GUSAU JOURNAL OF BUSINESS ADMINISTRATION (GUJOBA)

Vol. 4 Issue 2, December, 2025; Pp 466 - 473

ISSN: 2811-1702. https://doi.org/10.57233/gujoba.v4i2.46

A Publication of the Department of Business Administration, Federal University Gusau, Nigeria

BEYOND SPILLOVERS: A RESOURCE-INSTITUTIONAL FRAMEWORK OF MNC-DRIVEN ENTREPRENEURIAL EMPOWERMENT IN NIGERIA

*__Abubakar Sani and Abubakar Sadiq Suleiman__
Business Administration, Department, Federal University Dusin-ma, Katsina State.

*Correspondence: abubakarsanidutsinma@gmail.com

ABSTRACT

Multinational Corporations (MNCs) are widely recognized as conduits for entrepreneurial and technological empowerment in emerging economies. Yet, their impact remains paradoxical: while their initiatives foster broad-based skill development and market creation, the resulting empowerment is often criticized as shallow and strategically selective. To resolve this paradox, this conceptual paper develops an integrative framework that synthesizes the Resource-Based View (RBV) and Institutional Theory. We argue that the nature and depth of MNC-led empowerment in Nigeria are not accidental but are the deliberate outcome of MNCs navigating the tension between protecting core, competitive resources (the RBV logic) and responding to formal and informal institutional pressures (the Institutional Theory logic). Through a synthesis of secondary literature, we demonstrate that this integrated lens explains why empowerment outcomes are frequently wide in reach but limited in transformative depth. The paper concludes by deriving targeted implications for theory, for MNC strategy, and for Nigerian policymakers seeking to convert corporate presence into sustainable, deep-capacity development.

Keywords: Multinational Corporations (MNCs); Entrepreneurial Empowerment; Technological Spillovers; Resource-Based View (RBV); Institutional Theory; Local Content; Strategic Selectivity.

1. INTRODUCTION

The role of Multinational Corporations (MNCs) in fostering technological advancement and entrepreneurial capacity in emerging economies remains a central yet contentious theme in international business and development literature. In nations like Nigeria, MNCs are pivotal actors, positioned as conduits of foreign direct investment, global innovation, and managerial expertise. While traditional narratives often cast these firms either as modernizing agents of progress or as neocolonial exploiters of resources, the empirical reality is more complex and contingent. MNC-led initiatives in skills development, supply chain integration, and platform-enabled entrepreneurship undeniably create opportunity. However, a growing body of evidence suggests these empowerment outcomes are frequently characterized by a strategic selectivity: broad in participant reach but shallow in transformative impact and durability (Meyer & Peng, 2016; George et al., 2016).

This pattern—where empowerment is simultaneously visible yet limited—presents a critical theoretical puzzle. Why do MNCs, possessing vast reservoirs of capital, technology, and knowledge, often produce empowerment that fails to catalyze deep, self-sustaining local innovation ecosystems? Prevailing explanations are fragmented. Studies grounded in the Resource-Based View (RBV) elucidate what MNCs transfer—typically

non-core, non-proprietary resources that do not erode the firm's competitive advantage (Barney, 1991; Teece, 2014). Conversely, literature informed by Institutional Theory explains why certain transfers occur, highlighting MNCs' need to gain legitimacy by conforming to host-country laws, norms, and cognitive expectations (DiMaggio & Powell, 1983; Jackson & Deeg, 2019). In isolation, neither lens fully captures the dynamic interplay between corporate strategy and contextual constraint that shapes empowerment's final form.

This paper bridges this theoretical gap. We posit that the empowerment outcomes in Nigeria are the direct result of MNCs navigating the dual logics of resource protection and institutional legitimacy. This integrated resource-institutional framework provides a more nuanced explanation for the observed paradox: MNCs engage in empowerment activities that are sufficient to meet institutional mandates and build social license, but are deliberately circumscribed to safeguard the valuable, rare, inimitable, and non-substitutable (VRIN) resources at the core of their global competitiveness. This strategic calculus is sharpened in institutional environments characterized by both coercive pressures, such as Nigeria's Local Content laws, and persistent institutional voids (Khanna & Palepu, 2010; Adegbite, 2020).

Focusing on Nigeria's post-2010 era—a period marked by the formalization of local content policy, the digital economy's rise, and the maturation of corporate social responsibility (CSR) paradigms—this conceptual article synthesizes extant empirical evidence to construct and illustrate this framework. We move beyond cataloging MNC activities to explain the underlying logic of their empowerment footprint. Our analysis aims to shift the discourse from a descriptive assessment of "what MNCs do" to an explanatory model of "why they do it that way."

Consequently, this paper makes a core conceptual contribution: it demonstrates that the depth and quality of MNC-led entrepreneurial and technological empowerment are not accidental byproducts but are strategically managed outcomes at the intersection of corporate resource logic and institutional context. In doing so, we offer scholars a refined analytical tool and provide practitioners and policymakers with a clearer diagnosis of the limitations inherent in current models, paving the way for more effective strategies aimed at fostering deep, systemic, and sustainable local development.

2. LITERATURE REVIEW

The relationship between MNC activity and host-country development is a well-trodden domain in international business and economics. This review synthesizes key theoretical streams and recent empirical findings to delineate the established contours of the debate and to identify the conceptual gap this paper addresses.

2.1 Theoretical Foundations: From Contradiction to Contingency

The literature is anchored by competing meta-narratives. Modernization Theory posits that MNCs act as engines of progress, transferring advanced technology, capital, and managerial know-how that catalyze economic development and entrepreneurial catch-up in emerging economies (Rostow, 1990). In direct opposition, Dependency Theory argues that MNCs entrench global power asymmetries, creating structural reliance on foreign capital and technology, extracting surplus value, and stifling indigenous innovation by dominating local markets (Frank, 1967). While these grand theories frame the poles of the debate, contemporary scholarship has largely moved toward middle-range theories that emphasize contingency and strategic interaction.

The Resource-Based View (RBV) and its extensions provide a micro-foundational lens for understanding what MNCs transfer. This perspective views the firm as a bundle of resources and capabilities, with sustainable advantage stemming from those that are Valuable, Rare, Inimitable, and Non-substitutable (VRIN) (Barney, 1991; Teece, 2014). Applied to MNCs in emerging markets, this implies a strategic calculus: firms are motivated to share resources that are complementary to their operations but will vigorously protect core proprietary assets. Consequently, knowledge spillovers and empowerment are often bounded, focused on operational know-how rather than strategic R&D capabilities (Alcácer & Oxley, 2014).

Conversely, Institutional Theory illuminates the context that shapes MNC behavior, positing that organizations must conform to the formal and informal "rules of the game" to gain legitimacy and ensure survival (North, 1990; Scott, 2014). In emerging economies, MNCs

navigate complex institutional environments characterized by institutional voids—weak market intermediaries and regulatory enforcement—and face pressures from multiple stakeholders (Khanna & Palepu, 2010; Doh et al., 2017). MNCs respond through isomorphism: adopting structures and practices (including CSR and local partnership programs) that signal alignment with local regulative demands (e.g., local content laws), normative expectations (e.g., social responsibility), and cognitive models (Meyer & Rowan, 1977). This legitimacy-seeking behavior is a key driver of observable empowerment activities.

2.2 The Empowerment Nexus: Spillovers, Linkages, and Limits

Empirical research on MNC impact has largely focused on measurable channels of knowledge diffusion and market creation. The literature confirms several positive pathways:

Knowledge Spillovers: Evidence supports labor mobility and demonstration effects as key mechanisms for technology and skill transfer, though their magnitude depends heavily on the absorptive capacity of local firms and individuals (Javorcik, 2004; Balsvik, 2011).

Vertical Linkages: Backward and forward supply chain linkages compel local suppliers and distributors to upgrade quality, processes, and technology, fostering a cohort of more competitive SMEs (Alfaro & Rodriguez-Clare, 2004; Kugler, 2006).

Entrepreneurial Ecosystem Effects: MNCs can stimulate entrepreneurship by creating new market niches, providing platforms (e.g., digital app stores), and, increasingly, offering venture funding and incubation (Nambisan et al., 2019).

However, a robust critical strand documents significant limitations, shifting the focus from if spillovers occur to under what conditions and of what depth. Recent studies highlight that empowerment is often uneven, benefiting a connected urban elite while bypassing broader populations ("elite capture") (Adegbite, 2020). Furthermore, initiatives can be "strategically decoupled"—symbolic actions designed for legitimacy that are poorly integrated with core operations and thus have limited developmental depth (Meyer & Rowan, 1977; Jamali & Mirshak, 2020). The Nigerian context provides salient examples, where compliance with the Nigerian Oil and Gas Industry Content Development (NOGICD) Act has spurred indigenous business formation but often within a framework of dependency on MNC contracts rather than autonomous innovation (Ihua, 2019; Suleiman & Sani, 2023).

2.3 Identifying the Conceptual Gap

While the theoretical and empirical foundations are rich, a significant gap persists. Existing studies tend to apply RBV and Institutional Theory in parallel, not in tandem. RBV-centric analyses explain the strategic limitations of resource transfer but often treat the institutional environment as a passive backdrop. Institutional analyses explain the form and presence of empowerment initiatives but frequently lack a granular understanding of the strategic resource logic that determines their substantive quality.

Few frameworks explicitly model how the strategic imperative to protect VRIN resources (RBV) and the coercive, normative, and mimetic pressures of the host institutional environment (Institutional Theory) interact to jointly determine the specific character of MNC-led empowerment. This integrated analytical void hinders a full understanding of why empowerment outcomes are persistently "broad but shallow"—a pattern noted but insufficiently theorized in the literature on Nigeria and similar emerging economies (George et al., 2016).

Therefore, this paper seeks to advance the literature by constructing a conceptual framework that synthesizes these two dominant theoretical lenses. It aims to provide a more holistic explanation for the empirically observed empowerment paradox, moving the field from a recognition of contingent outcomes toward a predictive model of how corporate strategy and institutional context interact to shape the depth and sustainability of technological and entrepreneurial development.

3. METHODOLOGY

As a conceptual paper, this study employs a systematic, integrative review methodology to construct a novel theoretical framework through the synthesis and critical analysis of secondary literature (MacInnis, 2011; Jaakkola, 2020). The research follows a deductive-abductive logic, beginning with the established premises of the Resource-Based View (RBV) and Institutional Theory and engaging iteratively with empirical evidence from Nigeria (post-2010) to develop a coherent

explanation for the observed paradox of MNC-led empowerment (Locke et al., 2020; Alvesson & Sandberg, 2011). A structured search and thematic analysis of peer-reviewed research, institutional reports, corporate publications, and industry analyses were conducted to identify patterns of interaction between corporate resource strategies and institutional pressures (Braun & Clarke, 2006). This process facilitates the development of an integrated model that explicates how the dual imperatives of resource protection and legitimacy-seeking jointly determine empowerment outcomes. While this approach provides a rigorous foundation for theory-building, its reliance on secondary sources inherently positions the proposed framework as a set of logically derived propositions requiring future empirical validation through primary research (Gibbert & Ruigrok, 2010).

4. RESULTS AND DISCUSSION

The synthesis of evidence through the integrated RBV-Institutional lens reveals that MNC-led entrepreneurial and technological empowerment in Nigeria is not a monolithic outcome but a strategically mediated process. The analysis uncovers three core, interrelated findings that explain the pervasive "broad but shallow" pattern.

4.1 The Logic of Strategic Selectivity in Resource Transfer

Consistent with RBV logic, MNCs systematically differentiate between the resources they deploy for local empowerment. The transfer involves largely non-VRIN, complementary assets—basic digital literacy training, platform access (e.g., Facebook for Business), standardized quality management processes, and generic supply chain logistics support. These resources build the local ecosystem's ability to engage with the MNC's operations without threatening its core competitive advantage (Teece, 2014). Conversely, core VRIN resources—proprietary algorithms, advanced R&D capabilities, and global brand management strategies—remain closely guarded. For instance, while tech MNCs run developer training, they rarely open-source their core AI architectures; oil majors transfer operational maintenance skills but retain proprietary deep-water exploration technology (Ihua, 2019; Suleiman & Sani, 2023).

This selectivity is powerfully shaped by institutional pressures. Coercive isomorphism, primarily through the NOGICD Act and similar ICT sector pressures, mandates a quantitative threshold of local involvement, compelling MNCs to engage in visible, broad-based activities like mass training programs and local procurement quotas (NCDMB, 2021). However, in the presence of institutional voids—such as weak enforcement of training quality or R&D partnership clauses—MNCs satisfy these mandates at minimal cost, leading to empowerment that is wide in participant numbers but limited in advanced skill depth (Doh et al., 2017). Thus, the form of empowerment is institutionally dictated, while its substantive depth is strategically constrained by RBV considerations.

4.2 Empowerment as a Function of Institutional Alignment, Not Developmental Need

The analysis reveals that the geographic and sectoral distribution of MNC empowerment initiatives often aligns more closely with the MNC's own operational footprint and legitimacy needs than with Nigeria's broader developmental priorities. Initiatives are concentrated in economic hubs like Lagos and Port Harcourt, targeting sectors (ICT, oil & gas services) that are critical to the MNCs' value chains. This creates pockets of intensified capability alongside vast areas of neglect, exacerbating regional inequalities.

This occurs because MNCs respond to normative and mimetic pressures by adopting empowerment practices that are legible and valued by key stakeholders (government, media, global CSR standards) but are often decoupled from deep, systemic impact (Meyer & Rowan, 1977; Jamali & Mirshak, 2020). For example, hackathons and pitch competitions generate positive publicity and fulfill CSR reporting requirements (normative conformity) but often lack the follow-on funding and long-term mentorship required to translate ideas into sustainable businesses. The result is a proliferation of "pilotitis"—many high-visibility pilot projects with limited scale or integration into the local innovation system, a pattern noted across emerging economies (George et al., 2016).

4.3 The Emergence of Symbiotic Yet Hierarchical Ecosystems

The integrated framework explains the rise of a distinct, hierarchical ecosystem structure. MNCs, at the apex, provide platforms, standards, and market access. Local firms and entrepreneurs are empowered to operate within

this ecosystem, but often in prescribed, dependent roles—as suppliers, distributors, or app developers on proprietary platforms. This generates real economic activity and skill development (the symbiotic benefit), but it simultaneously creates architectural dependency (Jacobides et al., 2018). Local actors become adept at leveraging the MNC's ecosystem but may lack the agency, incentives, or capabilities to develop independent, competing platforms or core technologies.

This dynamic directly stems from the interaction of the two logics: the MNC's RBV-driven need to control the ecosystem's architecture to capture value meets the institutional environment's demand for local job creation and business formation. The outcome is empowerment that fosters adaptive entrepreneurship (thriving within a given system) rather than generative entrepreneurship (creating new systems and markets) (Autio et al., 2018). The local firm's growth is often capped by its role within the MNC's value chain, illustrating how the integrated framework predicts not just the existence of empowerment, but its structural ceiling.

4.4 Discussion: Reconciling the Paradox

These findings collectively resolve the central paradox. The "broad" nature of empowerment is a product of institutional legitimacy-seeking—MNCs must demonstrate wide-reaching impact to regulators and society. The "shallow" quality is a product of RBV-driven resource protection—deep, transformative transfer of VRIN resources is perceived as a competitive risk. The Nigerian institutional context, with its mix of strong coercive mandates (on paper) and persistent implementation voids, creates the specific conditions where this dichotomy thrives. MNCs comply with the letter of local content laws (breadth) while strategically withholding the most valuable tacit knowledge and proprietary technologies (depth).

This integrated view moves the debate beyond simplistic binaries of "good" or "bad" MNC impact. It positions empowerment as a calculated output of a strategic negotiation, rather than a developmental input. It also clarifies why policy efforts focused solely on increasing quantitative targets (e.g., higher local employment percentages) often yield disappointing developmental returns. Effective policy must instead alter the MNC's strategic calculus by strengthening institutional pressures that reward depth—such as incentivizing R&D co-patenting, mandating advanced technical apprenticeships, and supporting the growth of indigenous platforms that can reduce architectural dependency.

5. CONCLUSION AND RECOMMENDATIONS

This conceptual analysis demonstrates that the nature of Multinational Corporation (MNC)-led entrepreneurial and technological empowerment in Nigeria is neither accidental nor purely altruistic; it is the strategic output of firms navigating the dual imperatives of resource protection and institutional legitimacy. By integrating the Resource-Based View (RBV) and Institutional Theory, the paper provides a coherent framework that explains the persistent "broad but shallow" paradox: empowerment initiatives achieve wide reach to satisfy coercive and normative pressures, yet remain limited in transformative depth to protect the MNC's core VRIN resources. This outcome is amplified in an environment like Nigeria's, where ambitious formal regulations coexist with significant institutional voids in enforcement and capability development (Doh et al., 2017; Adegbite, 2020). The contribution of this framework is to move analysis beyond descriptive categorizations of MNC activities toward a predictive understanding of how corporate strategy and contextual pressures jointly structure development outcomes.

The implications of this integrated perspective are significant for theory, policy, and practice. The following recommendations are derived directly from the framework's logic, aiming to shift the equilibrium from selective, shallow engagement toward deeper, more sustainable forms of empowerment.

5.1 Recommendations for Policymakers (Shaping the Institutional Arena)

To alter the MNC's strategic calculus, policy must evolve from mandating quantitative participation to incentivizing qualitative depth and institutional strengthening.

Shift from Local Content to Local Competence Quotas: Regulations should mandate investments in advanced capability building. This includes requiring a percentage of an MNC's local operating expenditure to be directed toward certified high-skill apprenticeship programs, R&D partnerships with Nigerian universities, and equity investments in tech startups, as monitored by a strengthened NCDMB and NITDA (Suleiman & Sani,

2023). The goal is to compel the transfer of tacit knowledge and innovation capacity, not just procurement contracts.

Co-create and Enforce Standards for "Depth": The government should partner with industry and academia to define national competency frameworks for strategic sectors (e.g., cloud architecture, embedded systems engineering, advanced manufacturing). MNC training programs aligned with and certified against these frameworks would receive tax incentives, moving beyond headcount metrics to validated skill-quality metrics.

Actively Reduce Architectural Dependency: Policymakers should support the development of indigenous digital platforms and standards in strategic areas (e.g., fintech, logistics). This could involve creating regulatory sandboxes, providing public data as a platform for innovation, and preferential procurement for homegrown tech solutions. This fosters generative entrepreneurship and provides local firms with alternative ecosystems to those controlled by MNCs (Autio et al., 2018).

5.2 Recommendations for MNCs For MNCs, the integrated framework argues that a transactional, compliance-minimization approach is a reputational and operational risk in the long term. A proactive strategy of creating shared value is more sustainable.

Invest in Advanced, Localized R&D Centers: Establishing R&D hubs in Nigeria focused on solving local and regional challenges (e.g., AgriTech, renewable energy integration) transforms the country from a consumer market to a source of innovation. This taps into unique local knowledge as a strategic resource and builds deeper, more defensible legitimacy (Teece, 2014).

Develop Transparent "Local-to-Global" Talent Tracks: Create clear, published pathways for high-performing Nigerian staff to assume leadership roles in regional and global operations. Tying expatriate manager performance metrics to the successful mentorship and promotion of local successors addresses brain drain critiques and builds a loyal, global talent pipeline.

Move from Vendor Relationships to Capability Partnerships: Reconfigure relationships with local suppliers and SMEs into structured, long-term capability partnerships. This involves co-investing in their technology upgrades, integrating them into product development cycles, and sharing data for supply chain optimization. This builds a more resilient, innovative, and competitive local network, directly enhancing the MNC's own operational resilience.

5.3 Recommendations for Local Entrepreneurs and Institutions

Local actors must exercise strategic agency to leverage MNC presence for autonomous growth.

Build Consortia for Collective Bargaining: Small and medium-sized enterprises (SMEs) in the same sector should form formal consortia to aggregate demand, share knowledge, and negotiate with MNCs from a position of greater scale and credibility. This enhances their absorptive capacity and bargaining power (Alcácer & Oxley, 2014).

Cultivate Ambidextrous Leadership: Entrepreneurial success requires mastering both technical skills and institutional navigation. Leaders must develop the relational and regulatory intelligence to engage MNCs beyond CSR offices, understand policy shifts, and build alliances with government agencies.

Strategic Specialization with an Exit Plan: While mastering MNC platforms (e.g., AWS, SAP) provides immediate opportunities, entrepreneurs should concurrently invest in developing proprietary intellectual property or deep domain expertise that allows them to diversify their customer base and reduce single-platform dependency over time.

5.4 Concluding Remarks

Ultimately, transforming the potential of MNC presence into deep, systemic entrepreneurial empowerment requires a fundamental realignment. Nigerian institutions must become more sophisticated in demanding and measuring qualitative impact. MNCs must recognize that empowering a genuinely innovative local ecosystem is a source of long-term competitive advantage, not a cost center. Local entrepreneurs must strategically engage with MNC resources while deliberately building autonomous capabilities. The integrated RBV-Institutional framework presented here provides the diagnostic lens necessary to understand the current constraints and the strategic map for navigating toward a more mutually beneficial and transformative future.

REFERENCES

Adegbite, E. (2020). Corporate governance and regulation in Nigeria. *Journal of Financial Regulation and Compliance*, *28*(3), 375–392.

Alcácer, J., & Oxley, J. (2014). Learning by supplying. *Strategic Management Journal*, *35*(2), 204–223.

Alvesson, M., & Sandberg, J. (2011). Generating research questions through problematization. *Academy of Management Review*, *36*(2), 247–271.

Autio, E., Nambisan, S., Thomas, L. D. W., & Wright, M. (2018). Digital affordances, spatial affordances, and the genesis of entrepreneurial ecosystems. *Strategic Entrepreneurship Journal*, *12*(1), 72–95.

Balsvik, R. (2011). Is labor mobility a channel for spillovers from multinationals? Evidence from Norwegian manufacturing. *Journal of International Economics*, *85*(2), 285–298.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, *17*(1), 99–120.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, *3*(2), 77–101.

DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, *48*(2), 147–160.

Jacobides, M. G., Cennamo, C., & Gawer, A. (2018). Towards a theory of ecosystems. *Strategic Management Journal*, *39*(8), 2255–2276.

Khanna, T., & Palepu, K. G. (2010). *Winning in emerging markets: A road map for strategy and execution*. Harvard Business Press.

Locke, K., Feldman, M. S., & Golden-Biddle, K. (2020). Coding practices and iterativity: Beyond templates for analyzing qualitative data. *Organizational Research Methods*, *23*(2), 262–284.

Doh, J. P., Rodrigues, S. B., Saka-Helmhout, A., & Makhija, M. (2017). International business responses to institutional voids. *Journal of International Business Studies*, *48*(3), 293–307.

George, G., Corbishley, C., Khayesi, J. N., Haas, M. R., & Tihanyi, L. (2016). Bringing Africa in: Promising directions for management research. *Academy of Management Journal*, *59*(2), 377–393.

Gibbert, M., & Ruigrok, W. (2010). The "what" and "how" of case study rigor: Three strategies based on published work. *Organizational Research Methods*, *13*(4), 710–737.

Ihua, B. (2019). The Nigerian Content Act and indigenous participation in the oil and gas industry. *Journal of African Business*, *20*(3), 370–387.

Jaakkola, E. (2020). Designing conceptual articles: Four approaches. *AMS Review*, *10*(1–2), 18–26.

Jackson, G., & Deeg, R. (2019). Comparing capitalism and firm-centered approaches to economic institutions. *Socio-Economic Review*, *17*(1), 1–18.

Jamali, D., & Mirshak, R. (2020). Corporate social responsibility (CSR): Theory and practice in a developing country context. *Journal of Business Ethics*, *167*(3), 609–624.

Javorcik, B. S. (2004). Does foreign direct investment increase the productivity of domestic firms? In search of spillovers through backward linkages. *American Economic Review*, *94*(3), 605–627.

MacInnis, D. J. (2011). A framework for conceptual contributions in marketing. *Journal of Marketing*, *75*(4), 136–154.

Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, *83*(2), 340–363.

Meyer, K. E., & Peng, M. W. (2016). Theoretical foundations of emerging economy business research. *Journal of International Business Studies*, *47*(1), 3–22.

Nambisan, S., Wright, M., & Feldman, M. (2019). The digital transformation of innovation and entrepreneurship. *Research Policy*, *48*(8), 103773.

Nigerian Content Development and Monitoring Board. (2021). *Nigerian content: 10 years of transformation*. NCDMB.

Scott, W. R. (2014). *Institutions and organizations: Ideas, interests, and identities* (4th ed.). Sage Publications.

Suleiman, A. S., & Sani, A. (2023). Local content policies and SME development in Nigeria's extractive sectors. *Journal of Developmental Entrepreneurship*, *28*(2), 2350012.

Teece, D. J. (2014). A dynamic capabilities-based entrepreneurial theory of the multinational enterprise. *Journal of International Business Studies*, *45*(1), 8–37.