



**18th International Business Conference**  
White Sands Resort & Conference Centre,  
Dar es Salaam, Tanzania

**18th  
INTERNATIONAL  
BUSINESS  
CONFERENCE**

**21 - 24 September 2025**

**FIRST CALL FOR PAPERS**

# MEET THE TEAM



**PROF STÉPHAN VAN DER MERWE**

*Chairperson & Organising Director  
North-West University*



**PROF GEOFF GOLDMAN**

*Deputy Chair  
University of Johannesburg*



**PROF CHRISTO BISSCHOFF**

*Scientific Director & Registrations  
North-West University*



**PROF MORNAY ROBERTS-LOMBARD**

*Marketing Director  
University of the Western Cape*



**PROF COBUS OOSTHUIZEN**

*Finance Director  
Boston City Campus*



**MS ELMA SENEKAL**

*Organising & Venue Coordinator  
North-West University*



**MS CHRISTINE BRONKHORST**

*Paper Submissions & Academic Reviews  
North-West University*



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# INTRODUCTION

The 2025 IBC conference will be hosted at the White Sands Resort & Conference Centre in Dar es Salaam, Tanzania, from 21 to 24 September 2025. Your academic expertise and presence are welcomed, and we kindly request you to peruse the content of this call for papers and submit your papers on or before **15 July 2025**.

## AIM OF THE CONFERENCE

The 18th IBC 2025 conference has three main goals. The first goal is to provide an international platform for the presentation, discussion and debate of different academic and professional approaches and research on recent developments in an ever-turbulent business environment. The second goal is to provide academics, practitioners and post-graduate students with the opportunity to have their work validated and benchmarked within the benevolent academic and professional community. The final goal is to create a pleasant environment to serve the first two goals, where delegates can also relax, get to know their fellow academics informally and build their networks.

## CONFERENCE ACCREDITATION

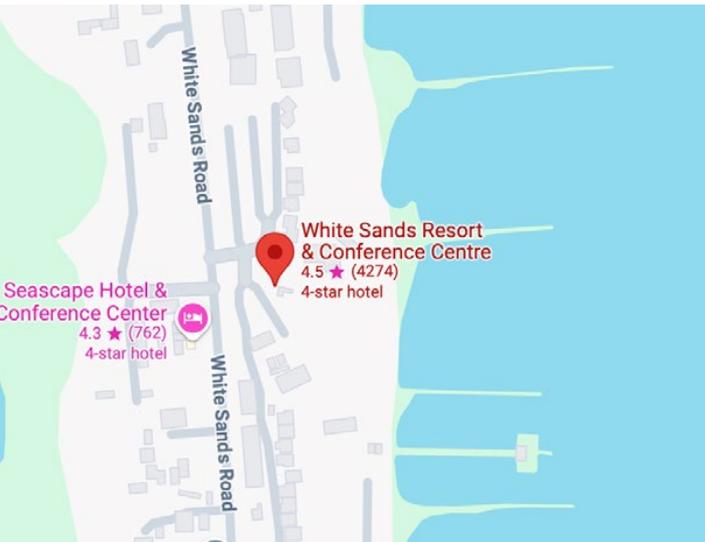
All the previous IBC conferences, including the 2024 conference, have met the subsidy criteria the South African Department of Higher Education and Training (DHET) set. The 2024 conference, held in Stellenbosch, is undergoing a rigorous process to qualify for a subsidy. (We positively await the outcome; however, take note that this usually is a two-year process at DHET.)



## IMPORTANT DATES FOR NOTING

<b>14 March 2025</b>	<ul style="list-style-type: none"><li>• Registration and submission of full-length papers and work-in-progress papers (WIPs) are open.</li><li>• Delegates are encouraged to make early submissions.</li></ul>
<b>15 July 2025</b>	<ul style="list-style-type: none"><li>• Deadline for submitting competitive papers to the IBC website (only full-length competitive papers will be published in the conference proceedings).</li><li>• Deadline for the submission for the work-in-progress stream.</li><li>• Notification of acceptance of work-in-progress and full-length competitive papers will be provided to authors via e-mail as soon as possible after the double-blind peer-review process.</li></ul> <p><b>PLEASE NOTE THAT 15 OF JULY IS A FINAL DEADLINE – THERE WILL BE NO EXTENDED DEADLINE.</b></p>
<b>15 August 2025</b>	<ul style="list-style-type: none"><li>• Final submission of corrected full-length competitive papers in MS Word, including all authors' details for publication in conference proceedings.</li></ul> <p><b>PAPERS RECEIVED AFTER THIS DATE WILL NOT BE PUBLISHED IN THE PROCEEDINGS.</b></p>
<b>1 September 2025</b>	<ul style="list-style-type: none"><li>• Registration deadline. Please note that all fees must be paid by this date to ensure participation in the conference.</li></ul>

# VENUE



The White Sands Resort and Conference Centre is situated on an idyllic beach, just 25 km north of Dar es Salaam and Julius Nyerere International Airport.

☎ +255 758 818 696/97/98/99

) +255 758 818 689/82

🌐 <https://hotelwhitesands.com>

## CONFERENCE DATES

21 to 24 September 2025

## PRELIMINARY CONFERENCE PROGRAMME

**Sunday,  
21 September 2025**

**Welcome function: 19:00**

**Monday,  
22 September 2025**

**Conference day 1**

Opening, keynote address & parallel sessions

**Tuesday,  
23 September 2025**

**Conference day 2**

Parallel sessions

**Wednesday,  
24 September 2025**

**Conference day 3**

Networking



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# THE CONFERENCE THEMES WILL COVER THE FOLLOWING AREAS

Agricultural Management

Applied Business School Research

Artificial Intelligence

Business Education

Business Ethics

Business Management

Critical Management

Entrepreneurship

Environmental Management

Financial Management, Investments and  
Management Accounting

Human Resource Management

Information and Knowledge Management

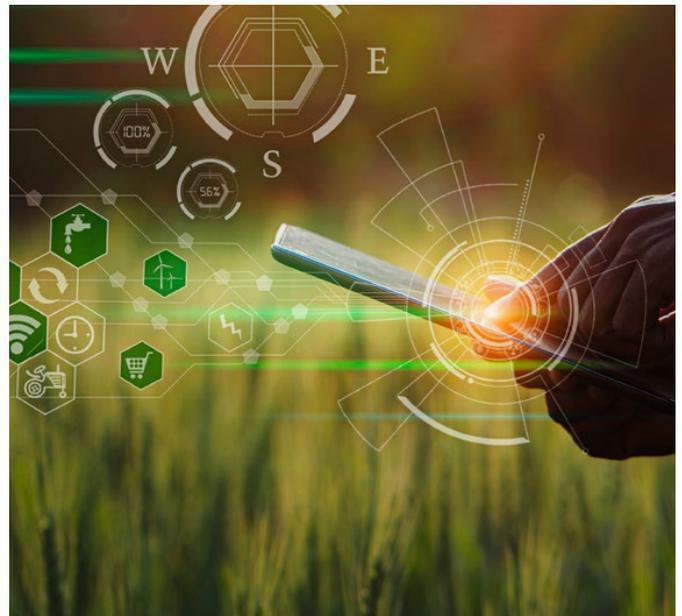
Leadership

Managerial Economics

Marketing Management

Operations and Supply Chain Management

Tourism Management





## PLEASE NOTE:

- Only electronic submissions on the IBC website will be accepted. Delegates are encouraged to upload their anonymised papers in MS Word format on the website before 15 July 2025 (earlier submissions are highly encouraged).
- The IBC website submission portal for anonymised paper submissions is <https://internationalbusinessconference.com/paper-submission/>
- Receipt of your paper will be acknowledged via email from the website.
- A desk edit will be done on all contributions before they are sent out to reviewers and will be returned to the author if not developed according to the guidelines of the IBC Conference requirements or do not fall within the academic themes of the conference.
- Reviewed abstracts and papers will be returned as soon as possible.
- The payment of the conference fees does not guarantee the publication of the papers in the proceedings.

- One of the contributing authors at the conference should present papers to ensure publication in the conference proceedings. Delegates cannot read the paper on behalf of the authors.
- The papers submitted will be double-blind peer-reviewed by a panel of expert international and local reviewers.
- Papers should not have been previously published or accepted for publication.
- The IBC Board strictly adheres to the principle of academic integrity and, therefore, holds the right to request a Turnitin report for a full paper or a WIP submission.
- The conference proceedings will be formally published with an ISBN and submitted to the Department of Higher Education for accreditation and subsequent subsidy purposes.
- At least one author must register for and attend the conference to present the paper. All conference attendees must register.
- An author may present a maximum of two papers.
- Please ensure that your paper's technical and language standards comply with the guidelines of the IBC conference.

## **GUIDELINES FOR THE SUBMISSION OF FULL (COMPETITIVE) PAPERS**

- The competitive stream papers are in line for Best Paper Awards.
- Submissions should include a title page that clearly indicates: Title(s), name(s) and affiliation(s) of the author(s); complete postal address(es); and e-mail address(es). The next page should only include the paper's title, an abstract (200 words), and maximum of five keywords (terms) that describe the paper best.
- The website submission page will guide authors to submit the required information – follow these guidelines strictly.
- Take note that the competitive papers should be submitted as full papers (not abstracts) at <https://internationalbusinessconference.com/competitive-papers/> for double-blind reviews.

- Note that it is the authors' responsibility to ensure that the information on the title page and the title of the paper are correct and complete. The IBC Organising Committee will take no responsibility for information wrongly submitted.
- The following sections should be in the paper: Introduction; Problem investigated; Research objectives or Research questions, Hypotheses (if applicable); Literature review; Research methodology; Results, Discussion of findings; Managerial implications; Conclusions; and Reference list. (Follow the template closely – non-compliant papers will be returned to authors to correct and resubmit)
- Please note that only competitive papers qualify for a subsidy from the Department of Higher Education.
- Technical requirements: Download the IBC-approved template at IBC-Competitive-Paper-Template. <https://internationalbusinessconference.com/wp-content/uploads/2025/03/IBC-2025-Competitive-Paper-Template.docx>
  - Competitive papers are restricted to 20 pages of content.
  - Abstracts should not exceed 200 words.
  - Font: Arial; Font size: 11; Spacing: Multiple 1,07 line spacing.
  - If the paper originates from a PhD or masters' study, add a footnote on page 1 stating "This paper originates from a PhD/master's study by XXX (student no) at the XXX University"
  - Add the **summary** page of your similarity report (such as Turnitin) at the end of your paper
  - Margins: 2 cm left margin and 2 cm top, bottom and right margins.
  - Referencing technique: Use the Harvard or APA 7 style only.
  - Submission for double-blind review on the IBC website is in MS Word format, and no author details are to be included.
  - The IBC paper submission platform requires the author(s)'s details, abstract and keywords to be added separately.
- The final accepted papers must be in MS Word format and include all author details. Final papers must be emailed to Ms Christine Bronkhorst at [Christine.Bronkhorst@nwu.ac.za](mailto:Christine.Bronkhorst@nwu.ac.za). Papers of authors who fail to do so will not be published in the proceedings.

## GUIDELINES FOR THE SUBMISSION OF WORK-IN-PROGRESS PAPERS

- Submissions should include a separate title page that indicates the following: Title(s), name(s) and affiliation(s) of the author(s); telephone numbers, and e-mail address(es); up to four keywords describing the paper to be presented.
- Work-in-progress (WIP) papers typically include an introduction providing a brief background to the nature of the problem or case study under investigation; Clear formulation of the main problem(s) or issue(s) to be investigated or scrutinised; Preliminary literature review; Envisaged research design and methodology; Preliminary findings; Conclusions and managerial implications/ recommendations; Reference list (if applicable).
- Note that it is the authors' responsibility to ensure that the information on the title page, as well as the title of the WIP paper, is correct and complete. The IBC Organising Committee will take no responsibility for incorrect information submitted.
- Take note that WIP papers must be between 750 and 1 000 words (WIP papers).
- WIP papers must be submitted on the IBC work-in-progress submission section at <https://internationalbusinessconference.com/work-in-progress-papers>, in MS Word format and conform to the above guidelines.
- The Programme Committee will review WIP papers.
- Accepted final WIP papers must be in MS Word format and include all the above details.
- A work-in-progress booklet will be published; however, note that this cannot be used for subsidy claims. Only competitive papers qualify for subsidy claims.
- Technical requirements: Download the IBC-approved template at IBC-Work-in-Progress-Paper-Template at <https://internationalbusinessconference.com/wp-content/uploads/2025/03/IBC-2025-WIP-Paper-Template.docx>
- Final, accepted WIP papers must be emailed to Ms Christine Bronkhorst at [Christine.Bronkhorst@nwu.ac.za](mailto:Christine.Bronkhorst@nwu.ac.za)



## **PUBLICATION OF A SELECTION OF THE BEST PAPERS IN AN ACCREDITED JOURNAL**

The Journal of Contemporary Management (JCM) is proud to be hosting a special issue for the 2025 IBC. A selection of the best papers will be eligible for the special issue publication. Founded in 2004, JCM is a renowned journal focussing on contemporary management and related aspects. The journal is indexed in the SciELO South Africa database and accredited by the DHET. We are proud to publish local and international content and welcome special issues associated with the conference.

## **WORKSHOP: MASTERING THE ART OF PUBLISHING IN TOP-TIER JOURNALS**

**CHAIRS OF THE WORKSHOP TRACK: PROFS BROWNHILDER NENEH,  
LINDA RONNIE AND JURIE VAN VUUREN**

As part of the IBC Conference, a special session titled “Mastering the Art of Publishing in a Top-Tier Journal”, will be presented. This session is designed to provide participants with valuable insights into the entire publication process—from identifying suitable journals to successfully navigating the complexities of peer review. In addition, attendees will gain a deeper understanding of how to identify a research gap, develop a strong theoretical foundation, selecting the appropriate research design and data collection techniques to support high-quality research outputs. With a focus on empowering researchers to achieve publication success, this session represents a significant step in bridging the gap between academic research and impactful dissemination. Join us and take your research to the next level!

# DOCTORAL STUDENT COLLOQUIUM

CHAIRS OF THE DOCTORAL TRACK:  
PROFS BROWNHILDER NENEH, LINDA RONNIE AND  
JURIE VAN VUUREN

Are you a doctoral student who has recently completed your research proposal or is far advanced in your PHD journey? If so, consider attending the Doctoral Student Colloquium at the International Business Conference (IBC) at White Sands Hotel and Resort in Dar es Salaam, Tanzania.

We are planning exciting sessions that cover several relevant topics, such as identifying and closing a research gap, selecting the appropriate research design and data collection techniques, and making a significant contribution to the body of knowledge. The theme is **“Developing High-Impact Research from Doctoral Students.”** The presentation and discussion sessions are oriented toward guiding participants to develop research that addresses real-world problems, makes meaningful contributions to existing knowledge, and enriches the scholarly community.

Due to the competitive nature of the call, we will only select and invite the 10 best research proposals to be part of the colloquium. The colloquium starts on 23 September at 08:00 – 13:00. Participants are eligible to present only in the doctoral track but may attend other conference tracks.

## **Application Processes**

To apply, please email Prof Brownhilder Neneh ([brahilder@gmail.com](mailto:brahilder@gmail.com)) no later than 15 July 2025. Indicate the session you are applying to attend in the subject heading: Application for IBC Doctoral Student Colloquium.

Applicants for the Doctoral Student Colloquium should supply the following:

1. A description of the candidate that specifies: Name, address, and email address; University, School or department; Year in programme; Educational qualifications; Research and teaching interests; and Publications (if any)
2. A nomination letter endorsed and signed by the candidate's supervisor
3. A maximum of 5-page concept note to include: a. topic, b. research gap, c. theoretical framework, d. research design and method, e. progress toward completing the dissertation, and f. expected submission date. References do not count toward the 1500 word limit.

### Cost

Participants are eligible to present only in the doctoral track but may attend other conference tracks. The registration fees will be \$ 250.00. You can register using the link below:

<https://internationalbusinessconference.com/registration/>



## ACCOMMODATION & TRAVEL

The conference will be hosted at the White Sands Resort & Conference Centre in Dar es Salaam, Tanzania.

### The contact details are:

Mr Raja Ch, Group and Conference Coordinator,  
White Sands Resort & Conference Centre.

### The room rates will be as follows:

\$ 135.00 for a single standard room

\$ 155.00 for a double standard room

*When booking, the individual must provide the hotel with their name and contact details and advise them that it is for the IBC conference.*

### Delegates must use the Block ID Booking

**Code:** IBC 2025, White Sands Resort & Conference Centre, Tanzania.

**Airport transport:** Book at the front desk



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# WHO TO CONTACT

Delegates are more than welcome to contact any of the following people:

## Group and Conference Coordinator: Raja Ch

☎ +255 758 818 689

✉ [rdm@hotelwhitesands.com](mailto:rdm@hotelwhitesands.com)

## Reservations Manager: Flora Sondo

☎ +255 758 818 682

✉ [info@hotelwhitesands.com](mailto:info@hotelwhitesands.com)

## Banquet Coordinator: Simon Priva

☎ +255 767 934 079

✉ [events@hotelwhitesands.com](mailto:events@hotelwhitesands.com)

## Food and Beverage Manager: Deepak P

☎ +255 767 517 938

✉ [fb@hotelwhitesands.com](mailto:fb@hotelwhitesands.com)

## Technology support: Raja Ch

☎ +255 758 818 689

✉ [it@hotelwhitesands.com](mailto:it@hotelwhitesands.com)

Contact people to book accommodation at the Hotel White Sands and Conference Centre: Devota, Haule, Philbert, Zulfa, Evlen (reservationist)

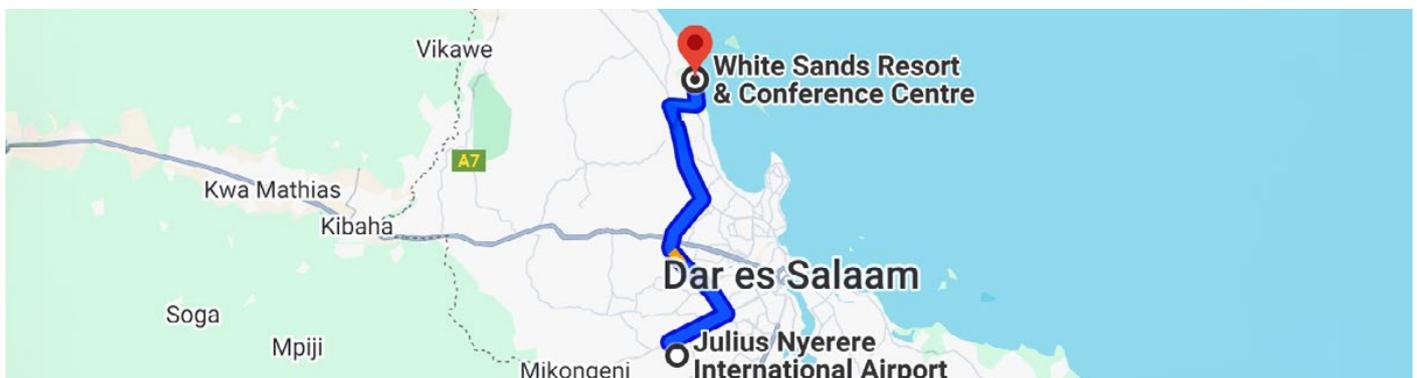
✉ [info@hotelwhitesands.com](mailto:info@hotelwhitesands.com)

☎ +255 758 818 696/97/98/99

) +255 758 818 689/82

The closest airport to the resort is Julius Nyerere International Airport

**Please note: The IBC is not involved in delegates' travel and accommodation arrangements, and delegates are responsible for their travel and accommodation arrangements at their hotel, transfers and the airline.**



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## THINGS TO DO WHEN YOU ARE IN TANZANIA

Tanzania is a beautiful and diverse country offering a wide range of experiences for any traveller/foreigner. Here are places that the White Sands Hotel can assist a traveller/guest as well as a foreigner with when visiting:

**1 Mbudya Island:** The island is just a short boat ride from the hotel. The tropical island excursion provides clear, warm waters for swimming and snorkelling. Enjoy beach volleyball, live music, and fresh seafood amidst serene tides and vibrant marine life.

**2 The Slipway Shopping Center:** The Slipway is a stylish shopping complex inspired by the Swahili coast and culture. It is based on the Dar es Salaam Peninsula with beautiful views across the bay.

- Shopping
- Restaurants
- Arts and Crafts Souk
- Island ferry tours
- Bank and bureau de change
- Hotel and Conferences
- Supermarket
- Diving
- Kids playing area



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**3 Tinga Tinga Arts Cooperative Society:** Famous for the vibrant and colourful Tinga Tinga painting style, this cooperative allows visitors to learn about the technique and purchase original works. Some artists might even offer painting classes.

**4 Mlimani City Mall:** It is one of Dar es Salaam's largest and most popular shopping centres. Located in the upmarket area of Dar es Salaam, it offers a wide range of shopping, dining and entertainment options, making it a favourite destination for both locals and tourists.

**5 Relax on Zanzibar's Beaches:** Zanzibar's white-sand beaches, crystal-clear waters, and rich history make it an ideal tropical getaway. (Refer to the day trip to Zanzibar.)

**6 Safari in Serengeti National Park:** Tanzania is home to the world-renowned Serengeti, where you can witness the great migration and see the big five in their natural habitat.

**7 Climb Mount Kilimanjaro:** For adventure seekers, scaling Africa's highest peak is a once-in-a-lifetime experience.



**8 Day Safari to Mikumi by Train from Dar es Salaam:** Our journey will start early in the morning from Dar es Salaam. Your driver will pick you up from the hotel or the airport if you arrive on a late-night flight. You will be driven to the SGR Train Station for your train to the Morogoro region, which will take approximately one hour. Upon arrival, our driver guide will pick you up and drive you to Mikumi National Park, which will take about 1 hour and 30 minutes. You will have a late morning game drive and an evening game drive. After the game drives, your driver will take you back to the train station in Morogoro for your return train to Dar es Salaam. Upon arrival, our driver will pick you up and take you to your hotel, or if you have a flight at that time, our driver will drop you off at the airport. You will have a picnic lunch during the day's activities. The main activity will be a game drive.

**9 Visit Zanzibar:** Day trip to Zanzibar. Take a taxi to Dar es Salaam City Center. Then take the ferry to Zanzibar City Centre (two-hour trip). You can then take the late afternoon or evening ferry back to Dar es Salaam.

## CONFERENCE FEES

**Delegates:** The registration fee: \$ 550.00 (No early-bird fees in effect).

**Accompanying person's fee:** \$ 175.00

This fee provides access to the conference 's welcoming function, gala evening, refreshments, and lunches served during the conference days. The accompanying person's fee is payable at registration.

**Take note: Accompanying persons (or partners) are not delegates attending the conference. All delegates should pay the full conference fee.**

## CONFERENCE WEBSITE

Please consult the conference website to submit papers, register and view updated conference information. The website is available at <https://internationalbusinessconference.com>



# REGISTRATION

Register by:

1. Completing the registration form on the conference website: <https://internationalbusinessconference.com/registration/>
2. Complete the invoice information per your institution's requirements – note that most institutions require the VAT number.
3. The website will email the registration upon submission (do not register again if you do not immediately receive the invoice and proof of registration). Prof Christo Bisschoff deals with registrations and payments. Contact him at Tel: +27 (0) 84 548 2256 or [Christo.Bisschoff@nwu.ac.za](mailto:Christo.Bisschoff@nwu.ac.za) if you need help.
4. There are two payment options:
  - Pay the registration fee into the designated account, using your name as the reference.
  - Pay with your credit card via the website during registration.
5. **NB:** Obtain the proof of payment from your institution and e-mail it to Prof Christo Bisschoff at [Christo.Bisschoff@nwu.ac.za](mailto:Christo.Bisschoff@nwu.ac.za). **Without this proof we cannot allocate your funds and register you as a delegate!**
6. Registering an accompanying person on the website when completing the registration form and adding the name as a reference to your own (see point 3 above).

## PAYMENT OF CONFERENCE FEES

The conference registration fee is to be deposited at ABSA considering the following very important details:

**Bank:** ABSA

**Branch code:** 632 005

**Account name:** International Business Conference

**Account type:** Cheque account

**Swift code:** ABSAZAJJ

**Account number:** 40 928 163 60

**Reference:** Your name and surname (most important)

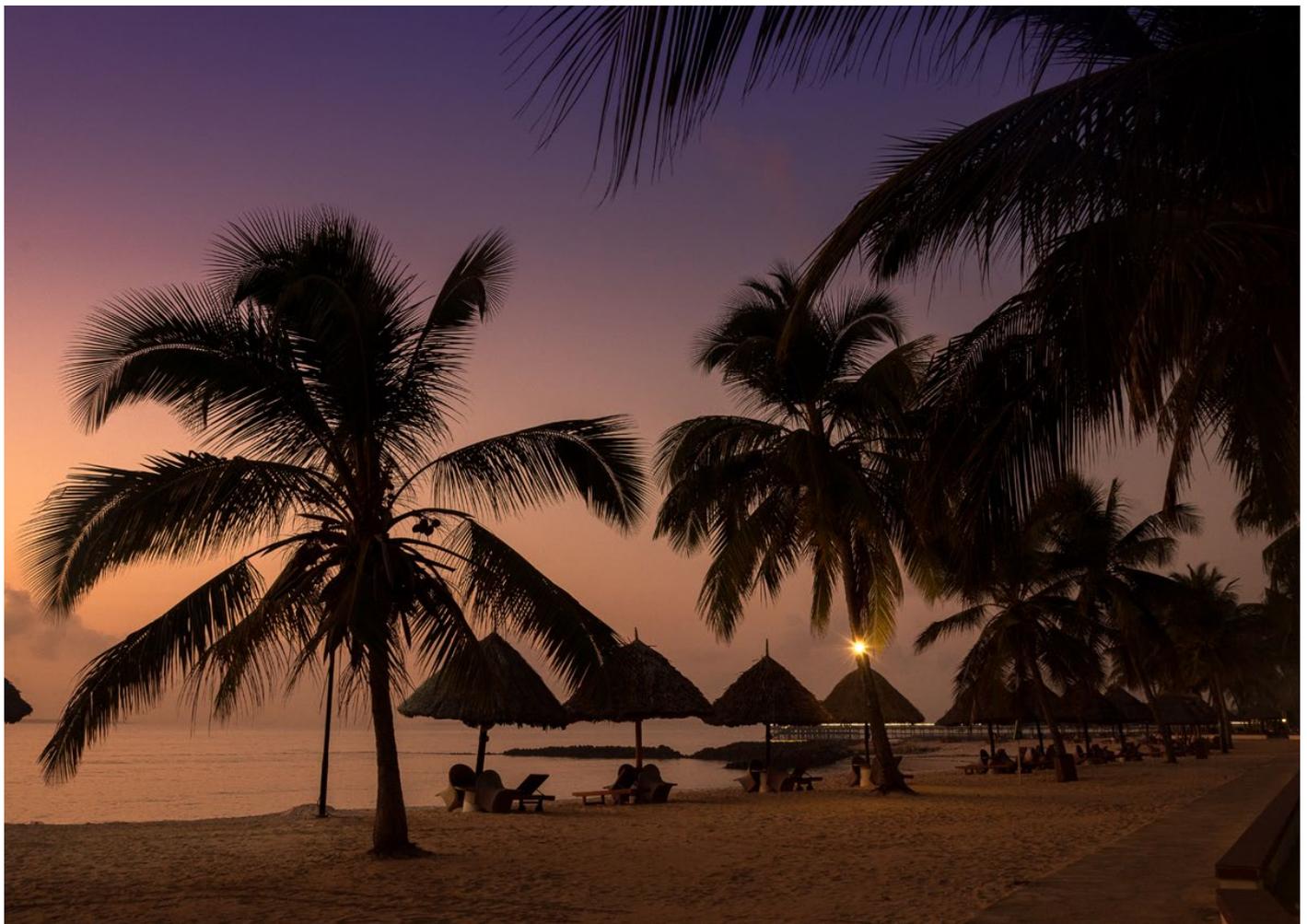


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# IBC COMMITTEES

<b>CONFERENCE CHAIR</b>	
Prof Stéphan van der Merwe	
<b>SCIENTIFIC COMMITTEE</b>	<b>EXECUTIVE COMMITTEE</b>
<p><b>Prof Christo Bisschoff</b> (Editor, Scientific Director &amp; Registrations)</p> <p><b>Ms Christine Bronkhorst</b> (Paper submissions &amp; reviews)</p>	<p><b>Prof Stéphan van der Merwe</b> (Chairperson &amp; Organising Director)</p> <p><b>Prof Geoff Goldman</b> (Deputy Chair)</p>
<b>ORGANISING COMMITTEE</b>	<p><b>Prof Christo Bisschoff</b> (Scientific Director)</p> <p><b>Prof Mornay Roberts-Lombard</b> (Marketing Director)</p> <p><b>Prof Cobus Oosthuizen</b> (Finance Director)</p>
<p><b>Prof Stéphan van der Merwe</b> (Chairperson &amp; Organising Director)</p> <p><b>Ms Elma Senekal</b> (Organising &amp; Venue Coordinator))</p>	
<b>IBC BOARD</b>	
<p><b>Dr Armand Bam</b> (Stellenbosch University)</p> <p><b>Prof Geoff Goldman</b> (University of Johannesburg)</p> <p><b>Prof Vannie Naidoo</b> (University of KwaZulu-Natal)</p> <p><b>Prof Cobus Oosthuizen</b> (Boston City Campus)</p> <p><b>Prof Linda Ronnie</b> (University of Cape Town)</p> <p><b>Prof Stéphan van der Merwe</b> (North-West University)</p> <p><b>Prof Kai Wellner</b> (Technische Hochschule, Nuremberg, Germany)</p>	<p><b>Prof Christo Bisschoff</b> (North-West University)</p> <p><b>Prof Michelle Mey</b> (Nelson Mandela University)</p> <p><b>Prof Brownhilder Neneh</b> (University of the Free State)</p> <p><b>Prof Mornay Roberts-Lombard</b> (University of the Western Cape)</p> <p><b>Prof Kariena Strydom</b> (Walter Sisulu University)</p> <p><b>Prof Jurie van Vuuren</b> (University of Pretoria)</p>

<b>PAPER REVIEW PROCESS CONTACT DETAILS</b>	<b>REGISTRATION PROCESS CONTACT DETAILS</b>
<b>Ms Christine Bronkhorst</b>  ✉ <a href="mailto:Christine.Bronkhorst@nwu.ac.za">Christine.Bronkhorst@nwu.ac.za</a> ☎ +27 (0) 83 700 8117	<b>Prof Christo Bisschoff</b>  ✉ <a href="mailto:Christo.Bisschoff@nwu.ac.za">Christo.Bisschoff@nwu.ac.za</a> ☎ +27 (0) 84 548 2256
<b>ORGANISING COMMITTEE CONTACT DETAILS</b>	
<b>Ms Elma Senekal</b>  ✉ <a href="mailto:Elma.Senekal@nwu.ac.za">Elma.Senekal@nwu.ac.za</a> ☎ +27 (0) 83 469 1805	



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