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MODELING BUSINESS MANAGEMENT FOR INTERNATIONAL DEVELOPMENT: STRATEGIC MANAGEMENT FOR POVERTY REDUCTION

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Abstract. *This paper centers on the theoretical conceptualization of a novel model referred to as "Business Management for International Development (BMID)." This model is interdisciplinary and practical, aiming to facilitate greater development in the developing world. Specifically, it seeks to demonstrate how the two academic fields of International Development and Business Management can complement each other, given their close connection within the social sciences. The fundamental aspect of this research is to outline a path for the development of this emerging academic discipline, both in scholarly and practical terms. In the literature review, a Japanese academic scholar named Hayashi has previously attempted to formulate "Development Business Management" (known as "Kaihatsu-Keieigaku" in Japanese) through his research in the Philippines and Bangladesh. However, there are opportunities for further refinement and expansion in various areas, particularly given the rapidly evolving global landscape. Notably, additional perspectives can be integrated, such as business development strategies based on income levels and the formulation of economic and business development policies. Utilizing the Grounded Theory Approach and the Strategic Management Framework to support the BMID model suggests that business management can be linked to economic development, particularly in relation to income levels categorized as low-income and lower-middle income, with the ultimate goal of reducing poverty through business activities. Nevertheless, there remain several crucial aspects that require further investigation to fully harness the potential of BMID.*

Keywords: *Business Management for International Development, Poverty Reduction, Income Levels, Strategies, Modeling.*

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Introduction

While the global economy has made significant strides since World War II, numerous economies continue to grapple with challenges related to growth, prosperity, and development. Previous research has underscored the pressing issue of achieving the Sustainable Development Goals (SDGs) in developing nations, which is considered one of the world's most critical social concerns (as noted by the UN in 2018). Notably, these developing countries have been confronted with elevated poverty rates, with lower income levels ranking among their most pressing social problems as highlighted by the World Bank (2023). Despite the ongoing pandemic since early 2020 reported by the World Health Organization (WHO, 2022), it remains crucial to promote socio-economic development by reducing poverty in pursuit of the SDGs.

Business opportunities have provided nations with the means to stimulate economic growth and enhance individual incomes. Industrialization has played a pivotal role in fostering economic development, as exemplified by East Asian economies such as Japan, South Korea, Taiwan, and

China, which achieved significant economic progress from the 1950s to the 1980s discussed by Lewin and Caillods (2001). Importantly, the effective management of human resources and organizational development has been identified as critical factors for maximizing productivity in workplaces.

A recent trend in advancing the SDGs involves development sectors seeking to alleviate poverty by leveraging their business products and services, particularly through inclusive business practices, fair trade initiatives, and international corporate social responsibility (CSR). In essence, the field of economic development should closely be intertwined with business management to enhance national and individual incomes, as well as long-term organizational productivity, notably in developing regions. While economic and business studies share interconnectedness within the social sciences, the practical fusion of these academic disciplines has seldom been explored.

Given this societal and academic backdrop, this study concentrates on the theoretical establishment of a novel academic discipline known as "Business Management for International Development." This interdisciplinary and pragmatic discipline aims to facilitate further development in the developing world by drawing insights from existing research and previous analytical frameworks. The pursuit of this new discipline is significant in both its theoretical and practical contributions to the real world.

Literature Review

The literature review in this paper is composed of four topics of "Development Status in the Developing World," "International Development Studies," "International Business Management," and "Development Business Management," and identification of study gaps are shown below.

2.1. Development Status in the Developing World

A wealth of statistical data is available that provides insights into the development status of countries in the developing world. Among these statistical sources, the World Development Indicators (WDI) stand out as a representative dataset. To illustrate a nation's economic condition, one straightforward example is income. Gross National Income (GNI) per capita serves as one of the most well-recognized indicators for assessing individual income levels within each country. Table 1 offers a summary of GNI per capita across various regions and presents economic trends spanning from 1990 to 2022.

It is readily apparent that a significant disparity in GNI per capita has existed over the past 32 years between two distinct groups: East Asia, Europe, and North America, on one hand, and South Asia, Latin America, and sub-Saharan Africa on the other. The former group is referred to as the "Successful Group" and the latter as the "Failure Group" in terms of development (Otsuka, 2020). The author underscored the pivotal role of industrial factors, particularly industrialization, business opportunities, and entrepreneurship, in enabling the Successful Group to achieve further development, particularly in elevating national income levels. As a result of these income disparities, a divergence has emerged between northern regions and southern regions, giving rise to long-term global challenges.

2.2. International Development Studies

The primary objective of International Development Studies (IDS) is to contribute to the further development, growth, and prosperity of the developing world. It achieves this by conducting quantitative and qualitative analyses of policies and institutions within each economy. Additionally, IDS aims to establish development strategies, as outlined by Otsuka in 2020. Notably, Otsubo et al. in 2009 highlighted that IDS is an interdisciplinary field comprising various academic disciplines, including Development Economics, Development Politics, and Development Sociology. These disciplines collectively address a wide array of global international development issues such as poverty, economic growth, governance, international relations, education, healthcare, agriculture, disaster risk, water resources, climate change, environmental concerns, and industrialization.

One of the reasons for this interdisciplinary approach is that economics can easily intersect with other academic fields such as politics, sociology, psychology, engineering, anthropology, and more, as emphasized by Otsuka (2020). Development Economics, in particular, focuses on addressing and analyzing these aforementioned development issues. Scholars have been particularly concerned with strategies to increase income per capita and reduce poverty levels. A crucial aspect of addressing economic development is categorizing countries into income stages, as outlined by the World Bank (2023). These income stages consist of Low-income (less than US\$1,085), Lower-middle Income (US\$1,086 to 4,255), Higher-middle Income (US\$4,256 to 13,205), and High Income (over US\$13,206). This classification facilitates the establishment of development strategies.

The concept of the "Middle-Income Trap," coined by Gill and Kharas (2017), refers to the challenge faced by economies unable to advance beyond the middle-income stage, particularly prevalent in regions like ASEAN and Latin America. The three stages encompassing Low-income, Lower-middle income, and Higher-middle income economies are commonly referred to as "developing countries." However, Rosling (2018) suggested an alternative classification, advocating for four income groups rather than the traditional binary division of "Advanced Countries" and "Developing Countries." This perspective aligns with Bill Gates' view that the world's situation is not as dire as it may seem, as reported by Brueck (2018). In this context, IDS, especially within the field of Development Economics, addresses development issues in the developing world, with a primary focus on income levels and poverty reduction, often employing theoretical frameworks for analysis.

Table 1
The Trend of GNI per capita (Atlas Method, US\$) from 1990 to 2022

Region/Year	1990	2000	2012	2015	2018	2019	2020	2021	2022
East Asia & Pacific	2,801	3,869	9,123	9,819	11,097	11,690	11,642	12,804	13,485
Japan	28,380	36,810	50,060	39,380	41,800	41,970	40,870	43,450	42,440
Republic of Korea	380	430	1,060	1,330	1,730	1,890	1,900	2,080	35,990
China	330	940	5,910	7,890	9,540	10,310	10,520	11,930	12,850
Singapore	11,450	23,680	51,710	53,160	56,560	58,910	55,260	63,000	67,200
Thailand	1,520	1,980	5,420	5,580	6,450	7,080	6,920	7,090	7,230
Malaysia	2,470	3,490	9,980	10,400	10,360	10,960	10,320	10,710	4,580
Indonesia	560	570	3,550	3,420	3,850	4,070	3,900	4,170	11,780
The Philippines	830	1,180	2,840	3,350	3,640	3,770	3,350	3,550	3,950
Vietnam	130	380	1,980	2,480	3,060	3,340	3,450	3,590	4,010
Myanmar	40	130	1,010	1,200	1,250	1,300	1,370	1,170	1,210
Lao PDR	190	280	1,360	1,970	2,470	2,520	2,470	2,510	2,360
South Asia	375	445	1,390	1,505	1,594	1,738	1,928	2,014	1,865
Bangladesh	300	430	970	1,210	2,020	2,210	2,300	2,570	2,820
India	380	440	1,470	1,590	1,980	2,080	1,900	2,150	2,380
Europe (Euro Area)	17,747	22,174	39,242	39,449	38,831	40,238	38,211	41,976	43,742
United Kingdom	18,610	29,390	41,810	44,480	42,180	43,380	38,590	44,790	48,890
France	20,710	24,990	43,410	43,800	41,170	42,460	39,440	44,160	45,860
Germany	21,300	26,180	46,560	47,220	47,490	49,220	48,050	51,660	53,390
Latin America	2,302	4,150	9,809	9,154	8,651	8,754	7,674	8,131	8,688
Brazil	2,590	2,810	2,760	2,720	2,960	3,700	4,440	5,060	4,920
Peru	840	1,960	5,740	6,290	6,070	6,030	6,430	6,770	6,000
North America	23,724	34,672	52,633	55,719	55,813	57,582	61,594	64,135	73,934
United States	24,060	35,960	52,790	56,620	57,140	59,220	63,460	66,130	64,650
Sub-Saharan Africa	651	575	1,717	1,754	1,588	1,503	1,517	1,570	1,500
Kenya	380	430	1,060	1,330	1,730	1,890	1,900	2,080	2,170
Zambia	450	350	1,660	1,540	1,400	1,390	1,130	1,030	1,170
World	4,244	5,496	10,464	10,587	11,100	11,505	11,052	12,055	12,804

Source: World Development Indicators 2022 (World Bank, 2023)

Poverty can be defined as a situation where individuals lack access to the basic necessities required for a decent life, including education, employment, food, healthcare, clean water, housing,

and energy, as described by the United Nations Development Programme (UNDP) in 2021. Since World War II, numerous international organizations and agencies have been actively engaged in poverty reduction efforts in economically disadvantaged countries. As a result, certain East Asian economies, notably Japan, South Korea, and China, have made significant strides in development since the Second World War, as highlighted by Perkins in 2013. However, there remains a need for further development, growth, and enhancement of living standards, particularly in Southeast Asia, where poverty continues to be a pressing social issue.

The World Development Indicators (WDI, 2023) database offers a valuable resource for analyzing indicators related to poverty. Among these statistics are the number of individuals living on less than \$1.90 per day and the poverty headcount ratio across six regions: East Asia & Pacific, Europe & Central Asia, Latin America & Caribbean, Middle East & North Africa, South Asia, Sub-Saharan Africa, and the World. Sub-Saharan Africa still reports the highest proportion of the poverty headcount ratio, standing at 38.9% (equivalent to 435.6 million people) in 2018. In contrast, East Asia & Pacific, Europe & Central Asia, Latin America & Caribbean, and Middle East & North Africa display considerably lower poverty headcount ratios, ranging from approximately 1% to 4% in 2018. Analyzing the trends in poverty and individual income by region and country reveals a clear dichotomy: one group has succeeded in reducing poverty over time, represented by East Asia and the Pacific, while the other has struggled, exemplified by sub-Saharan Africa. In fact, Otsuka in 2020 succinctly characterizes the global development landscape as "Successful Asia vis-à-vis the failure Africa." The individuals living in poverty on less than \$1.90 per day are often referred to as the "Base of the Pyramid," numbering approximately over 4 billion worldwide, as noted by Hammond et al. (2007). Colliar (2008) used the term "the Bottom of Billion" in a similar context. Unfortunately, extreme poverty remains a persistent issue today.

Poverty is not solely assessed based on income; it encompasses various dimensions. For example, the United Nations Development Programme (UNDP) in 2023 has developed the Human Development Index (HDI), which incorporates three key elements: life expectancy, secondary education enrollment rates, and Gross National Income (GNI) per capita. This approach is rooted in his "Capability Approach," as discussed by Sen in 1999. By considering factors beyond individual income, the UNDP underscores the importance of measuring poverty from diverse perspectives and ranks nations worldwide based on their HDI scores. The closer a country's HDI figure is to 1.00, the higher its development status. Table 2 presents the trend of HDI scores by region from 1990 to 2021. Notably, there has been an improvement in HDI, particularly in East Asia and the Pacific, with the score increasing from 0.517 in 1990 to 0.749 in 2021.

Table 2
Trend of Human Development Index per Region (1990 to 2021)

No.	Region/ Year	1990	2000	2010	2015	2021
1	Middle East	0.556	0.614	0.676	0.691	0.708
2	East Asia and the Pacific	0.517	0.595	0.688	0.724	0.749
3	Europe and Central Asia	0.662	0.675	0.739	0.775	0.796
4	Latin America and Caribbean	0.632	0.69	0.736	0.759	0.754
5	South Asia	0.437	0.501	0.58	0.62	0.632
6	Sub-Saharan Africa	0.404	0.426	0.501	0.535	0.547

Note. Based on the UNDP (2022), author summarized

2.3. International Business Management

In contrast, International Business Management (IBM) is structured to explore effective business practices systematically, aiming to provide a deeper comprehension of achieving competitive advantages within the business environment. IBM seeks to enhance knowledge in entrepreneurial management, encompassing various aspects such as business strategy, marketing, finance, leadership, and human resource management. It also delves into global economics, including international economics, industrial economics, and public economics, from a global

perspective. Notably, it places significant emphasis on multinational organizations operating in advanced economies as well as emerging economies like Brazil, Russia, India, China, and others, as discussed by Enatsu (2003).

At its core, IBM places a strong emphasis on strategic management as a fundamental discipline within the field. Various analytical frameworks, such as Porter's industrial structural analysis, internal and external environmental analyses, SWOT analysis, and VRIO analysis, play a crucial role in IBM education, as outlined by Kotosaka (2017).

The ultimate objective of IBM is to equip learners with a comprehensive understanding of various facets of business management to optimize organizational benefits within specific markets through strategic approaches. Achieving this goal necessitates a thorough study of economics, including business economics, international economics, and public economics. While economics primarily aims to maximize output with minimal resources at the national or regional level, business management focuses on maximizing organizational output at the individual level, as described by Enatsu (2004). Despite the apparent differences in the orientations of these two academic disciplines, recent developments in IBM have shown a growing interest in crafting business strategies aligned with the Sustainable Development Goals (SDGs), often referred to as "SDGs Business," introduced in Europe in 2015, as reported by JETRO (2022). In essence, IBM is increasingly focused on contributing to sustainability and promoting practices that support improvements in this regard.

2.4. Development Business Management

In recent developments within International Business Management (IBM), Hayashi (2016) has pioneered the creation of a novel academic discipline known as "Development Business Management" (DBM), referred to as "Kaihatsu-Keieigaku" in Japanese, by focusing on the Base of the Pyramid (BOP) business. The concept of Bottom of the Pyramid (BOP) business was introduced by scholars Hart and Prahalad (2002), as documented in their research paper. BOP business can be defined as a behavior-oriented model or approach that enables businesses to effectively engage in underserved and underdeveloped markets (Mathur et al., 2016). Over time, BOP business cases have gained traction, particularly in the United States, the United Kingdom, and Japan, with a focus on achieving a balance between poverty reduction and maximizing business profits. While the field of business management has traditionally associated "development" with academic areas like Human Resource Development or Leadership Development, which concentrate on optimizing human resource allocation and enhancing leadership to maximize organizational performance, which was discussed by Joy-Matthews et al. (2004), the DBM takes a different approach.

Distinct from HRD, Hayashi's research highlights that DBM is concerned with promoting the "Base of the Pyramid (BOP)" in the developing world. More precisely, it centers on addressing poverty reduction among the BOP, which comprises the lowest income stratum within emerging economies. Hayashi's study delves into this issue by examining the unique characteristics of emerging markets and devising business strategies to combat poverty. He observed that, conventionally, poverty-related matters had been primarily explored and analyzed within the academic field of "Development Economics." However, Hayashi's research, primarily focusing on examples from the Philippines, aimed to establish the DBM as a distinct discipline with the ultimate goal of addressing poverty in the developing world through a business-oriented approach. As Mishima (2018) pointed out, the criteria for poverty and an organization's contribution to it are not explicitly discussed. When it comes to defining poverty, how was it measured? What are the poverty indicators? For instance, in the field of development economics, poverty indicators include per capita income and daily per capita consumption expenditures, and these variations are examined while assessing the outcomes of development. On the other hand, if the author proposes that the challenge in development management is poverty alleviation and defines management as the study of organizations, then an indicator for development management would likely pertain to organizations' involvement in addressing poverty. However, it appears that this indicator is not necessarily explicitly stated in this book.

Identification of a Study Gap, Study Objective, and Research Question

3.1. Identification of a Study Gap

Upon reviewing the existing literature related to International Development Studies and International Business Management, it became evident that there is a significant lack of research that attempts to integrate these two academic disciplines. While Hayashi (2016) made efforts to formulate "Development Business Management (Kaihatsu-Keieigaku in Japanese)" with a focus on Base of the Pyramid (BOP) businesses, his vision and doubts about addressing poverty issues through Business Management resonated with me. However, it appears that there is still room for further development in creating a comprehensive academic discipline aimed at fostering economic and business growth.

Through this literature review, the most notable research gap identified is the absence of robust models for promoting poverty reduction through business development, especially concerning BOP businesses, either in theoretical or conceptual terms. This gap is evident in Hayashi's previous study and others' work. When addressing development challenges, it becomes crucial for scholars to establish theoretical or conceptual frameworks that are relevant to development strategies in the developing world, as emphasized by Otsuka (2020). Therefore, there is a pressing need for the formulation of development strategies that can effectively advance poverty reduction through business ventures.

3.2. Study Purpose

The main objective of this study is to make a meaningful contribution to the advancement of development, growth, and prosperity in developing countries. This will be achieved by creating a distinct academic discipline called "Business Management for International Development." This discipline will be primarily built upon the fusion of International Development and Business Management, both in terms of academic theory and practical application. The study will initially focus on low and lower-middle-income economies (LLMICs) and employ case studies from selected countries in this income bracket as a starting point for research.

3.3. Research Question

What steps should be taken to create a novel model for Business Management in the context of International Development, aiming to foster greater socio-economic development through business growth in Low and Lower-Middle-Income Countries (LLMICs)?

Frameworks

When considering the primary objective of combining business management with sustainable economic development, several frameworks can be employed to create a new framework pertinent to "Business Management for International Development" (BMID).

To gain insight into the economic development model, a valuable model was discovered. Drawing from key concepts like Lewis's "turning point" and Rostow's "take-off," Tran (2016) devised a progression from low-income to lower-middle income, higher-middle income, and high-income stages. His framework's focal point is that many economies reach a plateau within the middle-income range, leading them into either the lower-middle-income trap (LMIT) or the higher-middle-income trap (HMIT) (Tran, 2016). He proposed that enhancing development institutions and creating opportunities for capital investment growth offer a way out of the LMIT, while elevating total factor productivity (TFP) and investing in human resource development can assist national economies in escaping the HMIT (Tran, 2016). In essence, he provided a theoretical demonstration to overcome these traps within the context of the traditional economic development stage model.

When formulating a development strategy, the Strategic Management Framework (SMF) serves as a comprehensive model that outlines the strategy process used by numerous organizations, both in the business and non-business sectors. The SMF encompasses three primary activities: establishing vision and mission, formulating a strategy, and implementing it (WWP, 2019). The SMF aids organizational leaders in considering their strategies comprehensively.

Regarding business development for poverty reduction through education, Hara (2022) hypothetically devised a business development strategy based on income levels, particularly for Bottom of the Pyramid (BOP) businesses, with a focus on impoverished economies in various regions like South Asia and Sub-Saharan Africa. Specifically, this framework visually illustrates a roadmap for poverty reduction across different income stages, indicating which development issues should be addressed and where attention should be directed within the BOP stage (Hara, 2022). Hara explained that five sequences were arranged to promote BOP businesses. Commonly, all countries need to establish government ownership, develop infrastructure, and invest in education (Hara, 2021\2). Within the infrastructure development phase, the next step is to foster technology transfer and development from abroad through increased investments in technology and training, as outlined by Ohno (2010). The fourth stage involves further enriching Foreign Direct Investment (FDI). Finally, the promotion of BOP businesses can be enhanced through FDI and other development assistance methods.

Based on these aforementioned frameworks, an initial proposed framework was hypothetically constructed to illustrate BMID in Low and Lower-Middle-Income Countries (LLMICs), as depicted in Figure 1.

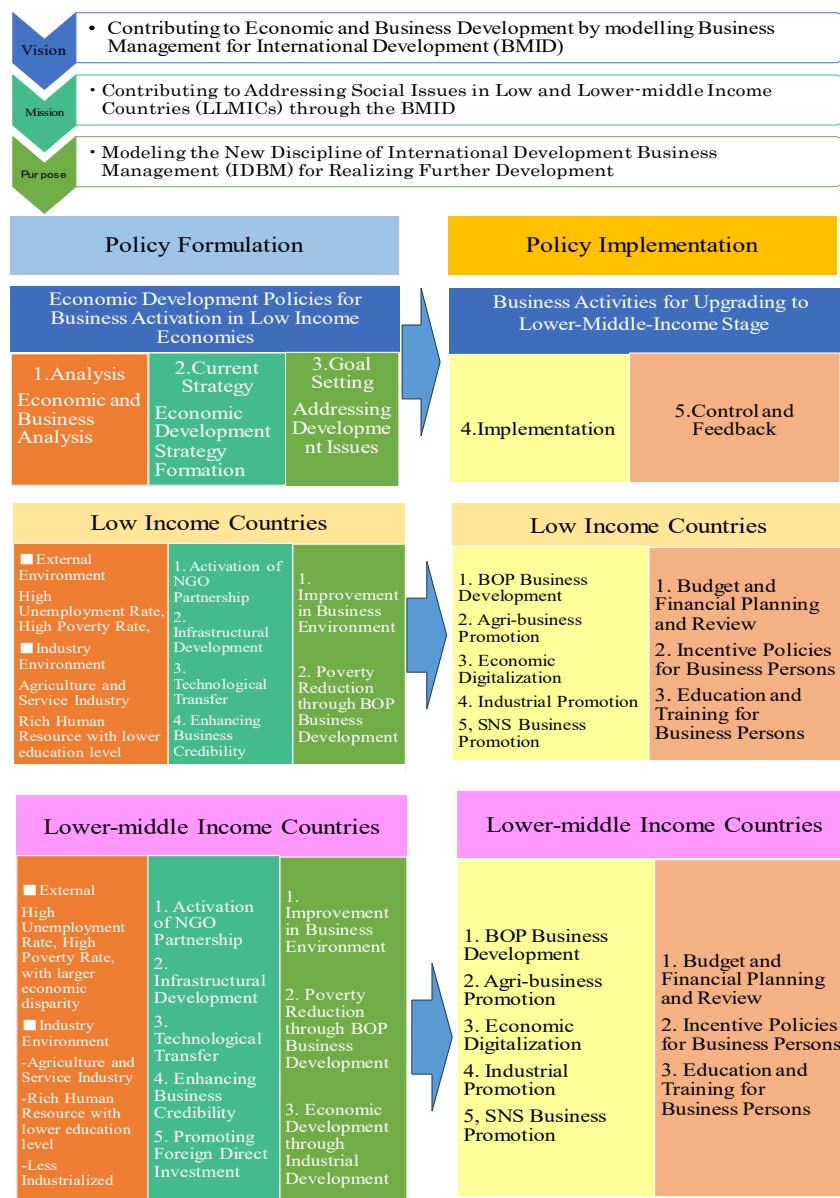


Figure 1.

A Suggested Strategic Framework of Business Management for International Development in the LLMICs

Source: Based on Tran (2016), WWP(2019), and Hara(2022), author formed the framework

First and foremost, this framework is structured around five key stages: "Vision," "Mission," "Purpose," "Policy Formulation," and "Policy Implementation," drawing inspiration from the SMF model. Notably, what sets this framework apart is that it aligns these formulation and implementation phases with the income stages of Low-income and Lower-middle income, drawing from the frameworks referenced by Tran (2016) and Hara (2022).

Within the "Vision," "Mission," and "Purpose" sections, the primary objective is to create an academic structure for Business Management for International Development (BMID) that contributes to visualizing a scenario of economic development through business activities, particularly in the developing world. Additionally, in the "Policy Formulation" and "Policy Implementation" phases, five sequences are incorporated: "1. Economic and Business Analysis," "2. Economic Development Strategy Formation," "3. Goal Setting," "4. Implementation," and "5. Control and Feedback," referencing the SMF model as well. Conceptually, the "Formulation" aspect emphasizes the development of economic policies aimed at stimulating business activities within the three income stage economies. Meanwhile, the "Implementation" aspect focuses on promoting business activities to elevate income levels.

In this manner, a framework has been established, with three distinct platforms tailored to each income stage. A fundamental premise of constructing this framework is the recognition that business opportunities ("Policy Implementations") cannot be effectively activated without first laying the groundwork for essential economic infrastructure ("Policy Formulation"). Without this foundational work, business activities cannot be put into practice. In essence, economic development policies through poverty reduction are inherently intertwined with the field of international business management.

Furthermore, there is a current emphasis on promoting technology as a key driver of success. For instance, "economic digitalization" and "SNS Promotion" through further promotion of the Information and Communications Technology (ICT) investment have been incorporated into the category of "Policy Implementation" aspect, considering the potential of the phenomenon well-recognized as "Leapfrog Phenomenon," where new services and technologies spread rapidly, surpassing the technological advancements that developed countries have undergone in developing countries where existing social infrastructure has not yet been established (Crumpler et al., 2020). Indeed, the acceleration of ICT enables these economies to bottom up their economic level and approach the social issues, especially for the contribution to poverty reduction in the long run (Wasif et al., 2011).

Nonetheless, it remains essential to acknowledge that in advancing economic development, there are no shortcuts to raising income levels without persistent developmental efforts, especially in low-income economies. Consequently, further development of basic social infrastructure remains a critical component of this framework

Methods

Philip (2022) underscores the significance of constructing a qualitative analysis framework for the synthesis of ideas, findings, and concepts from various sources, as well as for hypothesis development. In essence, building a framework serves the purpose of showcasing the research's necessity and providing fresh insights to readers within the relevant field (Philip, 2022). Therefore, employing qualitative analysis to make the strategic framework holds meaningful implications.

To model this BMID, I utilized several methodologies. Firstly, as this is a conceptual framework, I followed the typical five steps for creating one, which involve "1. Selecting a topic," "2. Defining research questions," "3. Conducting research," "4. Balancing variables and establishing variable relationships," and "5. Drawing the conceptual framework" (Philip, 2022). The most crucial aspect of these steps involves identifying variables or entities. Based on the existing literature, the essential entities include GNI per capita and the Poverty Ratio. Another potential variable that can be incorporated is the "Ease of Doing Business Index (EDBI)." These two variables are fundamental components intricately connected to business and economic development, as highlighted by the World Bank (2023). The relationship between GNI per capita

and EDBI could be described as causative, making them the main variables for framework development.

Moreover, it is already evident that EDBI contributes to GNI per capita. More business opportunities lead to higher income generation. Therefore, quantitative analysis is no longer deemed necessary. Instead, qualitative analysis is a more suitable choice for constructing a conceptual framework. I opted for the Grounded Theory Approach (GTA), which involves generating theories through the coding process (William and Moser, 2019). Additionally, I selected document analysis over personal or group interviews to minimize potential biases as much as possible.

Results

In a hypothetical scenario, the final step in developing a BMID framework to address the research question can be outlined as follows.

In the initial phase, development strategies are formulated through an in-depth analysis of the external and industrial environment. Strategies encompass areas such as public services, NGO engagement, and technology transfer, particularly in agriculture and the service industry. The aim is to elevate the income stages within Low and Lower-Middle-Income Countries (LLMICs). It is of utmost importance for governments to gain a comprehensive understanding of the current situation and foster transparent communication about the prevailing conditions.

Depending on the specific income stage of a country, prioritization of development issues is crucial to create a more favorable business climate. These priority areas may include food security, public services (such as education and healthcare), infrastructure development, peace-building efforts, governance enhancement, and social protection measures. Such prioritization, especially in the context of rural development and poverty reduction, is essential for governments operating within constrained budgets. While the identification of priority development issues is a critical step, effective implementation has often been lacking.

Finally, the implementation of business activities can be significantly facilitated through the use of social networking services (SNS) and other digital devices. The proliferation of modern technology, including smartphones, tablets, and laptops, even in LLMICs, can greatly benefit economic endeavors, particularly through popular SNS platforms like Facebook, Twitter, TikTok, and YouTube. These SNS platforms offer opportunities to expand business reach and generate supplementary income, even in developing regions. However, it's important to note that basic literacy and numeracy skills are prerequisites for earning income and escaping poverty. Regular reviews of budgets and ongoing education or training for both business individuals and government agencies are essential for continuous improvement.

Discussion

This paper marks the initial endeavor to establish a novel academic field known as Business Management for International Development (BMID). The primary aim is to contribute to the advancement of developing nations by integrating the existing disciplines of International Development and Business Management. This integration is demonstrated using case studies from lower and lower-middle income economies (LLMICs) across various regions.

While this first attempt at formulating BMID is promising, it also presents certain limitations that can be transformed into opportunities for the further development of BMID, enhancing its academic and practical contributions. These potential areas for growth include:

1. Incorporating Cultural and Historical Perspectives: The current study's focus on the Philippines may limit its generalizability due to the unique characteristics of the region. To overcome this limitation, future research should encompass additional case studies, facilitating the generalization of theories within the BMID discipline.

2. Adapting to Evolving Business Landscapes: The emergence of start-up organizations, including unicorn companies, fintech enterprises, metaverse ventures, and NFTs, has transformed the business landscape. These developments, which gained prominence around 2019, have not only been observed in OECD economies but have also expanded into emerging economies. Recognizing and addressing these changes is essential for updating the BMID framework.

3. Expanding Literature Review: While the current study predominantly focuses on the work of Hayashi, it is likely that other relevant literature exists in the realm of business management for developing countries beyond the scope of Bottom of the Pyramid (BOP) business. Conducting a more extensive literature review can identify additional study gaps, thereby maximizing the potential of realizing the IDBM.

4. Transitioning from Traditional Development Models: Traditional economic development models such as the "Development Stage" model endorsed by scholars like Lewis, Rostow, and Tran may become outdated. The emergence of the "Leapfrog Development Model," where developing countries can rapidly advance by skipping stages, presents a paradigm shift in development theory. Hayashi's work did not address this transition, but it is crucial for BMID to align with this evolving model to enable organizations to adapt swiftly to the changing external environment.

5. Embracing Interdisciplinary Collaboration: For BMID to evolve as a comprehensive interdisciplinary academic discipline, it should integrate other adjacent social sciences, particularly politics, international relations, and sociology. This broader interdisciplinary approach will enhance the effectiveness and relevance of BMID in addressing complex global development challenges.

In summary, while this initial attempt at BMID formulation is promising, addressing these identified areas for improvement can enhance its effectiveness and broaden its scope as a valuable interdisciplinary field for promoting international development through business management

Conclusion

8.1. Interpretation of the Study Result.

This paper embarked on an initial journey toward the establishment of an academic field called Business Management for International Development (BMID). This endeavor involved a thorough examination of the characteristics of Development Economics and International Business Management. Additionally, it entailed a review of Hayashi's existing work in the realm of Development Business Management, uncovering various gaps that must be addressed to autonomously formulate the IDBM. By employing the GTA, the paper developed the fundamental framework of BMID conceptually. This framework logically connects business management with economic development, taking into account the income levels classified as low-income and lower-middle income. The overarching goal is to combat poverty through the effective implementation of business activities. Still, it is important to acknowledge that there are still many critical aspects awaiting further investigation to fully realize the potential of this independent academic discipline.

8.2. Study Limitations

Two remaining challenges in this research can be highlighted as follows:

The first point involves conducting research activities that are more informed by the actual state of poverty reduction policies through business promotion in the LLMICs. While theoretical research is essential, a practical approach to addressing policy issues is also required in development economics. Therefore, there is an outstanding task to engage in research that is aligned with the realities on the ground, which may entail conducting field surveys in the future.

The second point pertains to the continuous improvement and broadening of research approaches through collaborative efforts. While this study attempted a mixed analysis, there is an expectation that new insights can be gained by constructing fresh analytical frameworks from various perspectives in the future. To achieve this, it is desirable to actively incorporate collaboration with not only researchers from outside the field of development economics but also practitioners. Engaging in active discussions and exchanges of ideas with them can not only enhance research capabilities but also lead to the emergence of novel research perspectives

8.3. Study Implications

Two study implication can be given as follows.

The first point, which is particularly crucial within the framework presented in Figure 1, is the importance of identifying challenges and subsequently clarifying the vision, mission, and objectives, which should be shared with policymakers and stakeholders. Specifically, it should be noted that formulating effective development policies becomes exceedingly difficult when there is a

lack of alignment between clear challenges and the overall vision. Therefore, governments of the LLMICs should keep this in mind.

The second point underscores the significance of constructing a framework, using it as a benchmark for policy implementation, and providing feedback. Establishing a strategic framework for addressing policy challenges helps ensure that the direction remains consistent and eliminates concerns about deviation. Furthermore, the process of creating such a framework enhances the ability to view the elements necessary for policy formulation from a holistic perspective, making it valuable training material for future administrative officials.

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