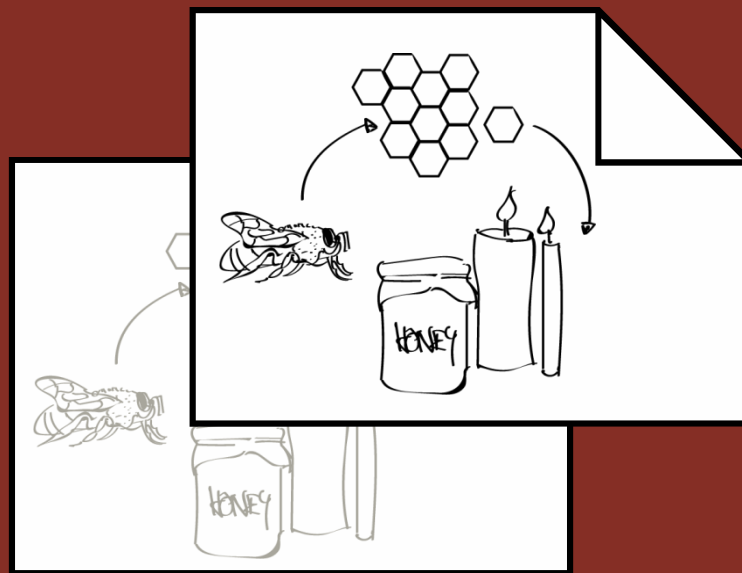


From Beehives to Market

Replicator Workbook Preview



What's it all about?




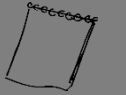


Do you want to learn from proven business models from eco-inclusive enterprises around the world to tackle some of the key challenges your country is facing?

Various entrepreneurs have already developed innovative business models that turned out to be successful and create relevant social, economic and environmental impacts. Replicating solutions that work can offer a fast and effective way to contribute to sustainable development and improve people's livelihoods.

The Replicator Workbook guides the process

We developed our SEED Replicator Workbooks to guide you through the process of transferring a business model to another geographic location. Our workbooks identify best practices and shed light on conditions under which eco-inclusive enterprises in your sector operate. They include exercises that will guide you to explore your market and adapt business models to your context.

Steps	 Detect Challenges & Opportunities	 Determine Customer Needs & Segments	 Discover Inspiring Success Stories	 Develop Innovative Business Models
Tools	Business Idea Tool	Customer Segmenting Empathy Map	Business Model Adaptation	Visual Prototyping Lean Enterprise Blueprint

How to use the Replicator Workbook?



In this workbook preview, click on **INSIGHTS** or **TOOLS** to discover more
Or simply scroll to the next page



Insights

into success stories & challenges of established eco-inclusive enterprises

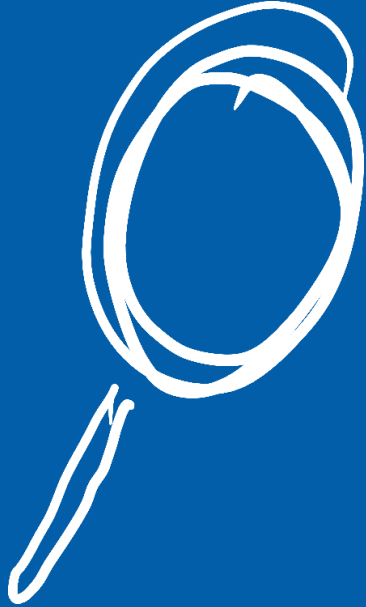
In our workbook, we include various **READINGS** on **proven models of eco-inclusive enterprises** around the globe, complemented by sets of best practices and explanations of conditions under which eco-inclusive enterprises operate. These readings are based on experiences of entrepreneurs active in the field of **beekeeping**.



Tools

to guide you step-by-step as you develop your own eco-inclusive enterprise

Each **TOOL** provides step-by-step guidance to arrive at key outcomes. The first page of each tool offers a short overview of **when** to use the tool, **what** you do in the tool, **how** the tool is best used and which **key outcomes** are expected. The workbooks explains in detail what to do and which questions to ask yourself at each step while using worksheets for you to document your outputs.



Detect sustainability challenges in your country and brainstorm solutions to tackle them. Learn about the potential of beekeeping and the social, environmental and economic impacts you could achieve.



The best known primary bee products...

- **Honey:** Honey gets its start as flower nectar, which is bees collect, break down naturally into simple sugars and store in honeycombs. Fortunately, honeybees will make more honey than their colony needs, so it is necessary for beekeepers to remove the excess. On average, a hive will produce about 36 kg of surplus honey each year.
- **Beeswax:** Beeswax is a byproduct of honey production. Bees use the beeswax to build honeycomb cells in which their young are raised, with honey and pollen cells being capped for storage. When beekeepers extract the honey, they cut off the wax caps from each honeycomb cell.
- **Propolis:** Propolis is a resinous mixture that bees produce by mixing saliva and beeswax with exudate gathered from tree buds, sap flows, or other botanical sources. It is used as a sealant for unwanted open spaces in the hive. Thousands of years ago, ancient civilisations used propolis for its medicinal properties. Since then, it is thought to have antibacterial, antiviral, antifungal and anti-inflammatory properties.
- **Bee pollen:** Bee pollen is a mixture of the pollens picked up by bees, which the worker honeybees then pack into pellets. Bee pollen is the food of the young bee and is approximately 40% protein. It is considered one of nature's most completely nourishing foods, as it contains nearly all nutrients required by humans. Bee pollen is sold in its raw form, as it is generally consumed as a food supplement.

It is possible to produce a variety of sweets and food using honey as a sweetener, or to process beeswax or propolis into value-added products.

...with many opportunities for processing and value-addition

Honey

Honey is primarily used as food, or as a sugar substitute. It can be used to make:

- Jams
- Spreads
- Sweets & desserts
- Bakery products
- Smoothies
- Etc.

Beeswax

Beeswax is used in the production of food, cosmetics, and pharmaceuticals, e.g. for:

- Ointments
- Lipsticks
- Skin moisturiser
- Lotions
- Hand cremes
- Body butter
- Hair care products

Other products made out of beeswax include:

- Candles
- Wood finishes
- Leather polishes

Propolis

Propolis is used as a natural remedy in the form of:

- Capsules (as a food supplement)
- Liquid extract
- Ointments
- Cremes
- Spray

From Hive to Market

A grey silhouette of a world map with a network of thin white lines connecting various geographical locations across all continents. A large, semi-transparent green banner is overlaid diagonally across the map.

Participate in an upcoming Replicator Workshop
to discover **more about beekeeping!**



Discover proven business models and adapt them to your local market. Identify key business model features.

The Originators: Buwobe

(Budongo Women's Bees Enterprise)

Successful examples of eco-inclusive enterprises



Buwobe is a co-operative beekeeping enterprise that produces honey and beeswax products. It mobilises women to become beekeepers for the enterprise, whereby local collection centres serve as venues for production. The honey business is used as a vehicle for community development, including the promotion of sustainable land use. In 2014, Buwobe won a SEED Award.

Value Proposition: Local women are provided with a new income source, allowing them to sell locally produced bees products. End consumers are provided with a healthy food option and natural remedies from local forests.

Key facts

Founded in: 2012

Country of headquarters: Uganda

Co-operative members (2017): 70

Revenue (2016): US\$ 7.500

Website: <https://www.facebook.com/safeplanuganda>

The Originators: Guiding Hope

Successful examples of eco-inclusive enterprises



Guiding Hope is a social enterprise that connects bee farmers and their cooperatives to markets. They support beekeepers in producing organic and certified honey, beeswax and propolis for export markets worldwide. Guiding Hope's mission is to develop environmentally and socially responsible, and fair yet profitable trade in apiculture products. Ultimately, the enterprise aims to assure the relay between disadvantaged producers of high-value apiculture products and equitable markets. In 2008, Guiding Hope won a SEED Award. In 2011, the enterprise won the best newcomer category in the African Small and Medium Enterprise Awards.

Value Proposition: Guiding Hope accesses various otherwise inaccessible markets for the bee farmers by organising and formalising them, which allows them to get higher prices for honey and beeswax. Wholesalers and eventually end consumers are provided with organically certified and conventional high-quality bee products that have many health benefits.

Key facts

Founded in: 2006

Country of headquarters: Cameroon

Employee force (2017): 10-12, over 1000 bee farmers as suppliers

Revenue (2015/16): US\$ 532.000

Website: <https://www.facebook.com/guiding.hope>

Insights

The Originators

Successful examples of eco-inclusive enterprises



Participate in an upcoming Replicator Workshop
to discover **more exemplary eco-inclusive enterprises!**



Determine your target customer and the benefits you want to create for your stakeholders. Map out why your solution is unique and why your customers will love it!

Your Customer Tool



When?

To refine your business idea, you need to identify your potential customers. Therefore, this tool is best applied in the elaboration process of your business idea.

What?

Customers stand in the centre of any business. Even the best idea is worthless if no one buys the product. Most enterprises serve different groups of customers (customer segments) that share certain characteristics. Identifying the different segments in the first step helps you to learn more about each of them. Once you have stepped into your customers' shoes, you can target your product and marketing activities better.

How?

Sit down to think about which customer groups you would like to serve. Once you have identified the customer segments, it's time to go out and speak with your potential customers to gain a better understanding of their needs.

Steps?

Step 1 → Identify Customer Segments

Step 2 → Understand Your Customers



Key outcomes

- Get to know potential customer segments for your product
- Set the basis to build a customer-centric business model

Your Customer Tool



Step 1

Identify Customer Segments

The first step is to divide the large pool of potential customers into customer segments. Customer segments are groups of customers who share certain characteristics or behave in a similar way.

- What will influence the preferences of potential customers towards your product or service?
- Will individual buyers have different expectations and needs from small stores? What about government institutions, NGOs or businesses?
- Will grandchildren have different expectations and needs than their grandparents for example? What about men and women, people with different religions, incomes, education levels or professions?
- Will people in rural areas have different expectations and needs from urban citizens? What about people in City X and City Y?
- Will people who have different knowledge about your product or service have different purchasing and usage patterns? Buy it more or less often, use it more or less often or use it in different ways?

Complete the information you gathered in the *Your Customer Segments* WORKSHEET on the following page. We have left space for up to five customer segments; you should identify at least two.

Step 2

Understand Your Customers

- Out of the customer segments you identified in Step 1, select the ones that appear most important for you, for example because of their size, because they are most likely to buy your product or because they are the easiest ones for you to reach.
- For each of your key customer segments complete the WORKSHEET *Your Empathy Map*.
- The *Empathy Maps* ask you to step into your customers' shoes: What does he/she think, say, see, do, feel, and hear? You can answer the questions in discussions with your team, through internet research, interviewing or observing potential customers etc.
- It's easier to answer the questions if you imagine one representative person of each segment, and add their name and age in the middle of the *Empathy Map*, in addition to the title of the customer segment.

You will find relevant key questions for your EMPATHY MAP on the next page!

Your Customer



→ What does she/he think?

- What matters most to her/him? What moves her/him? What are her/his dreams? Which may be her/his worries?

→ What does she/he say?

- What does she/he tell others? What is his/her attitude? Does she/he influence others?

→ What does she/he see?

- What kind of products/services does your customer see in the market? What attempt is being made to influence her/him?

→ What does she/he do?

- What is she/he constantly trying to improve? What activities does she/he cherish doing? How does she/he spend their time?

→ How does she/he feel?

- What does she/he experience in relation to your product or service domain? This experience can be negative or positive.

→ What does she/he hear?

- What do friends say? What do her/his influencers say? What media channels influence her/his opinions on products and services?

- Keeping the following questions in mind will prove useful during the refinement process of your business idea:
 - How can you fulfill the needs of your customers, and provide them with more benefits?
 - Should the product or service be targeted towards different market segments?
 - Is there anything else you still want to learn about your customers?

Your Customer



WORKSHEET Your Customer Segments

Step 1

Customer Segments					
Title	Households	Local businesses	Wholesalers	Restaurants, Hotels	
Description	Seeking healthy food options & sources	Interested to sell unique, quality local products	Interested to sell products to global markets	Looking for local suppliers	

Your Customer



WORKSHEET Empathy Map

Step 2

<p>What does she/he think?</p> <p>How can I support local businesses</p> <p>How can I increase my profits?</p>	<p>What does she/he say?</p> <p>I want to diversify my products</p>	<p>What does she/he see?</p> <p>Increasing demand for ethical products</p>
<p>What does she/he hear?</p> <p>Customers interested in eco-friendly products</p>	<p>Who is he/she?</p> <p>Local wholesale distributor</p>	<p>What does she/he do?</p> <p>Runs a small business</p> <p>Cares for the society & environment</p>
<p>What does she/he feel?</p> <p>Open to new markets</p>		
<p>How did you learn about your customer?</p> <p>Asking family members, friends, relatives and interviewing other locals.</p>		

SEED Replicator Tools

A light gray world map with small flag icons placed on various continents. Thin white lines connect these flags, creating a global network pattern. A large, semi-transparent green banner is overlaid diagonally across the center of the map.

Participate in an upcoming Replicator Workshop
to discover **more business planning tools!**



Let's replicate the success of **eco-inclusive enterprises** together!

Learn more about the SEED Replicator and how to apply to an upcoming workshop near you:

✉ replicator@seed.uno

🌐 seed.uno

📘 facebook.com/seed.uno

🐦 [@seed_sustdev](https://twitter.com/seed_sustdev)

