

TRAINING GUIDE ON ENTREPRENEURSHIP IN HONEY VALUE CHAIN DEVELOPMENT AROUND THE KILUM IJIM FOREST AREA

This training guide is prepared by
**Cameroon Gender and Environment Watch
(CAMGEW)**

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This training is more practical with trainees learning-by-doing. This guide is prepared to give additional knowledge to trained persons on entrepreneurship in honey value chain development.

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SECTION ONE

INTRODUCTION

About Cameroon Gender and Environment Watch - CAMGEW

CAMGEW is a not-for-profit organization created in October 2007 with authorization number N° 000998/RDA/JO6/BAPP to work on environmental and women's issues in Cameroon. CAMGEW launched this consultancy position on Marketing and Business Analyst. CAMGEW works locally and thinks globally, integrating gender in solving environmental problems in Cameroon. CAMGEW believes that the future of our mother planet-earth is in our hands and also that this planet can be sustained by putting social and environmental justice at the center of development. CAMGEW's mission is "A society free from poverty, gender inequality and unsustainable environmental practices". CAMGEW's Global objective: An inclusive and sustainably managed Kilum-Ijim forest through forest regeneration and agroforestry for eco-business.

CAMGEW from 2012 to 2018 planted 75000 bee loving trees in the Kilum-Ijim forest and trained 1018 bee farmers in honey production, honey and its product quality control and bees wax extraction. She has also distributed above 895 beehives to trained bee farmers and organized above 1000 bee farmers into 5 Oku White Honey cooperatives located around Kilum-Ijim forest. She created a CAMGEW-HONEYSHOP in Bamenda to convert bee farmers honey to money in town. 772 farmers have also been trained on agroforestry techniques. As of December 2018 about 1580 women had been trained on business skills and 1325 women received financial assistance in form of loans about US\$ 5500 monthly. In December 2018, CAMGEW trained 18 youths for 9 days on entrepreneurship in honey value chain development. 24 teenage boys and girls had been trained on dress making, shoe making and hair dressing. CAMGEW has also developed 3 tree nurseries with more than 150.000 trees. CAMGEW is working hard now to develop the honey value chain in and around Kilum-Ijim forest.

Rationale

CAMGEW believes that poverty, unemployment and sustainability of natural resources needs to be tackle in communities. Natural resources need to benefit our people especially the young, women and all other groups in the communities. Communities need to learn how to unblock the potentials in their forest or natural resources to create jobs, increase income and then see the need to protect the natural resource (biodiversity) that offers these opportunities. In this case, we are looking at the value chain of honey and we are concentrating on increasing quantity, quality and market for honey and its products to improve livelihood and biodiversity protection. We are looking at the opportunities for our people in job creation, income generation and how we can protect the bees that produce the honey and its products. There is need to think out of the box in



ways that are innovative and creative to take ordinary things that we do in the honey value chain and do them in an extra ordinary way to solve our present challenges of poverty, unemployment and unsustainable natural resource management.

This guide seeks to open our minds on business opportunities in the honey value chain starting from beehive production, to beehive colonization, to transportation of colonized beehives, to management of apiary, to honey harvesting, to honey processing into pure honey and honey products, to honey production materials (like bee suites, bee smokers, packaging materials, etc), to honey packaging and labeling and finally to honey/honey product marketing at small and large quantities. We will need skills to know business opportunities in the honey value chain, build the businesses in this sector and play our role in protecting the environment. When participants identify their interest area in honey value chain they will need to develop it and undergo specialize trainings (like in beehive construction, honey production, bees wax extraction, honey harvesting, bee suit production, bee smoker production, packaging and labeling, etc). Our guide will focus on building these business opportunities in the value chain. This guide will provide knowledge on how to become an entrepreneur but you will need specialize skills to gain technical skills. This guide will focus on how to develop businesses, manage them and then take care of the environment because honey value chain development is a green value chain. It will identify actors and stakeholders in this honey value chain development. We will get to know qualities needed in a person (called entrepreneur) to make things work.

After going through this guide you are expected to improve on your creative and innovative thinking, leadership quality, product and market knowledge, strong money management and personality.

Entrepreneurship must be seen as a starting point to transform oneself and in the process become a change agent. For this to happen, the entrepreneur must fulfill environmental, social, and economic expectations from the larger system and at the same time, must drive themselves in the pursuit of their dreams. Indeed, the balance between inner aspirations and external expectations is the most important determinant for success.

All of us are endowed with skills, abilities, and capabilities to make things work. However, the reason why some people are successful whereas others languish is mainly due to the way in which these traits are nurtured, encouraged, and enabled. In other words, talent has to be nurtured if it has to flourish. In the same manner in which this happens in our individual lives, entrepreneurs too need enabling and empowering environments which not only ensure that their game changing ideas are translated into actionable pursuits but also ensure that these entrepreneurs have the necessary ecosystem (interactive environment) in which they can thrive and prosper. In short, the entrepreneurial ecosystem comprises of all the stakeholders including government, bureaucracy, funders, and consumers. CAMGEW is interested to make trainees get these skills.



Training methodology;

Normally this guide is used for training on entrepreneurship in Honey value chain development but can still stand alone for basic learning. The training always involves lessons in class, demonstrations and practical sessions through prospections, marketing and feedback response from consumers in field. Coaching is also done in the field. CAMGEW organises honey exhibitions for practical learning and exchange. This training is always done for 4 days covering 8 hours daily. The training methodology used is participatory including stimulative question and answer sessions, presentations, demonstrations, brainstorming, prospection (field work), creative arts, exhibition, group work and plenary presentations. The training session shall merge theory and practical sessions. If you have the opportunity to learn then contact us. We have various trainers who come in to cover different areas of the trainings.

OPPORTUNITIES IN THE HONEY VALUE CHAIN

CAMGEW main focus in this guide is on entrepreneurship opportunities in honey Value Chain Development that can help in job creation, income generation, increase honey/honey product production, improve quality, increase marketing and protection of biodiversity by women, youths and other community members.

ACTIVITY	ACTOR	OPPORTUNITY
BEEHIVE CONSTRUCTION	Carpenter for KTB, Local constructor for local beehive made from local materials <i>Do you want to make local beehives from local materials or specialize beehives techniques are different</i>	Beehive construction can create jobs because there are persons who are in honey production but need beehives. You can sale to them, enter into partnership with him/her to produce honey. You can make them for yourself as a bee farmer. Just think of opportunities of how to make money out of your beehives
BEEHIVE MARKETING	Business man (Marketer) He/she buys produced beehives and sale	He is more close to honey producers. He/she has money to buy beehives in bulk and sale. He can still be involve in construction and marketing or just specialize in marketing.
TREE NURSERY DEVELOPMENT FOR BEE LOVING TREES	Gardener forester, agric technician or trained nursery attendant. He/she get seeds of bee loving trees and nurse for bee farmers with apiaries or nature conservation agents (groups, NGOs, CBOs) to buy for planting	The trees can be bought and planted in apiaries by bee farmers or in natural forest/watershed by The trees nursed must be good bee forage. They must be adaptable. If you are planting like in Kilum-Ijim forest then they must be native trees. The type of tree planted will determine the colour, flavor, thickness and taste of honey. It will determine when honey can be harvested because various trees do not flower at the same time.
TREE PLANTING	Forester, Forest exploitation companies, Bee Farmer, Conservation NGOs, Communities, Watershed Protection Where are you planting the trees? Is it for	Many organizations, CIGs, Enterprises do tree planting with either internal or external funding. Bees harvest nectar and pollen from flowers of plants located anywhere. They



	personal apiary or community apiary like Community forest, Kilum-Ijim forest, Watershed.	have no boundaries and respect no boundaries. They can move up to 5 Km to get forage. Natural forest, Watersheds, farms; gardens are places bees visit for flowers.
BEEHIVE COLONISATION	Community member, Bee farmer, Community Based Organisation (CBOs).	Some people just decide to either buy beehives, colonise them (trap bees) and then sale. Others produce beehives, colonise and then sale. There is reason for doing anyone of them. It could be a person with a special need who cannot go far, an old person, a student or just someone who just want to specialize in this stage. The more inclusive it is the better.
APIARY MANAGEMENT	Bee farmer, CBOs, Communities, Patrollers Apiary is where beehives are placed to produce honey.	Some person could specialize in apiary management for other bee farmers to be paid as job, consultancy, etc. There are possibility for partnership with honey producer who is busy and want to give this opportunity to another person,
HONEY HARVESTING	Honey Harvester Many people want to keep many beehives but they are scared that they will not have enough time to harvest all within the period honey is produced. Bees use honey to produce new bees and as food. Why don't we create jobs here to increase production	This could be done just as a job, in partnership (2 man party), exchange for another service.
HONEY PROCESING	This could be done by cooperative, honey producers, CIGs, The problem with processing is quality and quantity. This need specialization. It needs cleanliness and healthiness. Honey is consumed directly without cooking.	Persons with equipment will either rent them, do the work with their equipment and get paid or just offer their skills to those having equipment to process the honey and get paid
BEEES WAX EXTRACTION	This could be done by cooperative, honey producers, CIGs, The problem with processing is quality and quantity. This need specialization. It needs cleanliness.	Persons with equipment will either rent it, do the work with their equipment and get paid or just offer their skills to those having equipment to process the honey and get paid
OTHER HONEY PRODUCT PROCESSES	This could be done by cooperative, honey producers, CIGs, specialist, Scientist The problem with processing is quality and quantity. This need specialization. It needs cleanliness.	Persons with equipment will either rent it, do the work with their equipment and get paid or just offer their skills to those having equipment to process the honey and get paid
BEE SUIT PRODUCERS	Tailors A tailor could decide to specialize only on bee suit production of various styles, sizes	A tailor could decide to specialize only on bee suit production The tailor could train others on it while producing Could work on beesuit along producing other dresses. Could produce on demand or produce and sale regularly
BEE SMOKER PEODUCER	Metal work technician A metal work technician could decide to specialize on bee smoker production of various styles, sizes	The metal work technician could decide to specialize only on bee smoker production could train others on it while producing Could work on bees smoker along producing

		other tools Could produce on demand or produce and sale regularly
HONEY PACKAGING AND LABELING	Honey store keeper. The problem with packaging is quality and quantity. This need specialization. It needs cleanliness.	Persons with equipment will either rent it, do the work with their equipment and get paid or just offer their skills to those having equipment to package and label the honey and get paid
HONEY MARKETING IN LARGE QUANTITIES	Marketer The marketer will look for ways to sale the product whether locally, in urban areas and internationally. He/she needs skills in marketing.	Could decide to market in small quantities, large quantities, supermarkets, to retailers,
HONEY RETAILING	Marketer They market in smalls shops and in small packaging	They could join it with other products in the shop, create a separate shop for it, or work only on honey product
HONEY/HONEY PRODUCT CONTROLLERS	CONTROLLERS who could come from government, community, cooperatives, CBOs, universities, consultancy firms, etc The will want to ensure quality to protect the market and consumers	They could create specialize firms, become jobs seekers in processing, packaging and marketing
RESEARCHER	Scientist Help improve on production, transformation and marketing processes	They could be in universities, research based NGOs, Ministries, laboratories or companies
Trainers/Facilitators	CBOs, NGOs, Universities, Consultant (individual or firms). There is need to coordinate and train actors of the Honey Value Chain	They could be facilitators and/or trainers. They will either work on improving quantity, quality and the market of product.

SOME FACTS

There are more specialize activities in the honey value chain that needs more skills and training like production of royal jelly, multiplication of queen bees, production of different types of honey depending on flowers, etc

This presentation is to help you think creatively and innovatively to make a job for yourself and others. Our interest too is to engage everyone to value biodiversity and protect it.

Specialization promotes skill gain, quality and productivity. It promotes focus and better time management.

Everyone must try to make use of all his/her time. You might discover that you are free in February and in April and May of the year and you want to be occupied. It will better to look for opportunities for employment available during this time and exploit. One could be the harvesting of Oku White Honey from the Kilum-Ijim forest which is done around this time. Then why not get trained on honey harvesting and become useful and helpful in the honey value chain. That is why it is necessary to think out of the box. There is need for record keeping to clearly understand the profitability and time management for every stage.



SECTION TWO

WHO IS ENTREPRENEUR IN HONEY VALUE CHAIN

An entrepreneur is any individual who identifies and solve problems. He/she is a creative and innovative person and is also risk taker, self-starter and open minded. An entrepreneur is a person who has the capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make profit. Many entrepreneurs run new businesses as sole proprietorships because the businesses are established automatically when an individual engage in marketing goods and services. A good example of an entrepreneur in the honey value chain is a bee farmer who owns and manages a farm for honey production. A person who constructs beehives for sale is an entrepreneur likewise a person who buy beehives colonise them and then sale. Entrepreneurs must be opportunistic, full of ideas, discipline and confident.

A social entrepreneur adopts a lifestyle of which he/she can use to create and sustain social values. Most social entrepreneurs engage in non-profit activities and are overwhelmed by social responsibilities and conscience. They are primarily motivated to improve socio-economic well-being, educational, fundamental, environmental and health conditions of others. While most entrepreneurs are motivated to build business to a certain stage and sell to others like shareholders or investors, the lifestyle entrepreneur chooses to build a business they are passionate about and grow the business into a long term, residual income that is sustainable. Most lifestyle entrepreneurs are completely self-employed; this is to allow them time to set up their projects. In a nut shell, a life style entrepreneur is an addict of whatever they find themselves doing, they do it so well, commit their time, resources and energy to see their project complete.

An Entrepreneur bears any risk in starting up and sustaining his/her business. S/he bears all the responsibility that might come up in the course of his business that could be caused by either change in time or quality. He is always ready for emergencies and should competitors emerge, the entrepreneur thinks of tactics and strategies to overcome them. Mike Gafka said, “To be successful you must accept all challenges that come your way. You can’t accept the ones you like.” Entrepreneurs are different from ordinary people because they do not only set goals but also thrive so much to achieve their goals. Most entrepreneurs are good in identifying problems and solving them because they are keen and vigilant when working on their business. They give smart solutions and when their solutions fail to work they are ready to learn and try again with an alternative. They never get tired or relent their efforts when they have a passion.

We study entrepreneurship in the honey value chain because it focused on developing knowledge, skills, and understanding of how an innovative and creative idea, product, or process can be used to form a new and successful honey value chain business that will grow and expand.

Some people become entrepreneurs because they see it as a mandatory journey to take. Their prior experience in the job market or achievements in education makes them realize that working



for others is no longer a life suited for them. Entrepreneurs are driven with the need to succeed and control their own destiny such as

- Selling honey
- Selling other bee products, such as bees wax.
- Production and selling of other items, such as beekeeping equipment including bee hives, bee suits, smokers, honey press and other bee keeping materials produce by you.
- Bee hive colonizer and transportation of colonized hives to safe environment

Entrepreneurs should be able to use the following tools SWOT (= Strength Weakness Opportunities Threats), SMART (=Specific Measurable Achievable Realistic Time) to analyse the state of their business. They must develop skills in team building.

Entrepreneurs are the bed rock of every society. Their activities bring about growth of economies and development in their communities. We therefore should never look down on any individual that is able to think out an idea, implement it and solve problem for humanity.

SIX SKILLS NEEDED BY ENTREPRENEUR TO FUNCTIONS BETTER

1. **Creative thinking.** Entrepreneurs are known for thinking outside of the box. Entrepreneurs look at ways to take ordinary things and do them in an extra ordinary way. Their interest is to add value and make sure their goods or services gain customers trust and become a trust to be trusted. Entrepreneurs often come up with solutions which are considered waste products of other processes. They will repurpose products to market them to new industries. They do not only think of marketing to make profit but thinks of the stakeholders along the value chain who include; supplier of raw materials, suppliers of equipment and materials, marketers and consumers.
2. **Leadership.** Entrepreneurs often have some major leadership qualities. Entrepreneurs know that if something needs to be done, they should start it themselves so that others will learn from them. They set the parameters and make sure that projects follow that path. They are proactive, not waiting for someone to give them permission. They are self - motivated, not afraid to take risks, hardworking, dedicated, adaptable, and flexible. They control, coordinate and regulate every aspect of their activities.

One challenge of being an entrepreneur is that you have to be in charge and have excellent organizational and people management skills. An entrepreneur has to build the organization or the venture from scratch and has to have a bond with his/her employees and partners. He learn-by-doing and later becomes very resourceful. He/she needs skills to bring his stakeholders to the table and ensure success of the venture. The entrepreneur needs to inspire his or her employees as well as be a visionary with a sense of mission. This means leadership values, team building skills, and managerial abilities are the key skills and attributes that an entrepreneur needs to have. 'If people believe in themselves, it will be amazing what they can accomplish' – Sam Walton. To be a successful entrepreneur, you must possess the ability to attract smart people and build great business team.



3. **Product and Market Knowledge**, Entrepreneurs carry out research to know where he can get raw materials to produce finished or semi-finished goods and also source for market outlets. He also has strong communication skills to sell the product and motivate clients and partners so that the business should grow. They are very good at highlighting the benefits of any situation and coaching others to their success. An Entrepreneur must be a good sales man. If one cannot sell as an entrepreneur, one cannot succeed. S/he is responsible for marketing and advertising his products or services. There is no magic about making money; it is essentially a medium of exchange of goods and services. So if you are not providing goods and services, you are not qualified to enjoy financial fortune.
4. **Disciplined**. Entrepreneurs are focused on making their businesses work and eliminate any hindrances or distractions to their goals. They develop new strategies and outline the tactics to accomplish them. Successful entrepreneurs are disciplined enough to take steps every day toward the achievement of their objectives. They have discipline over managing time, finance, relationship, health, family, etc.
5. **Passion**. Passion is the most important trait of the successful entrepreneur. They genuinely love their work. They are willing to put in those extra hours to make the business succeed because the satisfaction that they derived from their business is beyond money. A successful entrepreneur will always be reading and researching ways to make the business better.
Successful entrepreneurs want to see what the view is like at the top of the business mountain. Once they see it, they want to go further. They know how to talk to their clients and partners.
6. **Strong Money Management**, Entrepreneurs go in for effective planning (Not Over-Planning) skills, carry out the right connections for investment and risk taking to pre-finance activities.



SECTION THREE

BUSINESS CREATION IN HONEY VALUE CHAIN

Entrepreneurs always look at better ways to achieve their goals. They think of the structure of their business and who should be involved. They want to avoid time wastage and so need to respect the rules and regulations that exist locally and nationally. They think of the right place the business should be located. They think of who should be their board of directors or shareholders. They also think of those persons who can assist in the running the business daily. They are convince about the idea and are ready to put the energy needed to make it succeed. They need a team to make this work. The members of this team are important and they must be people trusted to build a trust that will be trusted. These people must be ready to work with you. They must have a high degree of what the entrepreneur is feeling. They must be open and ready to share and learn. They must be tolerant, respectful, matured, honest, reliable and participatory.

Types of businesses found within the honey value chain

1. **Sole proprietorship.** The sole proprietorship is the simplest business form under which one can operate. It simply refers to a person who owns the business and is personally responsible for its functioning. A sole proprietorship can operate under the name of its owner or it can do business under a created name.
2. **Partnership.** Partnership is a legal relationship formed by agreement between two or more individuals to carry on a business as co-owners. A partnership is a business with multiple owners, each of whom has invested in the business and also work for its success.
3. **Join Stock Company:** This is group of people or entities that put their shares together to run a business that is always very big. There are always many shareholders that might not know themselves and could leave from the business at any time. They are all interested in their profit. It is the biggest business unit.

Types of business structures existing in the honey value chain

1. **Common Initiative Group (CIG):** This is a group of persons coming together to work and meet their daily needs through provision of goods and services. It is very basic and sometimes made up of family members or close friends. There is also union of CIGs that exist because they want to be stronger to benefit from the market and processing.
2. **Cooperatives and cooperative society Unions.** A cooperative is a group of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise. The members are out to improve of the living standards of their members. Their activities benefit their members directly. There are 2 types of cooperatives: simple cooperative and cooperative with Board of Directors. We could have cooperative societies coming together to form a union to benefit from economies of scale. This reduces transformation cost and improves on marketing.
3. **Association.** An Association is a group of people (called Members) who come together for a common purpose. They are not out to make profit. The members work to improve on human life and protect the environment. They can be involved in forest sensitization, tree planting,



trainings, health sensitization, etc. The association could become organized and get some people work for them on voluntary or paid basis. The association do not make profit but can use its resources to offer better services to the community.

4. Company or Enterprise: A company is an enterprise formed to do business and make profit.

Business opportunities in the honey value chain

TYPES OF BUSINESSES IN GENERAL	EXAMPLES IN CAMEROON FOR HONEY	EXAMPLES OF FORMS OF BUSINESSES
Sole Proprietorship	Individuals involved in the honey value chain -Bee hive producer -Honey producer -Hive colonizer -Wax extractor and marketer -Honey harvester -Equipment producer -Honey seller -Bee loving trees producer	-Retail shop for the sale of honey and its bi products -Carpentry work for the production of bee hives -welder workshop for the production of bee smokers -Tailor workshop for the production of bee suits <i>Sole Proprietor manages all aspects of the business alone, enjoy the benefits alone and suffer risk alone.</i>
Common Initiative Group (C.I.G)	-C IGs of the following -Bee hive producers -Honey producers -Hive colonizers -Wax extractors and marketers -Honey harvester -Equipment producers -Honey seller -Bee loving trees producers	- whole sale and retail shop for honey and its bi products -Carpentry work for the production of bee hives -welder workshop for the production of smokers -Tailor workshop for the production of bee suits <i>Individuals come together producing the same goods to meet market demand for product that is high, benefit from assistance (technically, financially and materially) offered by government, donors, NGOs, CBOs, elected community members in government, companies, etc</i>
Partnership like Union of CIGs	More than one CIGs (Union of CIGs)	They operate with Management team and the executive. board The Management team are recruited staffs that ensure the daily running of the union and are paid salaries. The executive controls the management and ensure that profits from the activities are shared to members who are owners of the Union. They want to target a larger market.
Cooperatives and cooperative society Unions	Cooperatives with Board of Directors supervisory committee and a management board <i>Honey Cooperatives that collect honey from farmers, process and market. The farmers honey is paid. There is a management team that run the cooperative.</i>	They operate with Management team with the. Board of directors and supervisory committee supervising the management team. The Management team are recruited staffs who ensures the daily running of the union and are paid salaries. The executive controls the management and ensure that profits from the activities are shared to members who are owners of the Union.
Company	Companies they have board of directors and a management team There are companies that buy honey package and sale in bigger town. Their interest is profit. They buy from cooperatives or CIGs,	They are business organizations mostly involved in service delivery and commercialization both nationally and internationally.

Association	A group of individuals with development oriented ideas with board of directors They are involved in - Forest education - Tree nursery development - Tree planting - Forest monitoring - Watershed protection - Bee farming training	They provide development services to communities and groups to foster development initiatives, environmental protection and trainings.
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NB: Please contact the Divisional and Regional Delegation for Agriculture and Rural Development to get more information on CIGs and Cooperatives. As concerns Associations please contact the Senior Divisional Offices for more information.

THE EXECUTIVE POWER IN A TEAM BUSINESS

In creating a join business there is need for membership that could be called board of directors in some cases and shareholders in some cases. There is need for people to occupy positions in businesses. They should be people trusted that will build a trust to be trusted institution. In case there are many members they will form a general assembly where executive and committee members will be elected.

The various offices are: The Delegate (or President), The Secretary, The Treasurer, The Financial secretary and The Adviser.

- The Delegate or President**
The Delegate or president of the group is in charge of control, coordination and regulation of group activities. He or she presides over meetings.
- The Secretary**
The Secretary General writes the minutes during meetings. He/she keep records and can have some assign functions by the management committee.
- The Treasurer**
The Treasurer keeps the institution funds. Pay any money that the Management Committee deems necessary.
- The Financial Secretary**
The Financial Secretary prepares the business accounts and present them for audits.
- The Adviser**
He/she sees the overall mistakes of the business and give advice. Seek wisdom from other well-wishers to support the Association with.
- The Auditing Committee**
At the end of each year, there is auditing of the financial transactions of the group. Other team members are recruited by the management committee when need arises to address pertinent issues.
- The Supervisory Committee**
The supervisory committee is like a watchdog of the business.

SECTION FOUR

MARKETING STRATEGY IN THE HONEY VALUE CHAIN

Introduction: Marketing of services and goods in the honey value chain is faced with competition from low quality goods and services. There is need therefore to develop a good marketing strategy to put yourself at a better position from competitors. A marketing strategy helps you look at the future and think of how to take ordinary things done by competitors and do them in an extraordinary way to win the market and trust of costumers. This marketing strategy should ensure that the following are covered:

- ❖ Products or services should be good in quality and quantities
- ❖ Prices must be competitive and respect standard
- ❖ Products or services must be strategically located to improve sales
- ❖ Ensure information access about products/services (through website, Facebook, other social media outlet, radio channels, televisions, newspapers and magazines, etc)
- ❖ Street posters and banners will also come into play composing the Honey shop's products and services.
- ❖ Free samples will also be made available during launching ceremonies, events and promotional prices levied
- ❖ Ensure that there are many promotional methods like prospection, exhibition, prizes for quizzes, bonuses, discount prices etc.
- ❖ **Packaging and labelling;** A good product is known from its packaging and labelling. There is need to improve on this while providing necessary information.

MAKING MARKETING STRATEGY MORE EFFECTIVE.

- 1. Make It Unique:** Entrepreneurs need to make sure that her business should solve problems in a better and creative way from other similar existing businesses to attract clients. The business should be innovative and call for attention than other existing businesses.
- 2. Know Your Customers/Clients:** Entrepreneurs should make sure they have a clear idea of who their ideal customers or clients are, what they like, what they need and what they expect. This will make her marketing strategy more accurate and applicable to the target audience.
- 3. Be Flexible:** Entrepreneurs should be ready to identify weak points in their businesses and make fast adjustment.
- 4. Do Your Research:** Entrepreneurs must invest in research to know where the market is found, best ways to present goods to customers, who are the competitors and how they can be tackled, who has the skills that can bring positive change in the business and how can it be tapped with reduced cost, what are the new materials that can increase quality, how can they be gotten, etc.
- 5. Use Visuals:** Entrepreneur need use charts, graphs, business cards, brochures and images to illustrate her business for easier absorption by target audience.



6. Remember Your Budget: There is need to have a good time line, clear activities and clear running cost. This should be balance with investment and income. Entrepreneurs are community members and so face the same challenges like other community members. They need to balance their plans to meet family needs, education, health, etc along with their businesses.

Objectives to achieve market strategy

Financial Objectives

Financial objectives are typically written as financial goals. When selecting and creating your financial objectives, consider what you're trying to accomplish financially within the time span of your strategic plan. Examples of strategic goals for this perspective include:

1. **Increase revenue:** Revenue represents growth, so increasing revenue is a sign of health. What will you do to increase revenue, is it increasing number of working hours, increasing workers, increasing capital, etc
2. **Manage cost:** On the other side of revenue are the costs/expenses in your business. As you grow you need to carefully manage cost. Your revenue can only grow if you manage running cost.
3. **Ensure financial sustainability:** There is need to ensure that your business is financially stable. The environment must be favourable, the products sold must be able to cover running cost and make profit and the human resource investment must be steady. There can be sources where loans could be taken when need arises.
4. **Maintain profitability:** This is a solid top-level objective that shows balance between revenue and expenses.

Customer Objectives

The customer is king and there is need to focus on the customer to make CAMGEW-HONEYSHOP succeed. There are written customer goals which are mostly written in form of phrases or statement mostly said by customers when talking about your product or service.

- **Reliable products/services:** Goods and services provided in the value chain should be reliable with no shortages.
- **Partner with customers to provide solutions:** The customer is king and must be listened to and consulted. They have much to offer to help improve on the market. Entrepreneur should get closer to his/her to learn more and improve product quality.
- **Best service:** This strategy indicates that you want your customers to prefer you to other competitors because your service is better.

Internal Objectives



This will focus on the processes that entrepreneur must excel on.

1. **Most innovative products/services:** The entrepreneur must make sure his/her services are innovative and creative while clearly defining how it is different from other existing products and services.
2. **Differentiate the product:** The entrepreneur must be able to differentiate the various products/services especially in labelling, prices and sizes since there exist other competitors.
3. **Invest a certain amount in innovation:** The world is dynamic with new innovations coming in every moment. To survive in business you must be ready to create and innovate. This need cost and time and an entrepreneur must invest on this to make a difference and remain a model.
4. **Acquire new customers from innovative offerings:** When ordinary things are done in an extra ordinary way which is innovation it attracts attention from customers. This attention on product increases sales and attracts new customers.
5. **Great customer service:** This goes with the way you make a customer feel comfortable while with you and this include the way of talking, presentation, dressing, facial look, smartness, humility, friendliness, movement, engaging customers and seeking attention from customers for products especially those not earlier known.
6. **Improve customer service:** This includes those services that were not offered that have been added and those errors that have been made that are already corrected. This must be kept in high profile by shop keeper.
7. **Invest in customer management:** This has to do with the way you handle your customer as he/she come to buy or get inquiries and the way you follow-up the customer to get feedback. The customer should remain happy all through and ready to come back all the times to get your services or products.
8. **Improve customer satisfaction:** Customer satisfaction is critical. There is need to call and enquire whether the customer is satisfied with the product and if not satisfy know the problem he/she faces to tailor solution to it that will satisfy him/her the next time.
9. **Improve customer retention:** There is need to keep your customer and be sure that when a customer buys from you she comes back when the product is finished to get more. This is very important and therefore need that you stay close to the customer especially when he/she buys and never come back. You need to call or visit and know the reason why she never came back.
10. **Develop and use a customer database:** There is need to keep a record of all your costumers for it is wealth especially when you are introducing a new product or bringing in changes, innovation or even creating a new shop. Information can be shared with them. The data base is useful for service or product promotions.

11. **Reduce error rates:** There is need to have good scales for weighing to reduce errors in packaging. There is also need to have calculators to give the right bills to customers without cheating anyone. This creates confidence.
12. **Improve reporting and transparency:** Entrepreneur should keep good record system for finance, quantity of product bought and sold, materials and equipment, etc. This helps in tracking your business, ensuring sustainability, etc
13. **Improve technical and analytical skills:** As the wind of change is blowing in the technological world there is need to adapt to the changes. Entrepreneur will need to improve on their technical skills to increase on effectiveness and output.
14. **Improve employee retention:** Entrepreneur needs to make sure staff are retained from leaving by focusing on learning, growth, skills, culture, pay, incentives and the overall work environment.
15. **Attract and retain the best people:** Entrepreneur must be able to attract and keep best staff and technicians to improve on work efficiency.
16. **Build high-performing teams:** Entrepreneur needs to keep on improving on the performance rate of her team through training, learning-by-doing and exchange visit. If staff learn to work as a team then they will look for solutions as a team.

SECTION FIVE

RECORD KEEPING

The term “record keeping” refers to the orderly and disciplined practice of storing business records. Record keeping is one of your most important responsibilities as a small business owner. The success of your business depends on creating and maintaining an effective record system, whether your business is a sole proprietorship, partnership, or corporation. This applies to CIGs, Cooperatives, etc. Record keeping ranges from simple manila folder filing systems to complex on-line electronic systems. Whether simple or complex, a record keeping system must be easy to use and provide adequate storage and retrieval of records. Most importantly, the record keeping system you choose must be suited to your particular business needs. The type, size, and complexity of your business, as well as your business’ available resources, will help to determine the record keeping system best suited to you and your business.

PERSONAL RECORD KEEPING

As a business owner, you should also establish a record keeping system for your personal information. For example, when applying for a business loan, a lender may want to consider your personal records, such as financial statements for your personal checking accounts, savings accounts, and other personal accounts tied to your business.

REASONS FOR KEEPING GOOD RECORDS

Record keeping is not solely about fulfilling regulations or legal requirements. Record keeping is also about understanding your business, now and in the future.

Reasons why you should keep good records include:

- Detail Tracking
- Planning
- Legal compliance
- Tax preparation (federal, state, and local)

Detail Tracking: Owning a small business will require you to track a significant amount of information, such as customers, sales, and inventory. Without a proper record keeping system, you may lose sight of important business details, leading to problems with serving your customers. If you do not know details about your customers, such as who your customers are and what your customers like, your business may not be able to meet buyer demands. You risk disappointing a customer, maybe losing that customer forever. Staying informed of customers, their orders, and the inventory to provide for their purchases is challenging. Without a proper record keeping system, tracking important details of your business may be impossible.



Planning: Proper record keeping helps to plan your business' future. How does a business owner who fails to track his customers determine inventory needs for the next quarter, year, or longer? For example, what if you own a clothing store?

RECORD RETENTION

Not only should small business owners keep good records, but owners should also know which of those records to retain and for how long. Record retention is the practice of keeping business and personal records over time. Good record retention is in the best interest of companies. A poor system of retention will prevent managers from retrieving information needed to make sound business decisions. A poor record keeping retention system also poses a security risk. The table to the right shows 1) a sample of records to keep and 2) for how many years. The Internal Revenue Service (IRS) determines some record retention guidelines. Other retention requirements are legal in nature, such as what may be required by contract with those you do business with. Expert recommendations vary. Also, retention schedules vary by region. For example, a state may have a different statute of limitation for legal liability (law suits).

COMMON RECORD KEEPING TOOLS

Start your business with a simple record keeping system. As your business grows, expand your record keeping system to accommodate more records and increasing complexity.

1. **Paper-Based:** Sometimes, the simplest system is the best, especially when first starting out. For example, consider the paper based tools described here.
2. **File Folder:** A file folder holds loose papers together for organization and protection. File folders can easily be purchased at office supply stores. Label file folders based on what is inside by writing directly on the tabs or by writing on adhesive labels that are placed on the tabs.
3. **Hanging Folder:** Use hanging folders to group several file folders together. For example, a hanging folder might be labeled "Clients" to contain a number of individual client folders. Cabinet Storage Hanging folders are often stored in a filing cabinet. Lock the cabinet when not in use. Accordion Folder An accordion folder opens like an accordion on top to reveal compartments for storing documents. Each compartment can be labelled. Accordion files are designed to store documents without a filing cabinet, in a closet or on a shelf.
4. **"Tickler" System:** Many business owners use a method sometimes called a "tickler" system for remembering upcoming events, such as: Quarterly taxes• License renewals• Insurance reviews and renewals• Upcoming bills• Call-backs•
5. **Computer Systems:** While most businesses will need to maintain some form of paper-based record keeping, computer-based systems are becoming the norm. Implement computer-based systems over time as you become more comfortable with computer



record keeping. With computer systems, your records will take less space and can be transmitted over the Internet. Many businesses and government agencies will allow you to purchase goods, apply for licenses and pay fees over the internet. Remember, back up computer system records to separate hard drives daily, at a remote location if possible.

6. **Cloud Computing:** As an alternate or to supplement paper-based and computer systems, one more option is becoming increasingly available: cloud computing. You use cloud computing to store, manage, and process data on the internet, rather than using a local personal computer. The advantages of cloud computing are that 1) you don't need to install software upgrades; 2) you are less likely to lose your data because of computer crashes; and 3) you can access your information (such as financial information) from any location that has access to the internet. The more comfortable you are with computers, software, and the internet, the more you should explore cloud computing for your business record keeping. The following sections describe two examples of services provided by cloud computing, accounting and file hosting.
7. **Business Software:** Regardless of whether you use a computer system, cloud-based computing, or a combination of the two, you will need to think about business software to help keep your records. When choosing software, it is a good idea to determine your particular business needs. Businesses can be retail or wholesale, service or product-based, a one-person operation or a large establishment, housed in a commercial space or based at home. Do your research to make sure you buy software that matches your business type and size. Also, consider factors such as these when deciding what software will work for your business: Point of sale system integration• Inventory tracking• Online options• Manufacturing-based options• E-commerce-based options• Industry specialization• Multiple users• Your business software choices will probably fall into the following categories, which are discussed below: Inventory• Online sales• Manufacturing• Specialized•
8. **Inventory:** Businesses with inventory requirements use software programs that will track inventory purchases and sales. Most accounting programs have inventory tracking features. Study the inventory capacity of the software you are considering to see if the capacity will meet your needs now and in the future.

INTRODUCING BOOK KEEPING



In most businesses, entrepreneurs take care of the financial reports and more difficult accounts, such as depreciation expense. Entrepreneurs should understand the bookkeeping functions and be able to interpret financial reports. By understanding basics of all components of bookkeeping and the financial documents, they are able to design an accounting system for their business, maintain accurate bookkeeping records, and make prudent business decisions based on the financial reports.

The daily business transactions of the business are recorded for later use in generating financial reports. If the books and accounts are kept accurate and current, the balance of each account can be transferred to the appropriate financial statement whenever needed.

Some business transactions occur each day, such as sales to customers, merchandise orders, and bill payments.

It is important to develop an organized method of collecting the paperwork from these transactions, recording it in the daily journal, and filing it for future reference.

The Daily Journal

The daily journal is a chronological record of every business transaction in a day. Entries come from sales receipts, invoices, and other paperwork and should be made for every day transaction. Each business transaction is recorded as it occurs.

Dual Entry Accounting

During each transaction, an exchange of resources or obligations occurs between parties. Dual entry accounting is used to record this exchange. Each transaction recorded in the daily journal shows an exchange which either a give or take.

When an entrepreneur sells a product or services in the honey chain to a customer, it exchanges the good/services for cash. To record the transaction in the journal, an entry is made to both merchandise sales and cash.

Recording Transactions in the Daily Journal

Every page of the journal should be numbered for future reference. All transactions entered should include the following information:

- Date of the transaction;
- Name of each account;
- Reference number of each account; and,
- Amount entered as a debit or credit.

Using the dual entry system, an entry is made to cash, as the method of payment, and a balancing entry is made to supply sales, as the resource is exchanged for the cash.

In both transactions, an entry is made to the honey product or services received and a balancing entry was made to the money in exchanged.



Transaction Date: The date entered in the daily journal should indicate when the transaction occurred, not the date recorded. This will ensure that the date shown coincides with the date on every piece of paper from each transaction.

Account Names: Each type of business transaction that will likely occur during normal operations should be given an account name. For example each asset such as cash, accounts, receivable, or equipment and buildings. The account names for each balancing entry should be offset from each other. The resource acquired during the transaction is recorded on the left and the resource exchanged or the obligation it incurs is offset to the right.

Account Numbers: Each account name should also have a numerical reference. Sequential numbers are typically assigned to similar accounts, such as numbers 100 through 199 used for all assets. Each Honey/honey products or services will have unique accounts and reference numbers, depending on the particular business and the transactions that occur. The most common category groups used are assets, liabilities, equity, revenue, and expenses.

A chart of accounts should be developed for each Honey products or services that list all the accounts used and the corresponding reference numbers. Large block of sequential numbers should be designated for each category so that other accounts can be added as operations expand or other needed accounts are identified.

Some accounts can be shown in even more detail by including another digit to the account number. For example, a Honey Shop may want to list the salary expense for each phase of operations by designating

501-1 for management, 501-2 for warehouse, and 501-3 for sales personnel.

Debits & Credits: The amount of each transaction is entered in the last two columns of the daily journal as either a debit or credit. Because each transaction is an equal exchange, the amount entered in the debit column must equal the amount in the credit column.

When recording a business transaction in the daily journal, the resource the entrepreneur acquired during the exchange is offset to the left and the resource the entrepreneur exchanged or the obligation it incurred is offset to the right. The same is true for the value of the exchange.

Debits are gains to the Honey Shop and always entered in the left-hand column when a business transaction is recorded. A credit amount indicates a resource the Honey Shop has given up or an obligation it has incurred and is entered in the right hand column.

Each account can have both debit and credit entries, as in the cash account. When the Honey Shop sold merchandise, it acquired cash and the amount was entered as a debit to indicate a gain to the Honey Shop. When the Honey Shop paid the electric bill, the amount was recorded in the right-hand column as a credit to indicate a resource the Honey Shop gave up.

To determine if an entry should be a debit or credit, it is easiest to determine if it is a gain to the Honey Shop or a resource it gives up or an obligation it incurs.

General Ledger



The general ledger is used to combine all the transactions from the daily journal, which are in chronological order, into each of the accounts. It contains the same information as the daily journal, but is used to show the balance for each account. The balance can then be used to generate the financial reports of the business. Transferring entries from the daily journal to the general ledger is called posting.

Posting Entries in the General Ledger

Each ledger sheet should be labeled with the name of the account and the corresponding account number from the chart of accounts. The information transferred from the daily journal to the general ledger during posting includes:

1. Date of the transaction;
2. Description of the transaction;
3. Reference number to the daily journal;
4. value entered as a debit or credit; and,
5. Account balance, as a net debit or net credit.

Date, Description, and Amount: The date entered in the general ledger is the same as recorded in the daily journal, which is the day it occurred. The description of the transaction and the amount, listed as a debit or credit, is also **shown** in the general ledger as it is in the daily journal. However, now all transactions are grouped together into the same ledger account.

Reference Number: The number in the reference (REF) column is the page number of the daily journal where the transaction is recorded. The reference number can be used to determine where the transaction was recorded in the daily journal and on what day it occurred. This information provides an “audit trail” so the paperwork from each transaction can be easily tracked.

Account Balance: The last two columns of the general ledger page show the balance for each account as either a net debit or net credit. As each new transaction is posted, the debit or credit amount transferred from the daily journal is added to or subtracted from the balance in the general ledger. The account balance is used to generate the Honey Shop’s financial reports.

Although financial statements are usually generated at specific times, the general ledger should be kept current so that the balance of some accounts, such as accounts receivable, can be checked whenever necessary.

Accounting System: Accounting system is a method of recording, reporting and analyzing the financial results of business transactions.

The accounting system is divided into 3Rs: recording, reporting, and ratio analysis.

Recording/Bookkeeping: The entrepreneur records the business transactions in a daily journal. These records are then used to generate various financial reports that provide a historical record of the business activity.



The recording system includes:

- *Daily Journal*
- *General Ledger*
- *Member Records*
- *Capital Investment*
- *Patronage Accounts*

Reporting: The reporting systems cover the balance sheet, income statement, and statement of cash flows. These financial statements report the results of the business transactions. This also includes the monthly cash flow statement and a planning tool for management.

The reporting system includes:

- *Balance Sheet*
- *Income Statement*
- *Statement of Cash Flows*
- *Monthly Cash Flow Statement*

Accrual Basis Accounting vis-à-vis Cash Basis Accounting

The income statement, balance sheet, and statement of cash flows report the business transactions that occurred during specific time periods on an accrual basis. The business transactions are matched to the accounting period in which they occurred, regardless of when the cash for each transaction is actually exchanged.

If a member purchases supplies on credit in December and pays for the supplies in January, the revenue from this sale would be included on the yearend income statement of the Honey Shop. The uncollected cash payment would be included in accounts receivable on the year-end balance sheet. Accrual basis accounting is important when analyzing the operations, to match the operating revenue to the resulting expenses incurred during the accounting period.

SECTION SIX

SUSTAINABILITY

Sustainability focuses on meeting the needs of the present generation without compromising the ability of the future generations to meet their own needs. The concept of sustainability is composed of three arms: economic, environmental and social. It could also be look at informally as - profits, planet and people.

In line with the honey value chain development we will look at sustainability from these arms separately at the following

- Social or people arm
- Economics or profit arm
- Environmental or planet arm

Social or people arm: In line with honey value chain development we concentrate on improving the livelihood of community people. To improve on their livelihood there is need to create jobs and increase local people's income. This will help them fight poverty and unemployment. To do this we need to teach local people how to fish than to give them fish. The local people need to be trained on honey production; bees wax extraction; honey quality improvement; beehive production; tree nursery development; bee loving tree planting; etc. The bee farmers need to be organized to village groups then to cooperative and then provided with production, honey harvesting and transformation materials in the honey sector. The executive of the cooperatives need to be trained on leadership and management skills. This will improve honey quality and ensure quantity of honey and its products produced. The farmers benefit from economies of scale when marketing their products. The safety of bee farmers and cooperative workers is guaranteed through various equipment donated. The local people who produce honey will be sure of selling the honey through honey cooperatives in good prices because of the quality. This will mean that honey/honey products equals to money and the bee farmers will consider bee farming as a source of employment. The workers of honey cooperatives will be employed to assist in honey collection, transformation and storage for marketing. Bee farmers and workers will earn money from apiculture. The impact of this activity will be felt in the following:

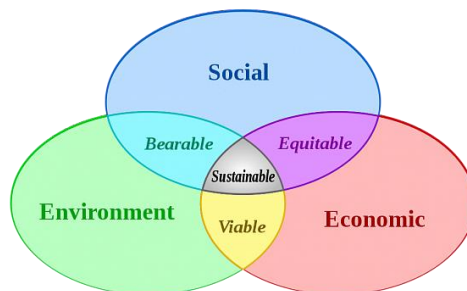
- Education: where children go to school without discrimination,
- Health improvement as family members can go to hospital and afford paying bills,
- House infrastructure where bee farmers can construct and equip their houses,
- Clothing for family members,
- Provision of social facilities and bee farmers have access to electricity, water, television, etc
- Feeding: Where families of bee farmers can have a balance meal daily
- Child birth and care: where community member can give birth in hospitals and breast feed their children well because they eat nutritive food

If there is no honey/its products production then the bee farmers and workers of the cooperative will not have any income. Bee farmers and cooperative workers will have no secured jobs.



Economics or profit arm: This is about the business in honey value chain development. The honey and honey product produced need to be exchanged for money after bee farmers produce and honey cooperative collect, process and store. Considering that honey and its products is always produced in the rural areas where marketing is difficult, there is need to find its market. The market is always found in towns, cities and internationally. Marketing these products needs skills that are always absent in rural areas. The products need to be better packaged in small and medium quantities and labeled to meet consumer need. This needs capital investment because actors in this sector buy from cooperatives and in some cases have the responsibility to market the products to bigger buyers or industries in case of bees wax. The cooperatives are involved in collection, transformation and storage. The businessman is responsible in buying and making business out of it. The businessman interested in honey buys the honey/its products and sale to make profit. Sometimes businessman pays for the honey/honey products before production. The farmer can get advance payment before harvesting. The farmer is sure of his money immediately his honey reaches the cooperative for weighing. The absence of honey/its products is the absence of business. This frustrates the businessman.

Environmental or planet arm: The honey value chain depends on bees and bee forage too. Bee forage comes from vegetation which is made up of plants. In the case of CAMGEW the environment is the Kilum-Ijim forest that needs to be conserved. Conservation involves forest regeneration with bee loving trees, monitoring to prevent destruction and forest education to change negative behaviour towards the forest and build nature lovers in younger generation. These are actions to protect the forest. In the case of Kilum-Ijim forest a major problem to tackle is bushfire. When bee farmers are trained on honey production and provided with beehives to put in the forest and they know that honey is equal to money they will better protect the forest. The community members trained on apiculture do not burn the forest and when bushfire occur they rush to put off the bushfire to protect their beehives. In so doing they protect the forest. The absence of the forest or bee forage will lead to the absence of honey and the absence of business. The local people will not have a livelihood opportunity again if this happens.



“Sustainable Development” by Johann Dreo

There is need for actors in economic, social and environmental of the honey value chain to be equitably distributed. The conservation and marketing equation need to be balanced.

SECTION SEVEN

OPPORTUNITIES FOR ASSISTANCE

There is need to determine the type of help you need at each stage when you are developing a business in the honey value chain. Many people make a mistake of thinking first of financial assistance. Your idea must be well thought, tried and started. You must have been able to identify challenges and then know how to overcome them. If you start any business without a dream you have a high risk to abandon it because you will consider challenges in the process as difficulties. There are various supports in the whole process. They can be technical, material or financial. Some assistance could be paid services or voluntary. Some support could be from family, locally, nationally or internationally. Some assistance could be reliable or uncertain.

1. Opportunities for entrepreneurs

Opportunity	Type of assistance	Opportunity	Type of assistance
Bees for Development	Technical, material and sometimes financial	PAISI	Technical, material and/or financial
Pollination grant	Technical and sometimes financial	National Employment Fund	Technical, material and/or financial
Opportunities for Africans	Funding opportunities	Youth Council	Technical, material and/or financial
New England Bio-labs Foundation	Financial	Ministry of Youth Affairs	Technical, material and/or financial
ACEFFA	Technical, material and/or financial	Elected community leaders like Mayors and Parliamentarians	Technical, material and/or financial
PRODEL	Technical, material and/or financial	Big Businesses located in our area	Technical, material and/or financial
Government Ministries like;MINEPIA,MINADER, MINFOF,SME	Technical, material and/or financial	Community Development and Cultural Association	Technical, material and/or financial
Embassies like USA, Canada, and Australia via Nigeria etc.	Material and/or financial	Families and friends	Technical, material and/or financial
PAJER-U	Technical, material and/or financial	NGOs, CBOs, CIGs	Technical, material and/or financial

In line with the opportunities mentioned above, not all is about seeking for funding. For anything or business you want to do you must start it first and push it to a certain extend before you can easily get funding. Most funding are not given to individuals. In most cases the funding are given to groups such as CIGs, NGOs, Cooperatives, and Associations etc.

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