

GUIDE TO ENTREPRENEURSHIP TRAINING

IN A CHRISTAIN ENVIRONNEMENT



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INTRODUCTION

Socioeconomic development appears to be the result of a combination of factors in both poor and rich societies. Particular importance can be attached to understanding both social change and the individual capacity for entrepreneurship. In the latter, the entrepreneur plays a central role.

Today, in our developing countries, entrepreneurship increasingly appears to be a solution for catching up in terms of development. However, although we are witnessing the emergence of an entrepreneurial population in Africa, Christians seem to be very poorly represented. A study we conducted in 2025 as part of our ILC project revealed that Christians in French-speaking Africa are passive when it comes to entrepreneurship.

This manual is intended to boost the culture of entrepreneurship among Christians in French-speaking Africa. It is a tool for development and empowerment to accompany and equip Christians in their personal development and in the process of starting a business based on Christian principles and values.

The content and exercises have been designed to accompany and guide Christians in discovering and improving their personality in order to prepare or strengthen themselves in entrepreneurship.

This manual covers five essential chapters for developing an entrepreneurial personality and guiding us in business creation based on Christian values and principles.

CHAPTER I : THE ENTREPRENEURIAL MINDSET

I. To define an entrepreneurial mindset and its key principles

1.1 Definition of an entrepreneurial mindset

In general, the mindset can be defined as a set of attitudes, beliefs, values, ways of thinking, and frames of mind that influence the way a person perceives the world, interacts with it, and reacts to situations. In other words, it is an individual or group's overall way of thinking that influences their interpretation of events, judgements, decisions, and behaviours. It is a framework of internal reference through which experience is filtered and understood. Therefore, an individual can have an optimistic or pessimistic mindset.

Regarding the entrepreneurial mindset, it can neither be pessimistic nor tend downwards. It can be defined as an awakened state characterized by proactivity, a sense of initiative, creativity, problem solving, calculated risk-taking, perseverance, and a mindset constantly turned towards opportunity. This can be seen in various contexts: project development, the setting up of a new business, organizational management, or even in personal development.

1.2 Basic principles of an entrepreneurial mindset

The entrepreneurial mindset is characterized by a set of principles and attitudes that promote innovation, risk taking, and success in the business world.

Let us mention a few of its fundamental principles

- a. **A clear vision and well-defined objectives:** successful entrepreneurs have a precise vision of what they decide to do and set clear objectives for themselves. They can visualize in their minds the goal to achieve.
- b. **Calculated risk taking:** They are ready to take risks but in a considerate way, by evaluating the potential benefits and accepting the possible failure as a learning stage – for them, without risk there is no success.

c. **Adaptability and resilience:** As they face challenging and unforeseen events, entrepreneurs can be flexible and perseverant, by adapting their strategies to overcome the obstacles. If it is not through the gate, it will be through the window or the roof.

d. **Turned towards action:** They prioritize concrete action and rapid implementation of ideas by avoiding the lack of decision and of action. Action is the ingredient that transforms dreams into reality.

e. **Innovation and creativity:** The ability to think differently and to suggest new solutions is essential to stand out in the market. They know creativity is the combination of wisdom and knowledge and they remain open to new horizons.

f. **Leadership in teamwork:** An efficient entrepreneur knows how to lead and motivate a team by promoting collaboration and synergy to achieve common goals.

g. **Client oriented:** Understanding and responding to the client's needs is at the heart of entrepreneurial strategy, by guaranteeing relevance and success of proposed products and services. Without the client, the whole building falls apart whatever the investment that has been made.

Those principles are the basis of a solid entrepreneurial mindset, promoting innovation and success in the business world.

1.3 Obstacles that hinder the development of an entrepreneurial mindset in evangelical circles.

Several conceptions or understandings of the Holy Scriptures have led the Christian world to have a downward mindset. It is urgent that obstacles be listed as a warning to our future young entrepreneurs:

a. Poverty as a criteria of godliness

Most Evangelical Christians from churches that have emerged from missions believe that poverty is better than wealth for being a good Christian. For a long time, we preached the gospel of poverty. This factor prevents the Evangelical Christian from making enough efforts to reach their financial goals. There is a saying: if it is too hard, it is not sure that God is in it. [EJ1] It is not his will. A psychology of lacking has plagued the church of Jesus Christ.

The so-called 3rd vague churches have come from [EJ1] the prosperity Gospel. The two extremes are wrong. A balance is on the horizon.

b. Misunderstood notions of biblical contentment

The notion of contentment that is taught by churches promotes accepting one's poor condition on the grounds that it is the will of God. Luxury would be a sin. Those who have more means than us would be likely to have defrauded or stolen someone.

c. Fight against the rich

Christians have attracted a curse by cursing the king and the rich. According to Ecclesiastes 10:20, do not curse the king or the rich, for a bird of the air will carry your voice.

d. Salvation by grace

The notion of salvation by grace is theologically established and true to go to heaven[EJ1] . But success in business or in entrepreneurship would not be by grace. This theology seriously influences communities who refuse to make the necessary effort to reach the goals God has set for their lives: we will be the head not the tail. He raises up the poor from the dust to make them sit with princes. These promises are not fulfilled because there is a confusion between daily life on earth and the entrance into heaven.

II. Evaluate one's entrepreneurial quotient

Evaluate one's entrepreneurial quotient (EQ) as a way to measure one's potential, skills, and entrepreneurial aptitudes, much as we evaluate the IQ (intellectual quotient) or EQ (emotional quotient). There is not a unique or universal test; but several dimensions can be considered. Here is a simple and structured method for self-evaluation:

2.1 Motivation and vision

- Do I have a clear vision of what I want to do ?.....
- Am I ready to make sacrifices for my projec ?.....
- Do I really want to solve a problem or to bring added value ?.....

Score (1 to 5) : ____

2.2 Creativity and innovation

- Do I easily find new ideas ?.....
- Am I able to think differently from others ?.....
- Do I see opportunities where others see obstacles ?.....

Score (1 to 5) : ____

2.3 Risk taking and boldness

- Am I comfortablewith uncertainty?.....
- Do I dare to go out of my comfort zone ?.....
- Do I make brave decisions without having control over everything at 100% ?.....

Score (1 to 5) : ____

2.4 Resilience and perseverance

- Do I bounce back quickly from failure ?.....
- Am I able to continue even when it is difficult ?.....
- Do I keep my motivation despite the obstacles ?.....

Score (1 to 5) : ____

2.5 Leadership and communication

- Am I able to lead others in my project ?.....
- Am I able to express my ideas ?.....
- Am I comfortable enough to convince, listen, and bring people together ?.....

Score (1 to 5) : ____

2.6 Management and organization

- Do I manage my time and my priorities well ?.....
- Do I know how to plan, to respect a budget, to delegate ?.....
- Do I cultivate strong self-discipline ?.....

Score (1 to 5) : ____

2.7 Business acumen

- Do I understand the needs of the market ?.....
- Do I have good intuition to know what would work or not ?.....
- Am I comfortable with the notions of marketing, sale, finances? ?.....
-

Score (1 to 5) : ____

Outcome

If you have been objective, without being judged by someone else, without being too indulgent with or too harsh on yourself, then add up your scores. You have a total out of 35 points.

- **30–35** : You are likely to be a born entrepreneur or on the way of being a confirmed one.
- **24–29** : You have great potential, some skills to reinforce.
- **18–23** : You are on the right path, but some aspects are to be worked out.
- **<18** : You need to train yourself and grow in confidence, but everything is possible!

III. Knowing the characteristics of the entrepreneurial mindset

The entrepreneurial mindset is seen as a set of characteristics that promote innovation, initiative taking, and success in the business world. Some skills and behaviours characterize successful entrepreneurs. The knowledge of these skills, broken down into behaviours, will enable young entrepreneurs to better prepare for obstacles and challenges. Entrepreneurship as a source of wealth is not within everyone's reach. Let us list the ten (10) skills broken down into thirty (30) behaviours:

3.1 Skill 01: Pursuing opportunity and initiative

A business class passenger finds himself on a flight next to the wealthiest man in Africa or the president of his country, and he slept throughout the entire journey. How does this story inspire you?

Three (03) sources can help you be successful in business, specifically:

- **Other people's credibility** : a credible young entrepreneur will use the credibility of other people to move his business forward. The address book of someone can serve as a springboard towards a major opportunity.

➤ **Other people's knowledge** : we can make the most of other people's acquaintances or use them to make progress.

➤ **Other people's money** : Ø the entrepreneur does not always have all that he/she needs for a project. The coaching of someone close, a trusted parent or leader, would be important as a last resort.

The three (03) behaviours to develop for the first skill are :

1) You act before you are told or before being forced to act because of events.

2) You expand your business, your products or services into new sectors.

3) You seize opportunities for funding, to get some equipment, a workspace or support to launch your business.

3.2 Skill 02: Perseverance

In order to invent the lamp bulb, Thomas Edison had to conduct several unsuccessful tests.

The three (03) behaviours to develop into a habit to learn the first skill are:
:

1) You react to face a significant obstacle.

2) You can take repeated or varied initiatives to take up a challenge or overcome an obstacle.

3) You make personal sacrifices or extraordinary efforts to complete some work.

The story of Elisha on his way up to Gilgal with Elijah is a good illustration of that skill in great measure. From Gilgal to Bethel, from Bethel to Jericho, from Jericho to Jordan with all the obstacles they came across (2 Kings 2), God led their mission of perseverance. Ecclesiastes says: "You will decide on a matter, and it will be established for you, and light will shine on your ways." Elsewhere he will say, "In the morning sow your seed, and at evening withhold not your hand, for you do not know which will prosper, this or that, or whether both alike will be good. (Ecclesiastes 11:6).

3.3 Skill 03: Fulfilling commitments

The three (03) behaviours to develop into a habit to learn this first skill are:

1) You accept full responsibility for the necessary means to reach your goals.

2) You work with your employees, and you do not hesitate to take their place to complete your work in time.

3) You make sure that your clients are satisfied and would rather build a long-term relationship than get short-term gain.

3.4 Skill 04: Requirement of effectiveness and quality

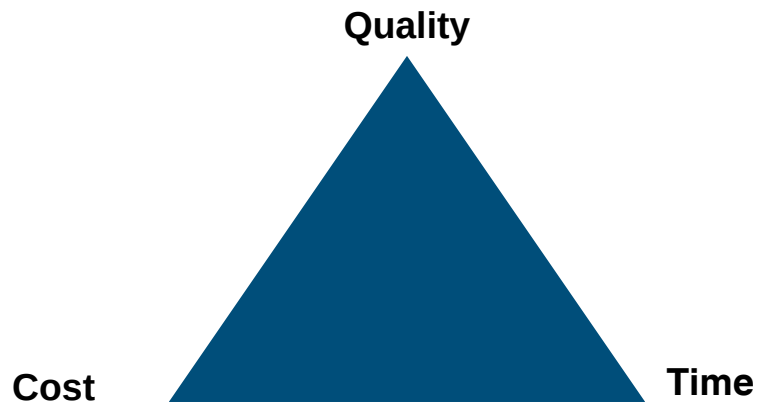
Definitions of Quality

- follows from the conviction that all can be improved
- comes from the dissatisfaction regarding the way something is done
- implies being proud of what we have done and satisfied with what is produced or sold (meaning consideration and consistency)
- a state of mind. A passion. It expresses itself in all things, all the time. It is not an ability or a technique
- The quality requires perseverance.

"We could be much better if we didn't want to be so good."

Sigmund Freud

Relationship between Cost, Time, and Quality



Innovation happens when one of the peaks is improved without decreasing the other two

ZERO DEFECT

- 1.Defect
- 2.Defect
- 3.Defect
- 4.Defect
- 5.Defect
- 6.Defect
- 7.Defect

Quality
Delay
Stock
Failure
Location
Materiel, Modernity
Welcome

The three (03) behaviours to develop into a habit to learn this first skill are :

1- You make the effort to do better, faster and for cheaper.

2- You make the effort to meet or improve on the quality standards.

3- You develop means to make sure the work is completed in time and meets quality expectations.

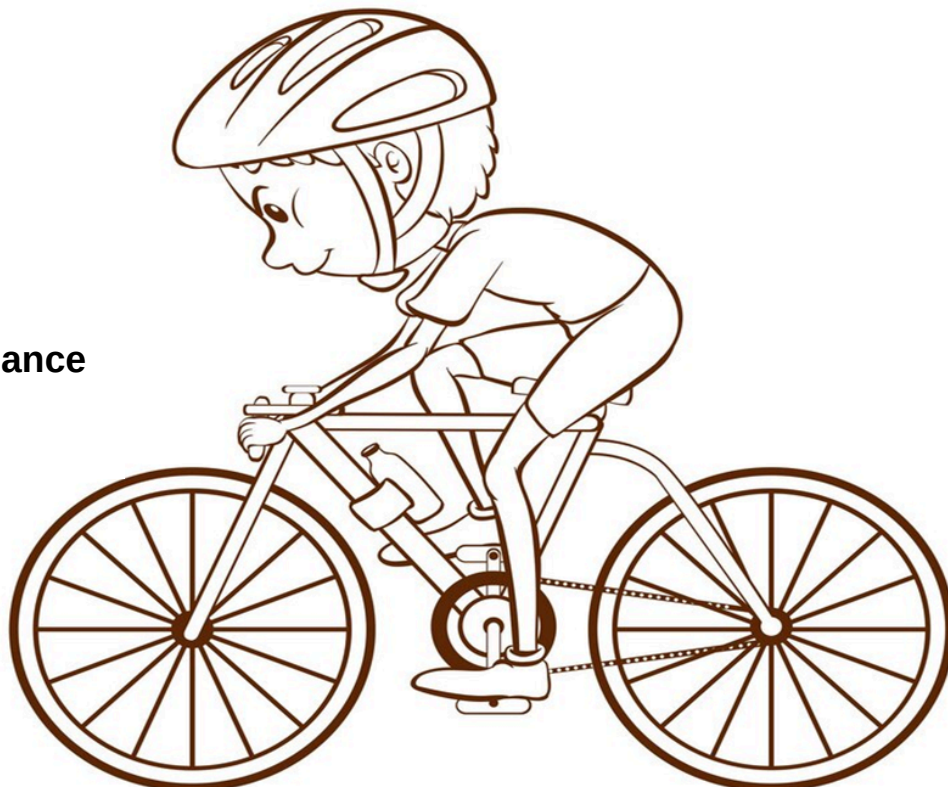
3.5 Skill 05: Calculated risk taking

Take the risk

Measure it

Maintain the balance

Move forward at the risk of falling



The three (03) behaviours to develop into a habit to learn this first skill are:

1- You calculate the risks and evaluate the possibility of alternatives.

2- You can act to reduce and control the outcome.

3- You put yourself in a position that has its challenges or with moderate risks.

3.6 Skill 06: Setting of goals

Vision and personal goals

Who am I?

Take a moment and write an essay entitled: Who am I? Describe yourself, your goals, your aspirations, your qualities, and your limits as you see them, considering all aspects of your life.

THE JOHARI WINDOW



Specific aspects of the 4 areas.

I- Known to self and known to others

II-Not known to self and known to others

III- Known to self and not known to others

III- Not known to self and not known to others

In 20 years

How do you see yourself in 20 years? What will you do at that moment? List as many details as possible, objectively and clearly

In 10 years

How do you see yourself in 10 years? List as many details as possible, objectively and clearly:

In 5 years

How do you see yourself in 5 years? List as many details as possible objectively and clearly, thinking of all the details of your live:

In 1 year

How do you see yourself in 12 months? List as many details as possible objectively and clearly, thinking of all the details of your live:

3.7 Skill 7: Seeking information

Creativity is the combination of wisdom and knowledge. And it shows itself in three (3) key areas, specifically:

- 1-The Ideas
- 2-The Inventions
- 3-The Innovations

We must learn to think in order to have innovative ideas. Business Statistics

Business area statistics



Presentation of results

“Pitch” 3-minute Presentation	Who is the client and what does he/she need?
	Who does the client buy to and what is missing?
	What is your proposal and why would the client come to you?
	What proves that you are right?

The three (03) behaviours to develop into a habit to learn this first skill are:

1- You seek by yourself information on your clients, providers or competitors.

2- You research by yourself on how to provide a product or a service.

3- You consult experts to have their commercial or technical advice.

3.8 Skill 8: Planning and systematic follow-up:

The three (03) behaviours to develop into a habit to learn the first skill are:

1- You plan by subdividing big tasks into small tasks and by setting deadlines.

2- You change your plans in the light of the new circumstances or information (feedback) on results of actions undertaken.

3- You keep financial records and use them in the decision making.

Leadership and Planning

Leadership and planning are two connected themes. Leadership is a theme that expresses the ability of an individual to lead other individuals or organizations towards assigned goals.

The leader is therefore someone who can guide, influence, and inspire others. He/she has the vision, knows the goals, knows how to stimulate others to reach their potential.

Four (4) essential pillars underlie leadership, namely:

- 1. To be recognized as competent*
- 2. To know how to establish a sense of trust*
- 3. To have the courage to speak out and act*
- 4. To be consistent*

What are the essential roles of a leader?

- 1. In charge of the strategic decision making*
- 2. The one inspiring the employees*
- 3. The one fostering a positive corporate culture*

Planning and time management

It was once said that “time is money”. Yet nowadays, it is rather that “time is life” because we grow depending on seconds, minutes.

The more minutes we waste, the more life we lose.
Days go by whatever we do.

What you do with your 24 hours each day will determine what you will be.

Psalm 90: 12
Teach us to number our days

I calculate my age in minutes

Example: I am 20,

- **My age in months: $20 \times 12 = 240$ months**
- **My age in weeks: $20 \times 52 = 1040$ weeks**
- **My age in days: $20 \times 52 \times 7 = 7280$ days**
- **My age in hours: $20 \times 52 \times 7 \times 24 = 174,720$ hours**
- **My age in minutes: $20 \times 52 \times 7 \times 24 \times 60 = 10,483,200$ minutes**

Kind of events that require time

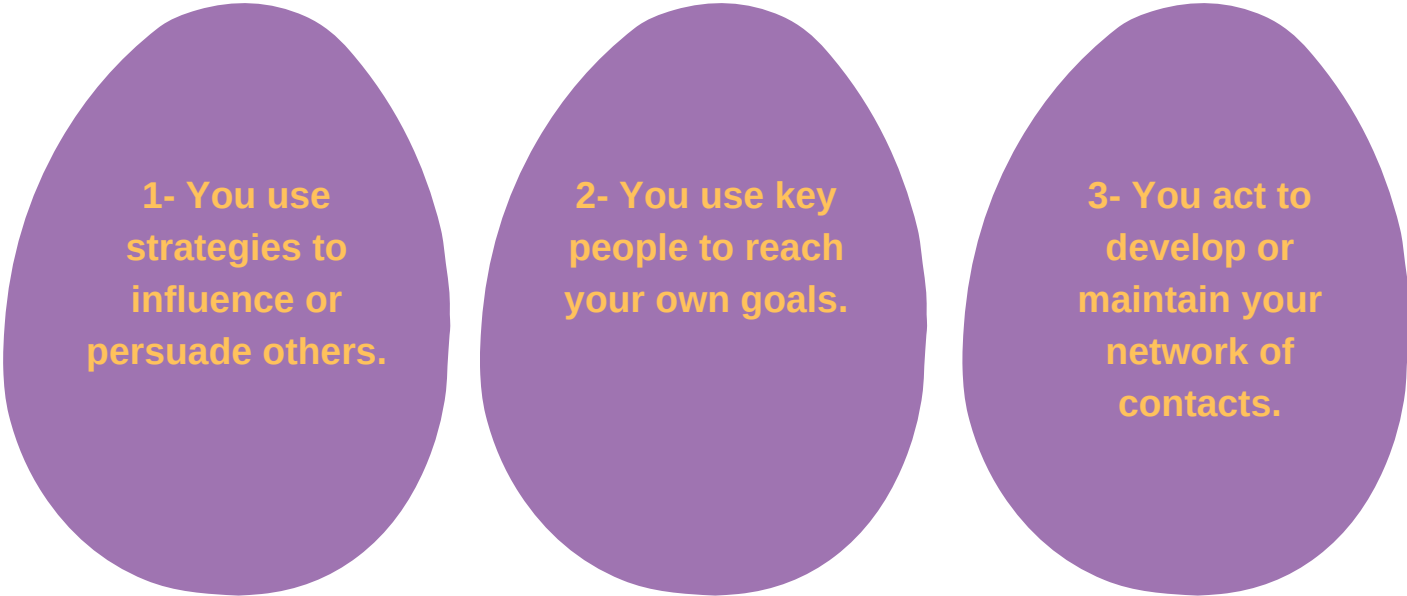
- 1- The urgent**
- 2- The important**
- 3- The priority**

How to plan your time?

- 1- Take note of: Tasks to undertake**
- 2- Estimate: Time required to undertake tasks**
- 3- Determine: Priorities and/or emergencies**

3.9 Skill 9: Persuasion and work in network

The three (03) behaviours to develop into a habit to learn this first skill are:



1- You use strategies to influence or persuade others.

2- You use key people to reach your own goals.

3- You act to develop or maintain your network of contacts.

Everyone needs to know how to convince others and sell a product.

Building networks is a Christian virtue. Two are better than one yet, sadly, as Africans, we do not have this culture when it comes to business.




For a strong community, we managed to set a fundraising goal of 10,000 FCFA per month between 24 members of a Christian community. After two (2) years, 2023 and 2024, we managed to gather over 6,000,000 FCFA, interests included. We therefore managed to buy over 3,000,000 BIIC actions in January 2025.

At the second launch for 2025 and 2026, we will gather 510,000 FCFA each month. And so, that means reaching 12,000,000 FCFA at the end of 2026. Networking is an opportunity to fund businesses if we bring together the necessary qualities in entrepreneurship.

3.10 Skill 10: Independence and self-confidence

The three (03) behaviours to develop into a habit to learn this first skill are:



1- You seek to remain autonomous in the face of rules and other's control.

2- You attribute your success and your failure to your conduct.

3- You express your confidence in your ability to manage a difficult task well or to face a challenge.

IV. Put the strategies in place to develop the entrepreneurial mindset and the business mentality.

You must prepare practical exercises, games based on each skill, to forge in young entrepreneurs those two mindsets:

Those exercises and games will enable the young people to:

- Be regularly challenged
- Step out of their comfort zone
- Learn to do public speaking, to network, and to head out into the unknown
- Take part in events, in contests, workshops, seminars
- Have a notebook of business ideas to improve each week
- Maintain interest in other sectors than theirs
- Take the entrepreneurial psychological approach
- Be constantly learning in order to replace "I don't know" by "I want to learn"
- Train continuously (online courses, workshop, podcast, etc)
- Accept mistakes as lessons
- Launch mini projects to learn by doing.

CHAPTER II: LEADERSHIP FOR TRANSFORMATION

References: Genesis 1:26-31; Matthew 5:13-16

- a. To be made in the image of means we exist for.... (complete)
- b. God gave humans (complete) across the earth
- c. If God told us to rule, we have the.... (complete) to do it.

Barriers of excuses

- First excuse: who am I? (Exodus 3:11)
- Second excuse: who are you? (Exodus 3:13)
- Third excuse: and if they do not listen? (Exodus 4:1)
- Fourth excuse: I have never been a good speaker (Exodus 4:10)
- Fifth excuse: I know you can find someone else (Exodus 4:13)

I. Definition of self-leadership

Self-leadership is the ability of an individual to train oneself to achieve goals, manage behaviours, thoughts and emotions in an autonomous and proactive manner. Self-leadership is a form of personal leadership without the need of an external authority.

Self-leadership can also be defined as the ability to lead oneself in a conscious and efficient manner. Being able to set goals, to self-motivate, to manage behaviours, and to make decisions aligned with one's values and aspirations.

It is about the ability to influence oneself to take up actions that are consistent with what we truly want to accomplish. This is essential in a world where autonomy, personal responsibility, and agility are increasingly valued.

Self-leadership requires several key skills:

- Self-knowledge: understanding one's strengths, weaknesses, motivations, and values
- Self-discipline: remaining committed in its objectives despite distractions or obstacles.
- Self-motivation: finding in oneself the necessary energy to move forward without waiting for external incentives.

- Self-regulation: knowing how to manage one's emotions and reactions in complex situations.
- Personal vision: having a clear direction and well-defined goals.

1.1 What winning mindset do you need to lead with greatness?

- A learning mindset open to new ideas
- The desire to make a personal change of paradigm
- A willingness to define measurable personal goals
- Confidence in your potential to transform your personal life
- An attitude of daily practise and self-monitoring
- Determined to make the difference

II. Fundamental concepts of self-leadership

Concept 1 :

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.....

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Concept 2 :

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.....

.....

Concept 3 :

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.....

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Concept 4 :

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.....

2.1 Exercise 1: Assess the fundamentals of self-leadership

- a. Perform a self-assessment: give yourself a mark from 1 to 4 in each of the areas of self-leadership
- b. a. What excuses do you have currently to not lead your life? Do you believe that God could be the answer?

Dimensions of leadership (and of love)	H Height	E Width	L Length	P Depth
The whole of the human being	Emotional dimension	Mental dimension	Physical dimension	Spiritual dimension
Impact on self-leadership	Lead the leader	Train the leader	Strengthen the leader	Water the leader
Personal mark				
My excuses to not lead				

III. Divine definition of the success of a person

The fundamental principle of success as a leader starts by researching, accepting, and embracing God's definition of success.

3.1 How do you define success according to God?

.....

.....

.....

.....

Success is the achievement of your calling and your unique goal in God. This requires the abandonment of self, courage, humility and embracing the experiences of life and the outcomes that come in conflict with our definition of success and that of the world.

After understanding by owning our goal of leadership, we must use God's grace and love to be 'a hearer and an actor' to fulfil our mission to the best according to the gifts and talents that God has given us. It is also a life-long process of sanctification during which we grow in the image of Christ.

3.2 Individual exercise: How to work on your character as a Christian leader?

⇒

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⇒

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⇒

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⇒

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.....

a. Practise the spiritual discipline of prayer, Bible reading and meditation, of fellowshiping in church and in small groups.

- Prayer is a continuous communication and intentional conversation that takes different forms. Prayer enables us to intercede under the leadership of the Holy Spirit. Prayer is essential to understand, acquire, and put into practise the character of the Christian leader. It is in prayer that the Lord will enlighten us when it comes to making nuanced and morally difficult decisions.
- The reading and meditation of the Bible allows a mature understanding of the Word of God and principles that are tied to it thanks to the reading and systematic study of the Bible. The reading of the Bible must be done individually and collectively (Bible study group or family Bible study) to reduce any vulnerability in the face of mistaken and inaccurate interpretations
- Attending a church is another essential element for our growth in our understanding and learning of love in a relationship.
- Lastly, Christian fellowship is necessary to live out the Christian faith and get the support and encouragement to love and live as Christ did.

b. Knowledge

It is defined as the process of continued growth that consists in developing a degree of familiarity, an awareness and an understanding of moral biblical principles: 'My people are destroyed from lack of knowledge.' (Hosea 4:6) A clearer understanding is expressed in Psalm 119:34: 'Give me understanding, so that I may keep your law and obey it with all my heart.'

Knowledge is mainly cultivated by the active pursuit of the spiritual disciplines of prayer, Bible reading, church attendance, and fellowship in small groups. Yet, the key element of the Christian leader's character resides in the practise of humility regarding knowledge. However, even with power, support, and advice, there will always be a gap between what we know and our ability to apply it and live it out in a consistent manner because of our sinful nature; hence the importance of being humble and gentle in spirit.

c. Belief

Belief is an agreement of free will regarding the legitimacy and the efficiency of biblical moral principles. But knowledge and belief, though necessary, are not a sufficient condition. The epistle of James 2:9 says, 'even demons believe but they refuse to obey', which illustrates therefore that intellectual acceptance is not enough.

d. Motive

The motive of our actions is a fundamental element of moral character. The fundamental biblical principle of moral motive is the integration of love in all areas of life (1 Corinthians 13). The greatest challenge of character consists in cultivating the desire and practise of discovering the real momentum and nature of our motives through continuous prayer, led by the spirit and an analysis of self-conscience.

e. Divine means

The divine character requires that, for an action to be moral and ethical, it should comply with the standards of the 'letter and the Spirit' of biblical principles, such as ethical integrity, and founded on those principles. Therefore, to reach a goal, we are to use the means based on ethics and morals, and be hearers and actors according to James 1:23.

f. Moral purposes honouring God that promote the will of God

Men and women of character pursue goals and purposes that honour God, not out of obligation or duty but out of obedience and conviction. Motives and moral means are indeed insufficient from the point of view of the character; hence the importance of pursuing purposes that glorify God by obeying his will for our lives and that of others.

g. Wisdom

Wisdom is the ultimate fruit of the Christian leader's character. To have this, it is necessary to develop divine self-awareness, mature decision-making, and abilities of reasoning that honour divine principles. Cultivating a vital and vibrant relationship with the Holy Spirit by seeking his presence and developing the listening to his voice.

CHAPTER III: SOCIAL ENTREPRENEURSHIP AND INNOVATION TO SOLVE PROBLEMS OF POVERTY

I. Defining basic concepts: social entrepreneurship, innovation, and poverty

1.1 Social entrepreneurship

Social entrepreneurship is an entrepreneurial approach that highlights the social and environmental impact of its activity rather than the financial profit. Social entrepreneurs create economically viable businesses to respond to social or environmental needs by reinvesting their profits in their mission.

It is an approach that combines traditional entrepreneurship with the social and environmental dimension, to create viable businesses that respond to specific needs and have a positive impact on society and the environment.

1.2 Innovation

Innovation is the introduction to the market of a product or a new / significantly improved process compared to the ones previously developed by a legal entity.

There are two distinct types of innovation: innovation of a product (goods or services) and innovation of a process (including innovation of organizations and marketing).

More specifically:

- Innovation of products include significant changes of design and goods or digital services. It excludes the resale as it is of new goods or services and aesthetic changes;
- Innovation of processes is about the production and development methods, logistics and distribution, information system and communication, administrative tasks and accounting, organisation of procedures, relationship management with suppliers, work organisation, decision-making process, human resources, marketing, packaging, pricing and customer service.

(Source: www.insee.fr)

1.3 Poverty

Poverty is not having enough money to respond to one's basic needs of food, clothing, and housing. However, poverty is more, much more than the lack of money. The World Bank describes poverty, as follows: Poverty is to be hungry.

According to the United Nations, almost half of the world population, including a billion children, lives currently in poverty, which is defined as a daily income of less than 2\$. Among that population, more than 800 million people live in extreme poverty, surviving on less than 1,25\$ a day.

II. How can social entrepreneurship and innovation play a central role in improving living standards?

We can mention among others:

- Finding solutions to social issues such as health, the environment, disability, education
- Developing skills, promoting social projects
- Creating of wealth by selling products and services
- Creating new products that improve living conditions
- Trade exchange between nations and among communities
- Relationship building

III. Define and lead a market study






3.1 Definition

It is a survey that is conducted to find out whether the offer that we have, can find buyers or to boost an offer.




The market study will enable you to fix your prices, to categorize your clients and find better distribution channels for your products.

The market study is an excellent tool to start a project and to ensure the sustainability of the company.

3.2 Why a market study?

-  To know clients and the market: all that can bring money.
-  To know the competitors and the prices that they offer, in order to adapt the prices.
-  To reduce the start-up costs.
-  To set the prices offered by the client temporarily.
-  To know the right location.

3.3 When to conduct a market study?

-  Before the launch of any project: it is important to conduct a market study before starting any project. But if you already know the line of business, the market study is not necessarily required.
-  When an offer is clear (for businesses that are already run, we can conduct a market study with the existing clients)
-  When we have a well-conceived idea, that means ideas of products or services that address needs.

3.4 How to conduct a market study?

The market study is done by asking questions, observing and doing research. So, you can ask questions to your clients, to your potential clients and to anybody or by doing research on the internet, etc.

3.5 Examples of market study and a pilot project

1. Project 1: CPEML, online training in entrepreneurship

- **Project holder:** SORO Namongon Adama
- **Ideation** (where does the idea originate from?): after taking part in several trainings and programs in entrepreneurship, I finally understood how to manage projects to start businesses. In 2019, after taking part in a program in entrepreneurship, I concluded that I too could be a trainer because I knew most of the contents that were developed by that program. It was then that I started to work on the content of a program that I was going to offer later.

- **Launching process: (the launch was done in several steps)**

Step 1: Surveying the market



This step consisted in publishing posts on my Facebook and WhatsApp profile on 16 October 2020. The aim was to survey the market, to know whether some would be interested in our trainings. 50 people showed their interest.

Step 2: Writing the main contours of the offer:

Here, we wrote the modules and the different lessons of the trainings (not the content of the lessons yet).

Step 3: Online Google questionnaire

After that, we did a survey form which we sent directly to the 50 people who had shown interest in our trainings. Only 19 people responded to our survey.

Step 4: Data analysis

After analysing the data, we noted that:

- 73.7% of the respondents were workers. This would justify the choice of time of the trainings (7pm or 8 pm or 9 pm).
- 78.9% of the respondents wanted to take part in the whole program rather than some modules. This would justify the launch of the project with the unique service (full program of training in entrepreneurship).
- 50% of the respondents suggested a training budget of 50,000 FCFA. This amount was insufficient to cover our costs. But in order to launch it and to make sure we would have enough participants at the start, we kept this amount with a small surplus of 5,000 FCFA.
- 63.2% of the respondents were available to start the first session in November.

Step 5: Launch of Course 1:

On 10 November 2020 with a cost of 50,000 FCFA per person, 12 people were registered for the first course. The writing of the course content happened just before the teleconferences for the first course.

Step 6: After the first course

We had excellent feedback. That is when we started to launch the following courses (Course 2, Course 3, and Course 4). In order to ensure the costs would be covered and the project would be sustainable, we had a review of the communication strategy and of the costs at a price of 118.000 FCFA. After 2 years, we registered about 75 participants.

2. Project 2: FitnessOnline, Sport club, started after a pilot project.

- **Project holder:** SORO Namongon Adama
- **Ideation:** I was not particularly fit before 2020. But during COVID-19, I had more time and I did a lot of training. After a few months, there were positive impacts on my health, my flexibility, and my usual activities. By sharing the images of our fitness sessions on social media, several people have shown an interest and have wanted to take advantage of our training. But because I do not master the sport sector, I decided to do a pilot project.

Step 1 :

Launch of project to see who would be interested in a free coaching for back problems.

Step2

Pilot project with Group A on WhatsApp with 10 coached people for free. This group had a very positive experience and so we launched the following groups, this time with an individual cost of 5,000 FCFA per month. After 6 months, we had more than 40 participants in the sport program.

IV. The sale

4.1 Definition

The sale is a process that consists of meeting the client to offer him/her the products and services that he/she needs and, in return, to be paid by him/her. The sale is therefore a process and not a mechanical action that we undertake one day. But why and how to sell?

4.2 Why do we sell?

- ✓ Meeting the client, solving their problems: if we accept that a good product or service consists of solving a problem in other's lives, then selling is an opportunity to do so.
- ✓ To bring your project, your business, and your staff to life: if you do not sell your project as well as possible, it will end up dying. You and your co-workers will not have their salaries. And the business will not be able to face its costs.
- ✓ Develop professionally: as you sell, you have a means to keep on improving professionally and make your business grow. The meeting with client, the client requirements are indeed elements that direct our work methods and the reinvention of products and services.
- ✓ Expanding our address book: the more you sell, the more you make friends and, above all, true friends. To provide value in other people's lives, is to have their friendship and their trust.

4.3 How to sell?

To sell and better sell, it is necessary to see selling as a triangle with inter dependent facets. Each side of the triangle must be well kept to facilitate the sell process. The three facets are:

- ✓ FACET 1: The product or service that you offer.
- ✓ FACET 2: your tactic and strategy to bring the product to the client.
- ✓ FACET 3: your attitude, enthusiasm, and sales targets.

How do you activate these facets to succeed in sales?

The PRODUCT

- ✓ Must respond to one or several needs: a product or service that responds to one or several needs of the client is more easily sold and does not need a speech.
- ✓ Must be clear enough for the CLIENT: it is the salesman profession to have an offer that is clear for the client and not the other way round. The client is not supposed to know the product specifications.
- ✓ Must be properly packaged: the product must be well packaged so that the client can pick it easily. A well-packaged product is the sign that the seller shows respect towards the buyer (the client).
- ✓ Easily accessible for the client: the product must be easily accessible for the client, or else, it may delay or cancel the purchasing process.
- ✓ Being able to sell: the product should not always need a speech to be sold. It must be so good for the client that it is easily sold.

TACTIC AND STRATEGIES_

- ✓ Clear communication: it is necessary to communicate clearly on the product, by presenting its advantages for the client rather than its price or any other aspect.
- ✓ Social networks: we can use the social networks to reduce our business expenses and to be in contact with thousands of people.
- ✓ Market study: a good market study facilitates the sale.
- ✓ Recommendations, certification of satisfactory performance: the seller should not hesitate to seek recommendations or certifications of satisfactory performance.

- ✓ Letters and SMS of thanks: the seller must write letters and SMS to thank his/her clients or prospective clients.
- ✓ Contacts with clients: the seller must constantly keep in touch with their clients.

ATTITUDE, ENTHUSIASM, GOALS

- ✓ The seller must have good character and good reputation: the seller's reputation or character sell more than their speech.
- ✓ The seller's commitment to the product: a seller who does not show any commitment to his product will not make people want to buy their product.
- ✓ Goals: number of clients periodically: the seller must set goals. Without any goal, one gets nowhere!
- ✓ Speech or sales pitch, the seller must develop a sales pitch

4.4 Notion of PITCH

Sale is a significant activity for a project's (or a company) survival. However, beyond the products and the services that will require the sale's process, you will need to defend (or sell) your project or your business before the bankers (or funders), the partners and even the providers. This means that it is necessary to have your sales pitch always ready.

This pitch can be simple, short, concise and using an easy-to-understand language for the interlocutor. This is generally called PITCH.

You must develop a pitch for the sale of your products and services, a pitch for the partners, a pitch for the administrator (the State), a pitch for the funders (bankers) and other structures depending on your context.

Missions of the PITCH

The PITCH is meant to sell, defend, or summarise a business, a project, a product, or a service. It also serves to find funds to benefit the business.

The contenu of the PITCH

The PITCH is a written or oral speech that must contain the following elements:

- ✓ Your entrepreneur (or project) profile: simply write a CV telling or justifying your ability to lead the project which will reassure the potential investors.
- ✓ The name of the business, the project, or the product: find a name that sells well, a name that speaks of your activities, a name that conveys your values.
- ✓ The vision, the mission, and the values of the business: the mission is what the client will receive by coming to you, the reason why your company exists. The vision is what the end of your mission should be.
- ✓ The location of your business: not always compulsory in the pitch but often useful depending on the project type.
- ✓ The services (products) that are offered, the promises and standard profile of your clients: the client does not always need your vision (or mission) but comes to you for the products and the services that are offered. Each product or service should have corresponding promises. The promises must be able to justify the prices you have set.
- ✓ Your business objectives: it is important to have business objectives to set a timeframe for you to achieve your vision.

4.5 Appendices to the PITCH

- ✓ The elements that follow enable you to show your interlocutors that your business has value and is trustworthy, and that your speech is based on concrete facts.
- ✓ The number of your clients
- ✓ Your revenue, if you have already been going for some time, your balance or any other aspect of your finances
Clients' testimonies
- ✓ Photos of your clients, of your products, of your partners
- ✓ Your awards

V. Developing a business plan

A business is like a car or a plane that needs direction and a conductor. The driver of a vehicle or the pilot of the plane must have some tools to direct their engine well. A business works in the same way. The business requires someone to direct it, and that person is none other than the project initiator or promoters. Among the most significant tools to direct a business, we have:

- The business plan
- The market study
- The strategic plan
- The Business Model Canvas

We can mention among other things the marketing plan or the sales plan, the chart of accounts etc, but in general, all the others can be found in the first four tools mentioned previously. The four (4) tools are in fact not independent from each other.

In this handbook, we will discuss a few essential tools on the Business Plan.

5.1 Definition

The Business Plan (BP) is a written document that introduces your business from the original idea to the management stage. It defines the main lines of what you have learnt and what you plan to develop. If it is well written, the document enables anybody to easily understand your project and where it leads.

5.2 Why write a Business Plan

Several reasons can justify the writing of a BP. But we will mention the following elements:

- Valuing your business or your project: the Business Plan is first for you and your project before it is aimed at other people. The BP is to the project leader the same as the CV is for anybody who has a qualification.
- Defining your products and services: a project begins with an idea. But an idea that works is an idea that has products and services that are well clarified. Thanks to the BP, the project leader can define his/her products and services well.
- To seek finance and take part in business plan competition: a project is only funded based on a well-written BP.
- To focus your work and develop your business

5.3 Basic elements of the Business Plan

Before writing a Business Plan, it is important to clarify a few elements:

- The project idea: the starting point
- The profile: just as a CV is not adapted to all your degree profiles, it is similarly necessary to have a profile adapted to the project type you want to lead.
- The products and services: a project that works is a project that has elements meant for marketing.
- The CLIENT: a business is first its clients. A project that has clients has stayed one step ahead on the writing of its BP.

5.4 Launching the business

A business that has a future is a business that has at least started. Even a well-written BP will take you nowhere, despite having funds for it. The project leader must quickly find clients to see his/her business grow. For new project or new project leaders who find it hard to have new clients, it is necessary to think about:

- pilot projects: start your project in a small area or with a small group of potential clients. This will enable you to limit some financial risks.
- Carry out trials: we can carry out trials with volunteers who accept to use our products or services.
- Free options: you can be sure that your product is good and does not have clients who accept to buy. The simplest way to have clients is to offer your products for free or for almost nothing.

5.5 Getting ready to write a Business Plan

Find an answer to the following questions, and you will have your Business Plan written.

- When and why did your business start?
- What need in the market does your business respond to?
- What is your solution and what are the benefits?
- What is the target of your market (segmentation)?
- What is the size of your market and your market share?
- Who are your competitors?
- What is your competitive advantage?
- Who are the members of your team (their experiences, some more personal elements)
- Who are your advisors and partners?
- What are your prices?
- What is the distribution circuit?
- How will you be paid?
- How and where your clients will know you?
- How do you promote referencing?
- What are your main achievements up to now (number of clients, income, prices, etc.)?
- What are your financial projections?
- What is your main challenge? What response do you offer?

5.6 Business model Canvas

In writing the business plan, you must write a business model Canvas that is a map of your project.

The Business Model Canvas or business performance matrix is a simple way to introduce your project or business in nine components. These are found in a table that maps an offer's most important aspects.

One can create a Business Model Canvas after conducting market research and clearly defining its economic model. The economic model is the way the business is paid for.

The nine elements that are found in a Business Model Canvas are:

- Value Proposition
- Key Partnerships
- Key Activities
- Key Resources
- Customer Relationships
- Customer Segments
- Channels
- Cost Structure
- Revenue Streams

Business Model Canvas		Project	Promoter	Date
Key Partnerships	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<p>Who are our key partners?</p> <p>Who are our main providers?</p> <p>What key resources do we find at our partners?</p> <p>What key activities do our partners pursue?</p>	<p>What key activities do our value propositions need?</p> <p>Our distribution channels?</p> <p>Customer relation?</p> <p>Revenue streams?</p>	<p>What value do we bring to the client?</p> <p>What problems of our clients do we help resolve?</p> <p>What range of products and services do we offer to each customer segment?</p> <p>What needs of the clients do we satisfy?</p>	<p>What relationship type does each of our customer segment expect that we have and maintain with them?</p> <p>Which one have we established?</p>	<p>Whom do we create value for?</p> <p>Who are our most significant clients?</p>
Key Resources		Channels		
<p>What are the resources needed by our value propositions?</p> <p>Our distribution channels?</p> <p>Examples: Personnel, (trademark patent, copyrights, ...)</p>		<p>What channels do our customer segments want to be reached through?</p> <p>How do we reach out to them now?</p>		
Cost structure		Revenue Streams		
<p>What are the most significant costs of our economic model?</p> <p>What key resources are the most expensive?</p> <p>What key activities are the most expensive?</p> <p>EXAMPLES: fixed costs (salaries, rents, utilities, subscription)</p>		<p>What value our clients are truly ready to pay for?</p> <p>Why do they currently pay?</p> <p>How do they currently pay?</p> <p>How would they prefer to pay?</p> <p>EXAMPLES: User fees, subscription fees, loan/rental/leasing, licenses</p>		

VI. Entrepreneurial project funding strategies

Search for financing

Setting up a project and having funding is never easy. But it is not impossible. A Business plan that is well thought-through can easily draw attention among funders.

In the search for financing, several options can be considered:

6.1 personal contribution

The one who wants to create a business is the most responsible. It is the one who must be most dedicated to the project and bring the most expertise and strategy. Personal contribution beyond cash can also be contribution in kind or in industry. But the fundamental element is the business idea. The clearer and more sustainable the idea is, the greater the chances of success.

6.2 La « Love money »

It is money that comes from relatives. As soon as you have finished your business plan or made the decision of launching a business, you can convince some of your relatives (brothers, parents, friends...) to grant you financial support. Do not fear to ask for help and do not be ashamed to do so. "The business world is founded upon people who help each other" (Ankur Jain, founder of Kairos Society). Just like you, the nations, the business world, the celebrities, or the large companies seek liquid funds (bond issue, HIPC, sponsorship application, etc.)

NB: It is important to mention here that people who come to you to say they do not have money to offer even if they may appear to have some, cannot be described as mean. We all have projects and some people do not have enough money to give away to others.

6.3 Young entrepreneurs' competition

It is good for the young entrepreneur to be interested in everything. There are literature, philosophy, poetry, science or entrepreneurship competitions where the entrepreneur can take part. Having a place of honour in one of these challenges can allow a reward in kind, in cash, or even grow your visibility, your abilities to succeed, or your ideas for businesses.

6.4 Funding structures

Several funding structures were established to fund and support young entrepreneurs (AGEPE, UNIDO, etc.) People who work there do so for you. So, go to them, ask what their funding conditions are and be patient. Besides these structures, we can turn to banks. However, for a start, it is better to avoid banks.

NB: The most important thing is to have clients and that these clients enjoy buying your products. This must be your priority in your strategic plan. But liquidity is out of your control. That's why it is necessary to resort to fundraising options that cover your costs and enable your business to be sustainable.

6.5 Funding coming from the clients

The best funding for your business is the funding that comes from your clients. If the clients are satisfied with your services, they will pay more easily. They will recommend you and they can even make reservations by accepting to pay in advance. It is your responsibility to really make the effort so that your clients trust in you.

6.6 Crowdfunding

- On-line crowdfunding platforms (internet), a model also used by the mobile operators
- Associated investments, family businesses ...

CHAPTER IV: REGULATION

I. To settle

1.1 The location of the business

A project or a business is also a location. But it is important to see the location as a place where you can easily meet the client and offer him your services. The location is not necessarily physical, to start with. You can work from home or go to meet the client.

This will enable you to reduce startup costs. But a business that grows is a business that has a head office, which is legally established on an administrative level.

1.2 The legal status of the business

A corporation is a legal entity. In the same way a human being needs a birth certificate, the business needs an administrative document that provides evidence of its existence. This document defines the legal status of the business. We have several types of legal status of businesses:

- Informal sector: which is not in itself a legal status of a business, but an operating mode. Any business can start in the informal sector. But it is important to establish a formal structure quickly.
- Sole trader: your person and your business are inseparable.
 - LLC (Limited Liability Company)
 - LC: Limited Company
 - SSC Simplified Stock Company

All these legal statuses have their advantages and disadvantages. Yet, for a project leader who is beginning, it may be better to think of starting with the legal status of the Limited Liability Company

II. Deal with the taxes

Each business activity in an organized entity is subject to tax.

As a business or entrepreneur, we cannot escape tax. But we can limit its impact by choosing the right legal status. When we are not in line with tax, our marketing actions or sales will be limited or even stopped.

To face the tax, we give the following recommendations:

- Be accompanied by a professional accountant who knows the rules in force or the regulation on tax in the country.
- Make the right choice for the legal status of your project, depending on your activities.
- Know the regulation of the country in this area.
- Seek information from the tax authorities and public accounting.

III. Staff and partners

The staff is an essential factor in the business success. An efficient and proactive staff management contributes to the development, the innovation, and the satisfaction of the employees and the clients. Success in entrepreneurship is generally triggered by the staff.

The business also has several components and partners that interact with it. It is necessary to ensure that the relationship with the partners is maintained. At the partners level, we can mention the providers, the contractors, the suppliers, and any other contributor whose collaboration has an impact on the life of the business.

CHAPTER V: GOD AND THE BUSINESS

I. God's plan

God, when creating the human being, gave him the skills and the faculties to subdue the earth. God also made the human being in his image. God sent Jesus to restore the broken relationship with the human beings. His plan for humankind and for human beings:

- To subdue the earth
- For the rain... to never stop
- For his children to prosper
- For his children to work
- Integrity (Daniel in Babylon served at least 2 Babylonian kings and 2 Medo-Persian kings; Joseph served Potiphar and in prison; Abraham facing the king of Sodom: Read Genesis 14: 14-24)
- Honesty (Gehazi, 2 Kings 5 : 15-17)
- *Train other leaders (Discipleship)*
- *Humility (Jesus: Ph 2:6, Paul: 1Co 9: 20-22)*
- *Organization skills (Planning: Nehemiah)*
- *Build a long-term vision (Jesus, Acts 1:8)*

II. Biblical model of success in business

In this section, we will study two biblical models on business and one bad example of success in business.

2.1 ISAAC with the Philistines: Genesis 26: 1-6, 12-33

(Read the Bible passage before reading the comments)

Who is ISAAC (boss of ISAAC SERVICES)

- *Born when his mother was 90 years old, his father 100 years old).*
- *Only child of his mother.*
- *Promoted to be sacrificed.*
- *Lost his mother at 37.*
- *Married at 40, father at 60 (Genesis 25: 20, 26)*
- *Children in constant conflict*

ISAAC SERVICES (IS) & GOD

- *Listens to God's voice (v. 1-6)*
- *Submits to the authority of Abimelec (v 16-17)*
- *Acknowledges God's grace and God as his business partner (v 22-25)*
- *Man of prayer (v 25)*
- *Invests in the work of God (v 25, 30, 31)*

IS (WHERE HIS PROFIT OR ACTIVITIES CAME FROM)

- Agriculture (v 12)
- Farming (v 14)
- Drilling (v 18-22)

IS (ATTITUDES OR STRENGTHS of THE BOSS AND HIS STAFF)

- Patience
- Perseverance
- Love for his neighbours (enemies)
- Forgiveness & reconciliation
- Commitment of the workers
- Time for God

IS (OUTCOME)

- Evangelization (v 26-29)
- Peace with the former enemies (v 31)
- The staff commitment (v 19, 21, 25, 32)
- God's name is glorified among the nations (v 26-29)
- Financial/social blessing (v 22, 32)

CONCLUSION

God uses anybody to do business. Entrepreneurship is not easy. But God accompanies us in the business if we walk in his word. God is there even when all goes wrong.

2.2 Miraculous catch of fish 2 (John 21: 1-13)

The second miraculous catch of fish in John 21: 1-13: after his resurrection, Jesus reveals himself to seven of his disciples who had decided to go fishing. They did not catch any fish all that night. Jesus appeared in the morning and enabled them to have a miraculous catch. Even better, he set a charcoal fire in place so that they might eat. Jesus shows that he is the Lord over nature and finances.

The disciples were professional fishermen. But despite their skills, they did not catch any fish. Only Jesus can enable us to have good outcomes in business.

Dishonest profit: The slave girl with a spirit of divination: Acts 16: 16-26

- A BUSINESS OF DIVINATION (BD)
- Very profitable (v 16)
- Composed of only one employee: a demon-possessed slave girl (v 16)
- Several bosses (v 16)
- Unique service: divination (v 16)

BD & CHRIST (MISSIONARIES PAUL, SILAS, TIMOTHY, LUKE, ...)

- The deliverance of the employee (v 18)
- The bankruptcy of the company (of the bosses)

BD (THE BOSSES' REACTION)

- The false accusation using the law and the people (v 19-21)
- The missionaries humiliated and imprisoned (v 22-24)

THE MISSIONARIES' REACTION

- Prayer (v 25)
- Praise (v 25)
- Forgiveness (v 21)

PURPOSE

- The conversion of the jailer and his family (v 32-)
- The unconditional release of the missionaries (v 35)
- Gospel proclamation and continuity

CONCLUSION

As Christians, we have a role to play in the business sphere to improve the business climate, to help people, to set the captive free. Jesus said (Luke 24: 18-19): "The Spirit of the Lord is upon me..." Do we not have the same Spirit?

2.2 The Miraculous Catch 2 (John 21:1-13)

a. Some spiritual weapons

In Ephesians 6: 12-18, it is written: "For our struggle is not against flesh and blood, but against the rulers, against the authorities, against the powers of this dark world and against the spiritual forces of evil in the heavenly realms. Therefore, put on the full armour of God, so that when the day of evil comes, you may be able to stand your ground, and after you have done everything, to stand. Stand firm then, with the belt of truth buckled around your waist, with the breastplate of righteousness in place, and with your feet fitted with the readiness that comes from the gospel of peace. In addition to all this, take up the shield of faith, with which you can extinguish all the flaming arrows of the evil one. Take the helmet of salvation and the sword of the Spirit, which is the word of God. And pray in the Spirit on all occasions with all kinds of prayers and requests. With this in mind, be alert and always keep on praying for all the Lord's people.

The Christian should not forget the spiritual aspect in business. The life of a disciple is a life of constant battle against the forces of evil. The Bible gives us warnings and directs us on the actions to undertake to face the enemy. In this passage, we can keep the following elements in mind:

- The battle for prosperous businesses is a spiritual battle
- The Christian does not fight with his/her own armour but with God's armour, i.e.
 - **Truth:** living in truth in business
 - **Righteousness:** to be fair in business and not give the devil a foothold.
 - **Readiness given by the gospel:** to be committed to the Gospel as an entrepreneur opens doors.
 - **Faith:** faith opens the way to opportunities. The Bible says: "And without faith it is impossible to please God, because anyone who comes to him must believe that he exists and that he rewards those who earnestly seek him."
 - **Identity in salvation:** it is necessary to work towards your identity as a child of God.
 - **Word of God:** meditating and applying the word of God in business.
 - **Prayer:** having regular programs of prayer for your activities.

b. Seeking help

Texts: 1 Samuel 11: 1-11

Theme: help in the face of the adversary

Context:

After the public appointment of Saul as king of Israel, when part of the people were rejoicing, some still despised him. But Saul kept silent. Just after the ceremony, the Ammonites came to besiege Jabesh, a Jewish territory.

Jabesh wanted peace by making a treaty with the Ammonites. But the Ammonites wanted to gouge out the right eye of every one of the inhabitants of Jabesh as a condition to the treaty. To do so would have been to humiliate Israel as a whole. Jabesh therefore asked for rescue from the rest of Israel.

The adversary and his strategies

- to besiege (prevent from doing anything)
- to make a treaty (serve the idols)
- to gouge out the right eyes (steal, kill, and destroy)
- to despise (steal or destroy your dignity)

How to be rescued when faced with the adversary

- never make a treaty with the adversary (1, 2)
- count on the Spirit of God (v 6)
- come together as one (v 7)
- do not remain on the margins when a neighbour is attacked (v 7)
- engage in offensive and not defensive battles (v 11)

Grasp the adversary / what leads to fights

- the Christian walk (Jesus, the disciples in the Acts of the Apostles)
- joy, calm in the midst of God's people
- Evangelistic actions, prayers, sharing of the Word
- the breakthrough of God's children in the labour market and the business world

NB: The strategy used by the Ammonites is almost the same today in the battles against the children of God (to besiege, to do a treaty, to gouge the 'spiritual' eyes, to despise).

The good news is that we are more than conquerors in Jesus, as we follow the recommendations seen previously to find help.

c. Continue to explore new horizons.

ISAAC and his wells: Genesis 26: 18-22

This story, which we have studied previously, is a story of Isaac's prosperity among the Philistines. The passage that draws our attention is the story of the wells:

Genesis 26: 18-22 "Isaac reopened the wells that had been dug in the time of his father Abraham, which the Philistines had stopped up after Abraham died, and he gave them the same names his father had given them. Isaac's servants dug in the valley and discovered a well of fresh water there. But the herders of Gerar quarrelled with those of Isaac and said, "The water is ours!" So, he named the well Esek, because they disputed with him. Then they dug another well, but they quarrelled over that one also; so, he named it Sitnah. He moved on from there and dug another well, and no one quarrelled over it. He named it Rehoboth, saying, "Now the Lord has given us room, and we will flourish in the land."

NB: until Isaac found a well which would not cause quarrelling - a sign that the Lord had given him room and that he would flourish in the land - he did not stop exploring new horizons. As we face the adversary, we also need to explore new horizons.

CONCLUSION

This manual is the result of an ILC project carried out in four countries of the Francophone African University Bible Groups (GBUAF) (Benin, Burkina Faso, Ivory Coast, and Senegal) aimed at boosting entrepreneurship in the Christian community.

This manual was produced by Dr. Albertine Bayompe KABOU, catalyst for the Logos and Cosmos Initiative from 2021 to 2025 and coordinator of the Christian entrepreneurship project in French-speaking Africa; Mr. Namongon Adama SORO from Côte d'Ivoire, entrepreneur and telecommunications design engineer at INP-HB in Yamoussoukro, and Pastor Armel B. AGBOHOUTO from Benin, entrepreneur, financier, and project manager.

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