

**ENTREPRENEURSHIP
TRAINING MANUAL**

for

**DEVELOPING POPULATIONS:
IMPOVERISHED RURAL & URBAN PEOPLES,
ARCTIC & TROPICAL INDIGENOUS TRIBES,
and/or
REFUGEES & DISPLACED PERSONS**

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PREFACE

As of 2016, there was a global population of an estimated 7.4 billion people. Over two billion of these global residents are nutrient deficient, with about 795 million living on the brink of starvation (U.N. data). These poor populations generally have inadequate potable water, crop production means, safe affordable housing, needed sanitation, electricity, energy, education, and/or salaried employment, with some 730 million cooking on open fires contributing to air pollution.

Nearly 70 million of the above populations are displaced persons or refugees, w/ 4.5 million refugees from Syria alone. These large refugee populations are now causing some instability in host nations where they become a financial burden and often cause increased rates of crime. There has been a particular problem with the Wahhabi Muslim refugees who follow the 109 verses of the Quran giving Muslims instructions to kill or enslave non-Muslims. The Wahhabi have often elected to create “shadow” Muslim communities in host nations. Such shadow Islamic communities refuse to integrate into host nations and may act to support subtle or covert forms of jihad (war on non-Muslims).

Overall, poor populations are often socially, economically, and politically isolated from the nations in which they reside. The large and global scale of poverty makes it impossible for resource limited governments and non-governmental organizations (NGOs) to deal with associated and massive problems caused by populations lacking the means to help themselves. The United Nations (UN) seeks to help reduce poverty using coordinated Millennium Development Goals and projects funded by member states. This UN effort is making very slow progress.

Subject manual has been written as a guide and training outline for government agency and NGO, as well as U.S. Peace Corps personnel who seek to instruct and coach poor, indigenous, and/ or displaced persons in the innovative skills of entrepreneurship. The goal is to assist poor and displaced populations in ways so they may better help themselves by starting microenterprises (businesses) to provide their own employment and generate income ... while providing unique products and/or services to benefit other poor and displaced persons.

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AUTHOR'S BIOGRAPHY

The author of this manual, David A. Nuttle, has a farm background, BS degree in Agriculture, training in tropical, desert, & urban farming, plus 5 decades of community and agriculture development in Africa, Asia, Latin America, & the Middle East, as well as the U.S. He is a published author and inventor, and has developed as well as instructed very successful entrepreneurship courses for rural/ tribal youth as well as college/ adult students. Nuttle has been honored with U.S. & international awards; e.g. The Thomas Jefferson Award for Humanitarian Service.

One of Nuttle's early projects is detailed in a study entitled "Buon Enao Experiment ... JP Harris," as posted on Google. There are further details on this project in the book "Vietnam's High Ground," by the same author. Some prior, well received books written, by Nuttle, include: 1) "Remote Areas Development Manual" (written for Peace Corps Volunteers); 2) The Universal Survival Handbook (written for volunteers working in hazardous areas); 3) "Civic Action Pocket Field Guide" (written for military forces engaged in relief and development projects); 4) "Inventor's How-To Handbook" (written for his college-level entrepreneurship course); and 5) "Healthy Foods Handbook" (written for urban and refugee farmers).

Nuttle has numerous patents, such as his U.S. Patent No. 5,121,708, used as the foundation for his tubal-algaculture and counterdesertification crop production systems. He has created several successful businesses, and started his 501(c)(3) charity, Needful Provision, Inc. (NPI), in 1995. Some of NPI's projects may be seen on its website (www.needfulprovision.org). Currently, Nuttle/ NPI have large counterdesertification projects pending for the Turkana tribe in Kenya, and the San Carlos Apache tribe in Arizona USA. In addition, Nuttle acts as an advisor for several national security support projects utilizing some of his relevant innovations.

NEEDS-BASED BUSINESS MODELS

For developing nations, the poor, tribal groups, and displaced persons, nearly all successful businesses are needs-based on providing a product and/or service required to help improve the well-being of such populations. The business models herein suggested were created by entrepreneurs from such poor backgrounds, and they helped to meet proven needs by these populations. An example list of proven needs for target populations follows along with actual business solutions designed by developing area entrepreneurs to meet needs identified. To wit:

1) Need.: A lack of potable drinking water. Business Solutions: Provide a series of Jackson-Bavel Solar Stills to make polluted water potable.

2) Need: Adequate crop production to provide food security. Business Solution: Franchise of advanced, sustainable farming practices that are situation appropriate; e.g. urban farming, counterdesertification farming, etc.

3) Need: Sanitation. Business Solution: Manufacture & delivery of an array of composting toilets in family and community sizes.

4) Need: Inexpensive electricity. Business Solution: Manufacture & delivery of community composting toilets that dispose of wastes while producing green electricity.

5) Need: Food preservation during hot weather. Business Solution: Manufacture & deliver solar-zeolite refrigerator-freezers.

6) Need: Ability for customers to purchase critical items without cash. Business Solution: Barter trade such as exchange of Neem seeds for any of the above items, and cash sale of Neem seeds to W.R. Grace Co. to make insecticide.

N.B. The above business models, and several other models for developing areas, are detailed in Part II of this manual.

7) Need: Multiple subsistence requirements for a desert area tribal group.
Business Solution(s): **As outlined below.**

a) Large area crop production on desert lands to produce jobs, income, exports, and food security while achieving environmental protection/ desert recovery. Target population youth and selected adults are given instruction ... by means of distance education, special classes, trade schools, Junior Colleges, and/or universities ... so they may accomplish the following under technical guidance by project sponsors:

- Development, management, and conservation of unique water resources sufficient to support subsurface, micro-drip irrigation of large areas of arid region/ desert crops;
- The addition of bioactivated biochar to sands/ soils to improve fertility, and the addition of sand-filtered livestock manure effluent to provide nutrients for crops;
- Addition of artificial and natural windbreaks and ground covers to reduce blowing sand as well as wind damage to crops;
- Planting a symbiotic mix of arid region food, feed, forage, fiber, niche, tree, green energy, and tubal-algalculture crops; and
- Development of an improved forage area, with stock water tanks, to support the intensive, rotational grazing of area livestock and wildlife.

b) Repeat of the above methods to support development and operation of in-ground greenhouses, structures that are solar-zeolite cooled and solar heated. These units support crop production 24/7/365 to obtain target population food security plus providing added income from sales of crops and value-added foods.

c) Again, repeat the above methods to support development and construction of earth-sheltered, self-sufficiency homes. These homes include potable water systems, the above greenhouse structure, alternative energy means, solar-zeolite cooling, solar heating (as needed), solar ovens/ stoves, solar-zeolite refrigerators-freezers, lighting systems, composting toilets, greywater recycling, and other means to provide all basic needs of residents.

8) Need: Arctic tribal village lacks affordable electricity. Business Solution: A local youth creates a business to provide commercially available thermoelectric generators, producing electricity from heat, for the wood stoves and oil-fired furnaces of tribal members.

9) Need: An indigenous arctic settlement has no means to produce or acquire fresh vegetables. Business Solution: A group of locals takes needed training to start a business based the construction and operation of an arctic greenhouse made using two very strong, steel, box-like structures (one inside the other, with R-60 insulation between, plus an air-lock entry). Heat is provided by oil-fired furnaces, and thermoelectric generators, attached to the furnaces, produce electricity for the grow lights. Produce (vegetable) production in greenhouse grow-beds, watered by drip irrigation, is accomplished 24/7/365.

10) Need: A Gwich'in tribal group, living in the boreal forest area of the arctic, lacks food preservation means during warm summer months. Business Solution: A group of locals starts a Pemmican food company to provide a value-added food product requiring no refrigeration. Cloudberries and partridgeberries are harvested, in summer, from the boreal forest. These berries are dried and ground to mix with dried, ground, slow-cooked caribou meat (cooked until it is rendered). The resulting mix is formed into bars and packaged for sale to locals.

11) Need: The Jarai tribe, living in a SEA tropical forest area, lacks a reliable source of protein. Business Solution: Several local Jarai receive training in the start and operation of a tropical Murrah dairy buffalo operation. The buffalo are milked daily and a Ghee value-added food product is made from the milk. Ghee is a great protein source and requires no refrigeration. (There are several instructions on the Internet on how to make quality Ghee.)

12) Need: Rhade tribal villages, in tropical Vietnam are isolated and remote causing them to lack reasonable access to basic-need items. Business Solution: A group of Rhade are trained and assisted in the start and operation of a general store where they can locally retail a wide assortment of most basic-needs items purchased from a variety of others at wholesale prices.

RESEARCH YOUR MARKETS

To start a successful new business, every entrepreneur should research potential markets to discover the wants and needs of potential customers to carefully determine if they might buy the product and/or service to be offered by the new business. At the same time, issues of price, credit, barter, and product/ service customer expectations must be discussed.

It is important to discover who your customers are and why they might purchase the new product or service to be offered by the new business. Explore the areas of industry your new business will be in, and know your probable competition in your area of industry. Develop customer profiles and collect detailed information on any competition. Talk with the people who own and/or manage businesses similar to your new business. Ask these individuals what they have done, and/ or what they yet need to do, to make their businesses really successful.

In developing areas, market surveys must be adjusted to meet the needs of any potential customers as they relate to the new business proposed. A new business start in Kenya provides a good and creative example. To wit:

Three youth from the Turkana tribe, in Kenya, were in entrepreneurship training and seek to start a new business. In doing a needs survey for local populations, they discover that three local pastoral tribes depend on rearing/ grazing livestock for survival in desert areas where they reside. It is also discovered that there is a major problem with flies and ticks and no means to reduce the harm they cause to animals. In the process of researching solutions to this problem, it is found that resin from wild, local, desert Myrrh trees may be burned to create a thick, oily smoke that long adheres to the hair on livestock and acts as a insect repellent.

These Turkana youth thus created a new business based on harvesting and packaging Myrrh resin, from local Myrrh trees, to sell this for use in fly and tick control. This resin product has instructions to place the Myrrh resin on rocks facing the wind around sections of bomas (livestock corrals) used to protect livestock from big cats during the night. The oily smoke from the burning Myrrh would then drift over and coat livestock in the boma.

PROTOTYPE YOUR PRODUCT

It is nearly impossible to effectively sell a new product or service as an idea only. To start a new business, you need a working model (prototype) of what you plan to offer your prospective customers. This training manual is to assist hopeful, new entrepreneurs, in developing areas, on the creation of need-based products and/or services they might develop into a successful new business. The example business models and prototypes presented herein are focused on such an effort.

Entrepreneurs in developed areas should refer to a handbook entitled “The Entrepreneur’s Toolkit,” by Prof. Michael G. Goldsby of Ball State University. This material is similar to the author’s Entrepreneurship Guide developed for the entrepreneurship course he instructed at NC State University. Goldsby’s subject handbook is also available on a series of DVDs from The Great Courses (..see the website www.thegreatcourses.com). Again, this manual is different because it has been written to fully assist beginning entrepreneurs in developing areas.

A prototype is the physical expression of your idea, and the way for you to put your idea in demonstration mode. From your prototype you discover if your idea is technically and economically viable, as well as getting a better measure of real customer desires for the product and/or service that will form your planned business venture. In brief, the old saying that “the-proof-is-in-the-pudding” is very true.

Prototypes will help you discover manufacturing/ replication issues, safety and delivery factors, service requirements, shipping issues, warehouse space needed, plus licensing needs. Thus, prototypes help the entrepreneur to develop detail planning and preparations for new business starts as well as perfecting cost factors for business operations.

The basic business models presented with this manual each have drawings or details on the prototypes that were used for new businesses. NPI and/or the inventor of these prototypes (David A. Nuttle) are not holding these innovations under patents or copyrights, so any developing are entrepreneur is free to use any of these without cost or payment of royalty.

SEARCH FOR RELEVANT PATENTS

Before new entrepreneurs expend too much time, effort, and funding to develop innovations used for new business starts, a patent search should be conducted. This search must usually be accomplished by the NGO volunteers helping to train entrepreneurs in developing areas. Patent searches may be accomplished via patent libraries or over the Internet. There should also be a search for patents pending related to the entrepreneur's innovation. A search for relevant university research projects is also a good idea, and may disclose similar work related to a beginning entrepreneur's invention. The purpose of all the above is to hopefully avoid possible future litigation over patent rights, and discover background details for a possible patent application, or applications, by the entrepreneur.

PROTECT YOUR INTELLECTUAL PROPERTY

In years past, it was a good idea to patent promising new inventions. However, patent applications have become far too expensive and the filing fees as well as regular patent maintenance fees are not affordable for inventors/ entrepreneurs in developing areas. Moreover, the varied technologies for most developing area businesses are often very basic and may not qualify for a patent of any kind. For the purposes of developing area entrepreneurs, intellectual property may be best protected by holding the details as Trade Secrets. To do so, technology details are known only to a few trusted individuals associated with any new business. These details are not written, or if they are they are written they must be held using high security methods to include a protected steel safe or covert hiding place.

DEFINE YOUR BUSINESS MODEL

A business model provides the details on how you form and develop your unique business based on the following: a) Management & technical teams ; b) Product creation & delivery; c) Product service & training needs; d) Pricing; e) Sales or barter; f) Competition factors; g) Customer satisfaction; and h) Branding. In brief, the entrepreneur plans how they will get to their business objectives.

PICK YOUR BUSINESS STRUCTURE

An entrepreneur will generally need to select a legal business entity of some type depending on personal desires and options available in any particular national location. Typical options include: 1) Sole proprietorship (one owner); 2) General partnership (several owners); 3) Limited Liability Partnership (most partners act as investors only); 4) Limited Liability Company (simple corporation to protect against personal liability); 5) Corporation (formal structure of varied types to fully protect against personal liability); 6) Public Corporation (a corporation having its stock traded on stock exchanges); and 7) Nonprofit or NGO (typically a charitable corporation sustained by public donations rather than profits). For developing area entrepreneurs, an NGO volunteer and/or a local attorney will be needed to help select one of the above structures and assist with formation paperwork.

START A BUSINESS PLAN

Good business plans are complex and must be developed over time during the start of any new business venture. Topic areas for a business plan will usually include: a) Executive Summary; b) Company Overview; c) Product & Technology; e) Market definition; f) Competitive Analysis; g) Market Positioning; h) Marketing Plan(s); i) Distribution Channels; j) Sales Approach; k) Management; l) Implementation Plan; m) Financing; n) Location, and o) Supplemental items (resumes, financial statements, technical data, research reports, and marketing info). Failure to have a detailed business plan creates hazards for a new venture.

Attempting to do business without a plan is very risky.

An NGO volunteer, training the new entrepreneur, will generally need to assist in creating a viable business plan. For entrepreneurs in developing areas, sales of stock to fund businesses are not suggested due to the usual legal complications. Added to this problem is the fact that those who purchase business stock will want an easy way to sell that stock if they want to do so. Making stock sales easy will often require an IPO (Initial Public Offering) on a stock exchange. All of this is far too complex for nearly all developing area entrepreneurs.

DEVELOP A MARKETING STRATEGY

Entrepreneurs starting new businesses in developing areas will generally have a very simple marketing plan. As in the case previously referenced on Tukana youth offering a new fly and insect control using Myrrh, they would simply contact the eight pastoral Kenyan tribal groups, in their area, who are known to have fly and insect control problems for their livestock. For the Gwich'in youth in the arctic, they would only need to demonstrate using T-Gen (thermoelectric generators) to produce electricity from stove/ furnace heat in seven other Gwich'in villages in the arctic. In brief, developing area businesses will mostly be small and limited in geographic area with small groups of well defined customers.

National and/or regional marketing strategies might be centered around portable, solar water distillation units, crop production systems, solar-zeolite refrigerator-freezers, composting toilets, or other items needed by over 2 billion impoverished populations mostly doing without these items essential for their well-being. Since most of these prospective customers are deficient in cash or credit, a marketing strategy needs to be based on potential barter trades. Thus, the focus is on what such groups have of value that might be traded for what they need and then fully converted to cash in a sale of traded items. In a previously referenced example of barter, Kenyan tribes traded Neem seeds for the above types self-help items, and these seeds were then sold to the W.R. Grace Company for cash. Grace used, and uses, Neem seeds to make its well respected organic insecticide.

Demonstration projects for potential customers are a proven method of testing marketing strategies. A new product or service is provided, at no cost to those participating in the demonstration. Other potential customers are then invited to see the successful results of a demonstration showing how they might meet one of their critical needs for a known cost. In developing areas with few newspapers, magazines, radio or TV stations for placement of ads, direct demonstrations are an effective way to market a new product or service. Moreover, sellers are thus making direct contact with potential customers. In the final analysis, marketing in developing areas is only limited by the imagination of entrepreneurs.

BUSINESS OPERATIONS/ LOGISTICS

Getting resources from suppliers, turning them into products or services, and the delivery of same to customers is defined as business operations. Logistics is the effective management of the flow of these resources between the points of origin to the points of consumption. For entrepreneurs in developing areas, approaches to this work will be greatly varied and will generally require some innovation.

To help accomplish all the above, do the following: 1) Develop your business processes; 2) Create an operations flow chart; 3) Perfect support systems; 4) Establish operational controls; 5) Manage your supply chains; 6) Use contract manufacturers as needed; 7) Work with suppliers; 8) Evaluate location and distribution factors, and 9) Decide what will enable your business to do well and sustain profitability over time. A failure to accomplish one or more of the above may result in business failure in the near future.

ORGANIZATIONAL PARTNERS

Entrepreneurs operating businesses in developing areas will often lack the types of support typical of developed areas. In these situations, it may be of significant benefit to partner with other local entities that may provide critical inputs needed for your business. As an example, a manufacturing operation in a remote area has a need for significant amount of electricity and there are no nearby electrical utilities. There is, however, a local wind power company producing electricity and willing to provide needed electricity to support such operations. In the case of the Turkana business, in Kenya, collection of Myrrh resin for an insecticide must take place in remote desert areas with bandits and a few al-Shabbab (jihadist) terrorist groups seeking to harm others. In this case, the Turkana may need to coordinate some of their business activities with local police forces. This Turkana business might partner with Quick Lift Two (QL2), a Kenyan barter trade company facilitating sales to poor villagers in Kenya and Africa. The reality is that each entrepreneur must seek to partner with those who provide missing elements needed to make his/ her business operations secure and successful. An effective entrepreneur will find essential partners as needed.

MANAGEMENT TEAMS

A single entrepreneur may be able to start and successfully operate a small business for several months. Success usually means the business is growing and will require a management team or group of skilled individuals who contribute to business operations in one way or another. If an entrepreneur is going to attract investors, customers, suppliers, and/or partners, this generally means that the entrepreneur must persuade all these groups that he/ she has a team. Your team must have what it takes to weather storms and navigate the troubled waters experienced by most businesses.

A good management team will build on your strengths and have the abilities needed to overcome your weaknesses while providing all the skills required to make your business a success over the long term. Employ those who can help you build your business. If at all possible, create a volunteer Board of Directors or volunteers who are skilled business leaders/ mentors in your industry or related industries. The reality is that a good team is generally better able to build a very successful business than can a single entrepreneur.

This training manual was created to help NGO volunteers train and coach developing area entrepreneurs. These dedicated volunteers will be a part of an entrepreneur's initial management team. It is very rare for any individual, from developing areas, to act alone and start a successful new business.

INCOME STATEMENTS/ BALANCE SHEETS

Income statements are a measure of a company's financial performance over a specific time period. Ideally, you will create monthly, quarterly, annual, and 2 to 5 year financial projections based on an analysis of your business. A balance sheet, showing actual expenses, obligations/ liabilities, equity, income, and profits over specific moments in time. These financial evaluation tools allow an entrepreneur to determine the actual viability as well as valid performance patterns for his/her business. Without such measures of failure or success, an entrepreneur is unable to effectively manage a business operation.

CASH FLOW STATEMENTS

Cash flow statements show the effect of a company's operating, investing, and financing activities on its cash balance. These statements indicate if a business actually generated cash. The accrual form of such accounting records income when it is earned and expenses when they are incurred. The cash method of accounting records income when actually received and records expenses when they are paid. An operating section of the statement records cash inflows and cash outflows caused by core business operations. All of this effort helps to better manage any business operation by making needed changes such as adjusting inventory. A business generating positive cash flow from its ongoing operations will usually remain viable. Successful entrepreneurs learn these skills.

PERFORMANCE MEASURES

The cash flow statements show if a business is making enough money to survive. Working capital analysis showing assets greater than liabilities indicates that the business operation appears to be viable. As feasible, surplus funds should usually be used to expand the business. Calculate your return on investment (ROI) using this formula: $\text{ROI} = \frac{\text{earnings less initial investment}}{\text{initial investment}}$. Also develop pro forma business statements that are guesses about what you think might happen in 3 to 5 years if the business performs the way you think it should under given conditions. Conduct a SWOT analysis to determine business **Strengths, Weaknesses, Opportunities, and Threats**. Consider potential risks to include substitute products or services. Know your business if you hope to be successful over the long-term. **Entrepreneurs in developing areas will generally need the help of NGO volunteers to effectively accomplish said tasks.**

RISK ANALYSIS

Risk analysis is to identify and develop feasible solution to possible problems that could threaten your business operations. Typical threats to any business are: 1) A

shortage of raw materials needed; 2) A lack of skilled labor required; 3) A threat from similar businesses; 4) A threat of substitute products or services at lower cost; 5) Unreasonable demands from consumers and/or suppliers; 6) The threat of intense competition; 7) Natural or man-made disasters; 8) Security issues; 9) Damaging taxes or regulations; 10) Access to resources and needed technologies; and 11) Economic recession. It is often impossible to identify every possible risk to any business, but risk analysis helps to develop ways and means to effectively deal with any crises. **Plan to win in every possible situation.**

COMPLETE BUSINESS PLAN

Finish and perfect the business plan you started according to the instructions in Chapter 9 of this manual. Decide early if you seek to retain ownership long-term or develop the business for eventual sale. If you have partners, investors, or stock holders who might eventually want to sell their interests, have a plan to deal with this issue. Show that the business is sound with unique resources or intellectual property, special knowledge or skills, innovative product or service, market share potential, or other competitive advantage. Use income and cash flow statements to provide proof of business success. If revenues come down, have a specific plan to turn-the-business-around. Value the business based on cash flow over time and the discount rate for Treasury notes or other very safe investments. A low discount rate provides evidence of low risk for the business. Confirm that all your business processes make good sense. Create milestones to measure business progress, and have ways to confirm the milestones are actually met. Include basic references such as resumes for owners/ managers, a bibliography, market study, financial analysis, and so on. **A good business plan is your roadmap to success.**

FINANCE YOUR BUSINESS

In developing areas, most entrepreneurs must obtain funds to start a new business from Grameen-type Banks (not requiring any loan collateral) , NGO micro-business loans, or special economic development loans from local

government entities. Few investors are to be found in developing nations, and the entrepreneurs (as well as their families) are usually poor or very poor with no cash to invest. Any equity financing will require giving away or sale of a share of the business. Debt financing is based on taking a business loan that must be repaid over a specified time, usually requiring an added interest payment. Sale of stock is seldom feasible in developing areas. If family or friends have a few extra funds, this might be a funding option or means of obtaining donated labor to help start your business. For entrepreneurs familiar with the Internet, various forms of crowdfunding or peer-to-peer loans might be an option. NGO volunteers will generally need to assist developing area entrepreneurs with business funding. Every entrepreneur must also consider how they will obtain added funds to sustain or support a growing business, and business expansion may be expensive.

LOCATION OPTIONS

Entrepreneurs typically start their new businesses at home, in a garage, or even in barns and sheds. As the business succeeds they are quickly moved into offices or other facilities that meet business needs. Locations in all cases are based on what the entrepreneur has available in an area where he/ she elect to start the new business. Aghan Oscar, a Kenyan, is a classic example. He started his innovative company, Continental Renewable Energy, at his home but quickly created a small factory to convert plastic waste collected into plastic poles for farms, ranches, highway signs and many other uses. (Kenyan farmers are happy with the plastic poles since they cost less than the wood posts that are often stolen for quick use as firewood for heating and cooking.)

SOCIAL MEDIA/ INTERNET SALES

With the help of NGO volunteers, it may be possible for creative developing area entrepreneurs to achieve global Internet order/ mail delivered sales of small and unique items. Interesting arts & crafts are easily sold by this means. One unique entrepreneur, also a quail farmer, is selling jewelry made from quail droppings

(manure) having many very interesting natural shapes and colors. The droppings are sealed in a clear plastic that forms the desired jewelry item. Another Internet entrepreneur is selling custom art work, painted on hats and shirts, as selected by worldwide customers. Some entrepreneurs may want their own business website to promote sales, others may simply sell via eBay's auction website. When it comes to such sales, entrepreneurs are only limited by their own imaginations.

FRANCHISES & BUSINESS OPTIONS

A franchise is an arrangement or contract whereby the owner of a patent, trademark, copyright, or business name authorizes others to use same in the sale of products/ goods or services. A good franchise makes the process of starting a new business much easier than building a business from scratch, and support services as well as branding come with the franchise. McDonald's is an example of a global franchise. Preparedness Systems Intl., Inc. (PSI) will soon be offering regional counterdesertification franchise contracts to desert area entrepreneurs who want to grow crops for profit on desert lands (one-third of all land). PSI will be using counterdesertification technologies and related business models fully developed by NPI (the author's charity).

Other business options include buying a failing business and turning it around to make it profitable. A more expensive option is to simply buy a proven and very successful business. There are several types of businesses that may be operated using only the Internet and these should be carefully explored before any attempt to replicate one of the models. Depending on location and local laws, there may still be other types of business options to be found upon exploration of the actual business environment. **Do investigative research before selecting any option.**

MANAGING HUMAN RESOURCES

Fully recognize what your business needs and recruit the best qualified people for each job. Use on-the-job training to perfect the performance needed for every

position. Develop detailed job descriptions so each person knows exactly what is expected of them. Before you employ anyone, utilize background checks to look for potential personnel problems and interview each prospective employee with great care. Use the same employment standards when hiring a relative or friend. Reward good performance. Know your work environment and seek to avoid all types of discontent. Conduct periodic performance reviews and let your employees know how well they are doing or not doing. Failure to effectively manage your human resources may result in business failure.

DEVELOP YOUR BRAND

Any business person has created a brand when a customer associates his/ her product or service with a specific idea, characteristic, feeling, image, experience, belief or attitude. To build your brand, develop a relationship with customers and ask for feedback while showing concern for a good customer experience with your business. All of this effort is what will help to keep your customers coming back and seeking your product or service again. In developing areas, the business is building trust along with brand name and that trust is what will help sustain your enterprise.

BARTER & SALES OPTIONS

In the developing world, over two billion of the world's current 7.4 billion people very seldom have cash or credit of any kind. Entrepreneurs selling to this market will find it necessary to utilize barter to accomplish sales. There are a few good barter companies, like Quick Lift Two (QL2) in Kenya, to help facilitate such sales. Otherwise, entrepreneurs may need to create their own barter programs. The prior example of barter is a typical exchange; e.g. poor African villagers trade Neem seeds for self-help items such as compost toilets, and the Neem is then sold for cash to the W.R. Grace Co. to make an organic insecticide marketed by Grace. Thousands of these types of trades are possible. Other sales options in such developing areas include the exchange of labor for product, or the extension of varied forms of credit based on payments over an agreed time.

CUSTOMER CARE

As a general rule, any business does not long survive without satisfied customers who like and need or want the product or service offered by an entrepreneur's business. If your product or service is needs-based, then customers will have a natural attraction to your business. Even so, it is important to periodically survey your customers to discover what they like or don't like about your product or service. Customers will know you care when action is taken to correct the flaws they see in your business. Get to know your customers on a personal basis and show that you care about meeting their needs in the way they desire.

ENTREPRENEURIAL PERSPECTIVES

Entrepreneurship is all about opportunities: looking for opportunities, recognizing opportunities when found, and acting effectively to take advantage of significant opportunities discovered. Entrepreneurs in developing areas seek to identify critical needs not being met, and on developing safe, efficient, and economical means of meeting those needs. This information is then used to help create a new business based on a product or service that prospective customers will love and appreciate. A successful entrepreneur will be part artist, part scientist, part evangelist, and part builder with an enjoyment of exploiting opportunities. If you lack any of these qualities, you may not make a good entrepreneur.

LEADERSHIP REQUIREMENTS

The successful entrepreneur creates a value for others and is rewarded for doing so. Entrepreneurs are generally natural leaders who seek challenges, take action, believe they can accomplish a goal, visualize their achievement, share their great excitement with others, and improve opportunity thinking by replacing negatives with entrepreneurial and positive thoughts. When such positive leadership is fully demonstrated in business, in government, or in the military, significant progress and achievements are frequently observed.

THE SUCCESSFUL ENTREPRENEUR

A very successful entrepreneur adapts to growth, is not a one-man band, learns to delegate, clones himself/ herself, does not overestimate their abilities, knows how to deal with stress, embraces change, and knows when to get out of the office to prevent burn out. In addition, these entrepreneurs are thinking about what is next and helps to solve social problems as a part of their business. They practice creative capitalism, expand circles of influence, and find real meaning in life while acting to help others.

PART II -- PLANNING AIDS & BUSINESS MODELS

Over a period of five decades of assistance efforts for target populations, in Africa, Asia, Latin America, and the Middle East, as well as the U.S. the author created, developed, tested, and started new businesses based on his basic-needs innovations. These inventions helped to meet critical needs of impoverished and disadvantaged populations in needs areas such as: a) Potable water; b) Crop production/ food security; c) Safe/ self-sufficiency housing; d) Solar-zeolite refrigerators-freezers / air conditioning; e) Clean cook stoves; f) Biochar kilns (to produce bioactivated biochar soil improvements); and g) A biosecure, green poultry house (to reduce poultry housing costs & protect against bird flu).

All of the above models may be used by any developing area entrepreneur, to help start a new business, without payment of any fee or royalty. Many other basic-needs technologies and business models are possible. The examples herein given are help said entrepreneurs get started in creating new businesses that will help to meet critical needs for target populations as listed on the cover of this entrepreneurial training manual. Beginning entrepreneurs should seek the help of NGO volunteers who have agreed to help in starting new businesses in developing areas of the world. If such help is not available, NPI will attempt to provide entrepreneurial training DVDs along with battery-operated DVD players and monitors so said entrepreneurs may receive needed help any time and any place needed. (Batteries provided are solar and will come with a solar charger.)

PART II --

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N.B. All the above supplemental materials are provided herein to help students of entrepreneurship gain ideas on possible new business starts designed to help disadvantaged populations better meet their needs and improve their well-being.