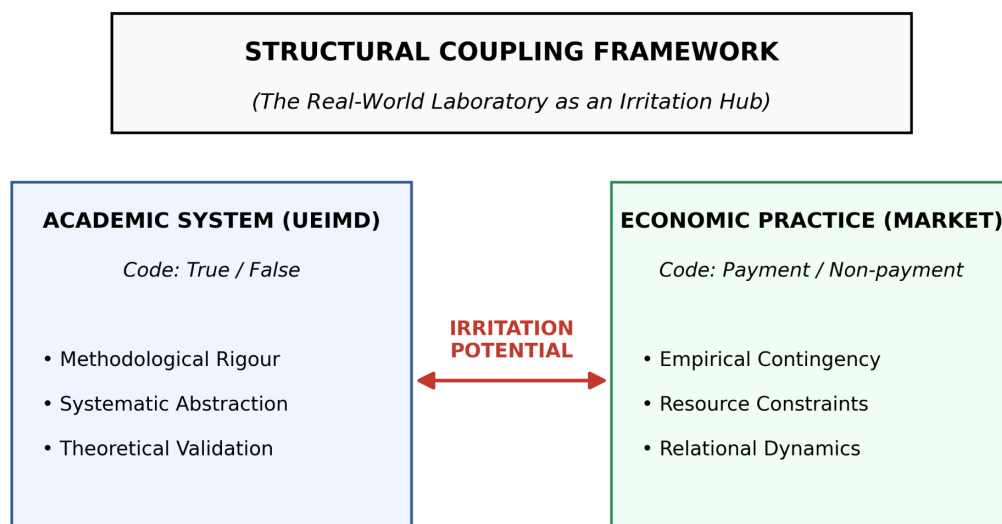
To decolonize management theory within Sub-Saharan Africa, the core premise of the Western economic canon – the hyper-individualised, atomistic *Homo Economicus* driven exclusively by utility maximization – must be replaced by **relational ontologies**. At the heart of West African social systems lies the philosophical and existential principle of **Ubuntu** (complemented in Akan culture by communal structures of mutual

sharing). Translated into the context of entrepreneurial ecosystems, Ubuntu establishes that individual wealth creation is structurally and ethically bound to the stabilization, honor, and well-being of the wider social collective (extended family, lineage, community).

Furthermore, operating under systemic resource constraints forces West African entrepreneurs to master the arts of **bricolage** and **frugal innovation**. Bricolage involves the creative recombination of seemingly non-valuable, discarded, or highly limited resources to solve acute, immediate local crises. Frugal innovation is the capacity to achieve high functional utility and structural resilience while minimizing cost and material inputs. UEIMD evaluates these survival and expansion strategies not through the lens of external Silicon Valley scaling metrics, but according to their inherent systemic efficiency and contextual viability.

2.3 Sociological and Ecological Systems Theory: Autopoiesis and Structural Coupling

To translate these decolonial insights into operational university governance, UEIMD utilizes Niklas Luhmann's sociological systems theory. From a Luhmannian perspective, the university (as an organ of the science system) and entrepreneurial commerce (as an organ of the economic system) are operationally closed, autopoietic subsystems. Each functions according to its own distinct binary code: the scientific system communicates via the code *True/False*, whereas the economic system communicates via the code *Payment/Non-payment*. These systems can never directly merge or intervene in one another; they can only cause mutual systemic irritation.



Traditional higher education designs frequently fail this system dynamic: standard corporate internships are often dismissed by the university as unscientific, while academic research outputs are discarded by market practitioners as detached from reality. UEIMD solves this systemic blockage by modeling its entire institutional

apparatus as a highly reflexive, continuous **structural coupling**. The university provides rigorous methodological frameworks, data curation, and analytical abstraction; the marketplace infuses real-world contingencies, informal dynamics, and structural boundaries. This synthesis gives rise to a hybrid communication matrix capable of processing operational complexities that neither system could master in isolation.

2.4 Nested Socio-Ecological System Hierarchies and Institutional Voids

To map the physical, spatial, and logistical realities of the West African marketplace, Luhmann's functional model is integrated with Urie Bronfenbrenner's socio-ecological systems theory. Entrepreneurial action in Ghana unfolds within intricately nested system layers:

- **Microsystem:** The immediate, localized operational domain of the entrepreneur (nuclear family dynamics, direct employee relations on the night shift, unmediated customer transactions).
- **Mesosystem:** The web of interactions connecting multiple microsystems (the informal, relational contracts linking rural smallholders with urban market traders).
- **Exosystem:** Macro-structural environments in which the individual entrepreneur is not directly active, but which exert massive operational influence (monetary policies of the Bank of Ghana, regulatory frameworks of national accreditation boards).
- **Macrosystem:** The overarching cultural, epistemic, ideological, and historical patterns (the structural legacy of colonialism, gender roles within Akan or Ewe societies, the collective *Ubuntu* ethos).

In Western economies, these system levels are stabilized by a dense matrix of formal, legally secure, and state-enforced institutions. In Ghana, these layers are fragmented by significant **institutional voids**. Transactional security and commercial trust cannot be derived from the formal exosystem (the state judiciary); they must be co-produced within the informal mesosystem through relational networks. UEIMD frames its real-world laboratories precisely at these points of fragmentation, developing interventions that translate institutional voids into opportunities for localized innovation.

3. The Real-World Laboratory as a Transdisciplinary and Decolonial Third Space

3.1 Genesis and Redefinition of the Real-World Laboratory Framework

The methodology of the Real-World Laboratory (RWL) originated primarily within European sustainability and ecological sciences as a response to complex, socio-technical transformations. An RWL is defined as a transdisciplinary research infrastructure wherein scientists and civil society actors collaborate co-creatively within a concrete socio-spatial context to initiate, test, and analyze social transformation processes experimentally, while simultaneously generating mutual learning cycles. Its foundational core attributes include:

- extreme contextual locality,
- the strict epistemological equality of scientific and practical knowledge,
- the execution of real-world experiments via deliberate field interventions,
- a continuous normative focus on long-term sustainability and social resilience.

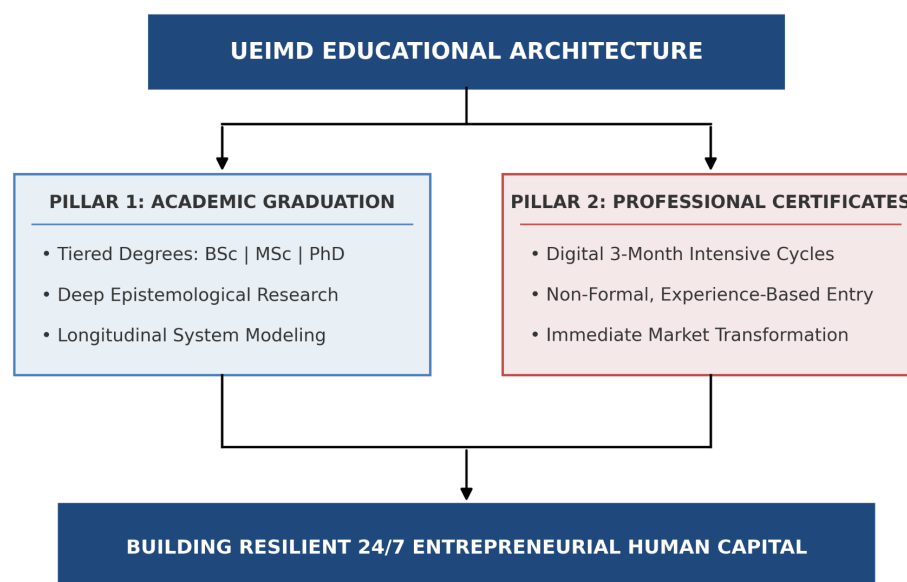
3.2 The Transdisciplinary Synthesis of Academic Science and Indigenous Knowledge Systems

When the RWL approach is applied to the West African context and freed from its Eurocentric association with highly regulated, post-industrial spaces, it evolves into an instrument of decolonial transdisciplinarity. It strips academia of its monopoly on valid knowledge production. Within the real-world laboratories of UEIMD, the experiential, unwritten knowledge of an illiterate market woman in Kumasi or a self-taught mechanic in the informal industrial cluster of *Suame Magazine* is treated not as anecdotal folklore, but as a highly sophisticated strategy for survival, risk mitigation, and systemic innovation.

The RWL thus transforms into a genuine **Third Space** (in the tradition of Homi Bhabha), characterized by conscious epistemological hybridisation. University actors contribute analytical abstraction, data collection, and systematic validation methodologies; market practitioners provide precise insights into localized systemic logics, unwritten transactional laws, and relational trust architectures. Consequently, academic engagement ceases to operate as an extractive, colonial mechanism of data harvesting from the African continent; it becomes an authentic co-creative alliance whose operational outputs remain directly embedded within and beneficial to the local community.

4. The Two-Pillar Educational Architecture of UEIMD: A Complementary Ecosystem

To operationalize these theoretical parameters, UEIMD rejects the structural inertia of traditional university setups. It organizes its educational provisions into two distinct yet synergetically linked operational pathways, designed to act as an additive, non-disruptive asset to the wider national education landscape.



4.1 Pillar 1: The Tiered Curricular Model of Academic Degree Pathways

The academic pillar restructures formal degree paths to ensure that the real-world laboratory forms the structural backbone of the entire student journey, training students to become enterprise creators before graduation.

Undergraduate Level: BSc Entrepreneurship and Innovation

- *Curricular Focus:* Problem-oriented action learning and phenomenological deconstruction. The core objective is the deliberate unlearning of Eurocentric, linear cognitive patterns.
- *Methodological Execution:* Utilizing Action Learning methodologies, students spend a mandatory 30% of their total module hours directly positioned within

the real-world laboratory environments (e.g., within an informal agricultural cooperative or an urban recycling cluster).

- *Operational Interventions:* Students perform systematic "problem deconstructions". Rather than deploying pre-packaged Western business templates (such as the standard Lean Canvas), they map the nested socio-ecological system layers of local stakeholders. They identify informal agreements, transaction bottlenecks, and infrastructural dependencies, subsequently co-designing frugal prototypes (e.g., non-digital, analogue inventory tracking architectures or localized solar-powered cooling micro-units).
- *Epistemic Outcome:* Students internalize that commercial viability in Ghana is primarily predicated on relational capital and the creative orchestration of scarce assets, mastering the competence of entrepreneurial bricolage.

Advanced Level: MSc Entrepreneurship, Innovation and Enterprise Development

- *Curricular Focus:* Applied intervention research and systemic scaling design. Students operate as transdisciplinary project managers facilitating multi-scalar innovation cycles.
- *Methodological Execution:* Participatory action research paired with advanced quantitative and qualitative evaluation metrics tailored to conditions of chronic data scarcity.
- *Operational Interventions:* Master's candidates design and execute concrete, localized "real-world experiments". This involves the deliberate injection of a technological, structural, or financial innovation into an active socio-economic matrix. For instance, introducing decentralized, USSD-based traceability software for smallholder cocoa producers to mitigate middleman exploitation. This requires candidates to synchronize formal exosystems (state regulatory boards) with informal mesosystems (traditional land tenure patterns and village hierarchies), utilizing continuous micro-narrative tracking to evaluate the intervention's impact on income stability and local trust architectures.
- *Epistemic Outcome:* The capacity to manage highly complex, multi-ethnic, and multi-scalar stakeholder landscapes under high contingency.

Doctoral Level: PhD Entrepreneurship, Innovation and Development Systems

- *Curricular Focus:* Transdisciplinary action research, decolonial methodologies, and autonomous theory formation.
- *Methodological Execution:* Long-term strategic governance of the RWL infrastructures, critical discourse analysis, and indigenous theory building.
- *Operational Interventions:* PhD candidates bear responsibility for the structural, epistemological, and academic grounding of the real-world laboratories. They move away from isolated experiments to investigate the long-term co-evolution of technology, culture, and macroeconomics. A doctoral dissertation might analyze the dynamics of institutional entrepreneurship at the interface of informal metropolitan trade networks and

emerging digital platform economies, developing new, context-sensitive metrics of prosperity and systemic resilience that integrate variables like community cohesion and ecological regeneration.

- *Epistemic Outcome*: The generation of high-calibre, globally recognized yet contextually rooted management and organizational theories, culminating in the formal establishment of an autonomous Sub-Saharan Management Theory.

4.2 Pillar 2: The Digital Certificate Programme “24/7 Enterprise Transformation”

Recognizing that the immediate demands of a national 24-hour economy cannot wait for multi-year degree cycles, UEIMD implements an agile, professional education pillar designed to inject modern management competencies directly into active commercial operations.

- **Structural Architecture and Taktung**: The certificate courses are designed as intensive, **fully digital tracks running on a 3-month quarterly cycle**. To ensure compatibility with the grueling schedules of active entrepreneurs, the course provides **two evening sessions per week, each precisely 90 minutes in duration**, supplemented by asynchronous micro-learning units. The didactical approach rejects traditional passive lecturing in favor of applied case deconstructions, peer-to-peer auditing, and live implementation exercises.
- **Decolonial Admission Matrix**: To prevent formalistic educational structures from acting as barriers to economic participation, the certificate track **does not require a formal high school diploma or university entry credentials**. This policy deliberately protects seasoned operators within the informal sector from systemic exclusion. Admission is granted based on the verified existence of an **active business operation paired with demonstrated entrepreneurial experience**. Operational handlungsfähigkeit within the market serves as the primary metric for entry.
- **Curricular Modular Architecture**:
 - *Module I: The 24/7 Mindset Shift*: Transitioning into a 24-hour entrepreneur. Restructuring cognitive models from physical presence-management to systems delegation and relation-based remote tracking architectures.
 - *Module II: Business Model Redesign*: Strategies for migrating an established diurnal business model into a continuous 24-hour cycle, focusing on nocturnal logistics optimization and shift synchronisation.
 - *Module III: Capital Investment & Financial Projections*: Developing localized capital budgeting strategies. Calculating the precise cost of 24/7 infrastructure (decentralized solar grids, automated security matrixes, staff transit corridors) and building integrated **profit-and-loss projections** that balance increased night-shift overheads (wage premiums, auxiliary power costs) against night-time market demand.

- *Module IV: Human Capital Preservation:* Managing labor dynamics, safety, and health within an autopoietic shift system. Structuring rotation cycles that preserve employee health while respecting deep-seated socio-cultural and familial obligations (*Ubuntu* context).
- **The Capstone Transfer Project:** The course concludes with the mandatory formulation and defense of a localized "24/7 Transformation Blueprint". Participants apply the course parameters directly to their own business operations, constructing an actionable, audited investment and operational manual. This blueprint is defended before an evaluation board composed of UEIMD academics, traditional leaders, and microfinance partners to facilitate immediate capital access and real-world deployment.

5. Scientific and Structural Incubation of the Five Operational Pillars of the 24-Hour Economy

Through the intersection of its academic and certificate tracks, UEIMD provides a continuous stream of actionable research and trained human capital to support the five core dimensions of the 24-hour economy:

5.1 Re-Theorising the Entrepreneurial Mindset and Leadership Personality

A 24-hour economic cycle invalidates traditional centralized management models. When an enterprise operates continuously, the owner can no longer exercise direct physical oversight over every operational event.

UEIMD's research focuses on developing a leadership personality that relies on decentralized trust architectures and systemic delegation. Through the integration of intercultural ethics and behavioral psychology, the university trains leaders to foster high organizational identification among night-shift managers, ensuring operational continuity and integrity when formal oversight is absent.

5.2 Systemic Process Design, Standardisation, and Infrastructural Resilience

The transition to a 24/7 cycle multiplies operational friction points, particularly during shift changeovers (*Shift Handovers*). Under conditions of localized data scarcity, information asymmetry can disrupt supply chains or production lines.

UEIMD's real-world laboratories design and test standard operating procedures (SOPs) optimized for the West African context. This includes developing robust, low-threshold communication protocols (such as automated USSD/SMS-based tracking systems) that do not require high data bandwidth. Concurrently, the university's engineering division tests the integration of frugal, decentralized solar micro-grids directly into business operations, creating automated, resilient backup systems that insulate nocturnal production from the volatility of *Dumsor*.

5.3 Structural Ausgestaltung of Sustainable 24/7 Business Cases

A 24-hour business case cannot succeed by simply replicating daytime operations into the night; it must account for altered cost structures and shifting consumption

patterns. Nocturnal commerce introduces fixed overhead increases, such as statutory shift wage premiums, augmented security costs, and mandatory employee transport.

UEIMD assists entrepreneurs in designing business cases that utilize pluriversal value metrics. The university builds models where the financial viability of an enterprise is anchored in its ability to solve local structural crises – such as post-harvest food degradation – using alternative, community-backed capital pools (e.g., genossenschaftliche networks or localized diaspora-backed startup funds), thereby bypassing high-interest formal bank credit.

5.4 Socio-Cultural Personnel Development and Workplace Safety

The factor of human labor is the most sensitive variable within the 24-hour economy, as shift work introduces significant biological and socio-cultural stressors. In Ghana, social life is deeply collective, relational, and relationally organized around communal, religious, and familial milestones (such as extended weekend funerals or localized church obligations).

UEIMD's personnel development research constructs innovative rotation models that dynamically integrate these cultural realities rather than trying to suppress them, reducing staff turnover. Simultaneously, the university's real-world laboratories co-design workplace health initiatives (nocturnal nutrition, designated rest spaces) and evaluate localized transport corridors to guarantee the safe transit of workers during the night.

5.5 Strategic Synchronisation of Resilient Value Chains

An enterprise cannot operate in a 24-hour vacuum; its inputs and outputs must be synchronized with external suppliers and distributors. UEIMD uses its real-world laboratories to model and orchestrate entire value chains. In the agricultural sector, for example, the university develops intervention strategies that connect rural smallholders with urban transport networks and traditional *Market Queens*, ensuring that perishable commodities are moved during the cooler night hours.

This approach systematically reduces post-harvest losses while preserving the established informal governance structures that secure domestic food distribution. Furthermore, the university acts as an incubator for frugal cold-chain engineering, validating technologies like clay-based evaporative coolers (*Zeer Pots*) to sustain temperature control along supply chains without relying on high-capital import technology.

6. The Epistemological Leap: Beyond the Linear Educational Canon

The foundational contribution of UEIMD to national development is its formal break with the linear educational canon that dominates post-colonial higher education systems. The traditional model operates as a rigid, space-time-bound sequence: *Education* (passive consumption of abstract, imported textbooks) leads to *Graduation* (the acquisition of a formal credential), which then forces the individual into the precarious phase of *Employment* (searching for non-existent formal vacancies). This linear path isolates the university from the socio-economic realities of its environment, turning tertiary education into a mechanism for producing over-credentialed yet contextually unequipped youth.

THE REACTIVE VS. INNOVATION-DRIVEN EDUCATIONAL PATHWAY

TRADITIONAL LINEAR CANON:

Education → Graduation → Employment Search (Precarity)

UEIMD PARADIGMATIC MODEL:

Rigorous Theory + Indigenous Knowledge Systems → Real-World Lab Interventions → Venture Creation → Direct Employment Generation

UEIMD replaces this reactive chain with an **innovation-driven, entrepreneurial model of creative self-development** rooted in rigorous scientific foundations. From their first semester, students and certificate participants do not sit as passive consumers of theory; they enter the real-world laboratory as active researchers and co-creators. Rigorous theoretical frameworks are immediately applied to real-world contingencies.

By analyzing structural market inefficiencies and institutional voids – such as the logistics, safety, and infrastructure deficits of the emerging 24-hour economy – students co-design real-world interventions and launch viable enterprises *before* they graduate. The university thus evolves from a credentialing bureau into a decolonial innovation engine, where job creation ceases to be an external hope and becomes the direct, verifiable output of applied scientific research.

7. Regional Anchoring in the Asanteman Ecosystem: Collaborative Governance and Cultural Assets

The operational success of a transdisciplinary university model like UEIMD depends on its positioning within an environment where academic innovation, regional governance, and socio-cultural assets form a collaborative ecosystem. The **Ashanti Region** offers an ideal landscape for this undertaking.

7.1 Traditional Authorities as Catalysts of Trust and Structural Continuity

By acknowledging His Majesty **Otumfuo Osei Tutu II** and the enduring legacy of Asanteman, UEIMD integrates traditional institutions into its collaborative development governance. In Ghana, traditional authorities possess deep historical legitimacy and community mobilization capabilities. Sustainable economic reconfigurations, such as a 24-hour economy, cannot be achieved through state enforcement alone; they require **Community Ownership**.

Partnering with traditional leadership provides the foundation of social trust needed for long-term experimentation. Traditional authorities are integrated into the university's governance framework through permanent *Community Advisory Boards*, giving them an active voice in co-determining the research agenda and ensuring local relevance. In return, the traditional system provides territorial security for night-shift corridors and facilitates community engagement, reinforcing the stability of the enterprise ecosystem.

7.2 Cultural Heritage as a Dialectical Foundation for Development

The Ashanti Region possesses an historical legacy of trade, commerce, and artisanal innovation. UEIMD treats this cultural heritage not as an impediment to modernisation, but as its very baseline (*Culture as a Development Asset*).

The region's vibrant culture of familial solidarity and collective responsibility provides the ideal ecosystem to scientifically ground and scale *Ubuntu*-centred business models. Local value chains – spanning agro-processing, traditional crafts, and tourism – are strategically scaled into 24-hour operations by leveraging communal networks as safety and logistical pillars throughout the night. Furthermore, the deeply embedded informal financing networks (such as traditional market associations and

savings unions) are integrated as functional mesosystemic assets, helping to close the finance gap and anchoring business cases within local realities.

7.3 Spatial and Logistical Centrality of the Ashanti Region

As a primary commercial hub and the logistical heart of Ghana, the Ashanti Region bridges the agricultural supply chains of the north with the urban consumption centers of the south. A functional 24/7 business model engineered within UEIMD's real-world laboratories at this transit nexus delivers direct macroeconomic benefits, drastically reducing post-harvest losses via overnight shipping and strengthening national value addition in lockstep with transport and logistics unions.

8. Institutional Synergies, Faculty Architecture, and Dual Accreditation Quality Matrices

To ensure its long-term viability, UEIMD emphasizes institutional synergy over competition, embedding its transdisciplinary framework within rigorous national and international quality structures:

- **Complementarity with Existing Higher Education Institutions:** UEIMD is designed to complement the established academic landscape of Ghana, collaborating with institutions like the *University of Ghana* (Legon), *KNUST* (Kumasi), and the *University of Cape Coast* (UCC). Rather than duplicating existing programmatic paths or competing for standard enrollment pools, UEIMD offers an **additional, intervention-focused specialization**. It serves as an ecosystemic incubator where graduates from partner universities can apply their theoretical foundations to complex 24/7 market scenarios within the real-world laboratory infrastructure.
- **Dual Faculty Structure for Global Knowledge Bridging:** The university's instructional model operationalizes an authentic *Global Knowledge Bridge*. The faculty **comprises both internationally based scholars and Ghana-resident academics and market practitioners**. This balanced matrix ensures that global didactical innovations and advanced management research are continuously evaluated against the unwritten laws and relational dynamics of the West African marketplace.
- **The Ghana Tertiary Education Commission (GTEC) as a Foundational Partner:** UEIMD stands fully aligned with national regulatory expectations, ensuring that its curriculum **fully satisfies the stringent quality criteria of the Ghanaian higher education system**. The university engages GTEC as a **valuable, constructive partner** in its establishment. By co-developing agile quality assurance frameworks, GTEC helps align real-world laboratory methodologies with formal national accreditation standards, ensuring state structures act as facilitators of educational innovation.
- **International Validation via European Accreditation (Aquin):** To support international degree mobility and bolster global investor confidence in Ghana's 24-hour economy, UEIMD pursues a dual validation strategy. The university intends to secure **supplementary European accreditation through an established German accreditation agency, such as Aquin** (Akkreditierungs-

Certifizierungs- und Qualitätssicherungs-Institut). This complementary quality tier aligns the transdisciplinary African model with European educational standards (Bologna compliance), enhancing international research diplomacy between Ghana and Europe.

9. Conclusion and Future Outlook

The transition to a 24-hour economy in Ghana cannot be reduced to a mere legislative extension of business operating hours; it requires a decolonial, systemic transformation of the entire economic and academic ecosystem, executed in a spirit of genuine partnership.

The establishment of the **University of Entrepreneurship and Intercultural Management and Development (UEIMD)** dismantles the traditional ivory tower, bringing scientific theory and informal practice together within a fertile space of hybridisation. By placing the real-world laboratory at the heart of both its degree pathways and its professional certificate tracks, it ensures that knowledge is not colonially extracted but co-created alongside the community. Through a deep alliance with traditional authorities, a dual local-international faculty, and a robust dual-accreditation strategy (GTEC and Aquin), UEIMD builds a highly resilient ecosystem backed by deep social legitimacy. It serves as an integrative building block that expands and enriches the broader Ghanaian educational landscape rather than displacing it. The empirical insights generated within its certificate courses flow continuously and anonymously back into UEIMD's internationally recognised research activities. Ultimately, the university provides the intellectual, human, and strategic infrastructure needed to unlock the potential of the market around the clock, converting the challenge of the youth bulge into a sustainable, generational development dividend.

Strategic Impact Targets of the University (Within 10 Years)

- Market-Ready Trained Students (Pillars 1 & 2): **10,000+**
- Supported and Launched 24/7 Ventures: **1,500+**
- Direct Jobs Generated within the Ecosystem: **7,500+**
- Active Community-Based Real-World Lab Projects: **200+**
- International Research and Industry Partnerships: **100+**

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About the Author



Prof. Bernd Glazinski, PhD

Professor Bernd Glazinski PhD, M.A. (born 1967) is a psychologist, educator, and classical philologist with more than 30 years of experience in leadership and project management.

His consulting focus areas, across a wide range of industries, include human resources and organizational development, change management, and process optimization at both national and international levels. He also has many years of experience as an entrepreneur and hotelier in Germany and West Africa.

Since 2000, he has served as a Professor of Business Psychology. From 2006 to 2015, he was a Visiting Professor at the Comenius University in Bratislava. Since 2019, he has been a Visiting Professor at the Amílcar Cabral University in Bissau. Since 2021, he has served as Rector of the European University in Bissau and Director of the German University Institute at the same institution.

He is the author of specialist books and publications in the field of people and organizations. Currently he leads the Social Entrepreneurship Foundation under Thurn und Taxis Consulting AG.