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# Cavendish

Success begins at Cavendish University

## CUU Executive Director leads students, staff in cervical cancer run

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This book tells how to get your business to run without you. It shows how to work on your business, not in it. It explains how to get your people to work without your interference. It tells how to systematize so the business could be replicated 5,000 times. P. 8



Mr. David Mutabanura (inset) and Cavendish University students at the run/walk.

## Cavendish director, students participate in cancer run



Mr. David Mutabanura after running a 60km race.

BY PATRICIA TUMUHAIRWE KISESI

On October 27, Mr. David Mutabanura, the Executive Director of Cavendish University, being a chief runner, led a team of CUU student in the Uganda for Roses 2020 run/walk/ride/swim event to raise awareness and funds for cervical cancer screening. This event was organized by Rays of Hope Hospice Jinja.

October is a month dedicated to commemorating or raising awareness about cancer globally. In Uganda, the event that is running for the second year was organized by Rays of Hope Hospice Jinja. However, because of COVID-19 pandemic, this year's run was virtual.

The run, walk, swim, or ride is designed to be a one-day event which is later followed by several activities to generally raise awareness within the month of October.

Mr. Mutabanura said: "It was agreed that the event would be held at everybody's convenience; at their work places, at their home, at their farm, sports field: in whichever circumstances that people who were participating found themselves."

The participants would then carry-out their activities to raise awareness about women's cancer, especially cervical cancer.

According to the organizers, the target for this year's cancer run was USD 12,000. "The target for this year's cancer run was USD 12,000 and this amount did not come out of the blue. It is related to 12,000Kms which is the target that the people who were organizing this Cancer awareness

initiative wanted members to at least cover," Mr. Mutabanura noted. This, according to the organizers, is the distance that the nurses and clinicians at Rays of Hope Hospice in Jinja cover to reach their patients every month.

According to Mr. Mutabanura, 12,000kms was to be covered by those participating and this would ultimately equal to USD 12,000 as a minimum that was needed to be raised to ensure that many more women in the Busoga region can get a chance to be screened for cervical cancer and get treatment if they needed it.

Cervical cancer is the most common cancer in Uganda. In 2018, it accounted for 35 percent of all new female cancers. In Uganda, cervical cancer is the number one cause among women of both age-standardized cancer-related incidence (54.8 per 100,000) and cancer-related deaths (40.5 per 100,000). In 2019, Rays of Hope Hospice Jinja screened 1,264 women for cervical and breast cancer.

One in every 11 women showed signs of beginning cancer and they were treated on site. This year, the organisation hopes to give early diagnosis and treatment to many more women.

However, Challenges to provision of effective care in Uganda include competing health needs, misconceptions about screening, and poor prevention, screening, and treatment infrastructure, particularly in rural areas.

Being a chief runner, Mr. Mutabanura's role was to coordinate and mobilize other people to join this genuine cause.

"My role as a chief runner for the Uganda for the Roses event 2020 was to lead everyone who was participating in the event by sharing the event widely amongst my network and encouraging people to join the event, which I did amongst others," adding that: "First of all, doing 60Kms myself overall and pass this information within my network. I was able to involve some of our students as well as staff in participating in the run."

Mr. Mutabanura further added that: "This run involved wearing a T-shirt for the event on several occasions, taking regular pictures as I run or walked and then sharing them with the events' organizers to post on social media."

Asked how the organizers planned to screen women for cervical cancer this year, Mr. Mutabanura said: "What was not done physically this year was holding the event which typically is for one-day. However, the actual clinical services continue throughout the year just like last year where for so long as people were falling sick or seeking clinical services, they were being examined for cervical cancer and other women's cancers and treated if found to be positive or at risk."

The statistics for the number of women screened in 2020 is not yet available since the activities are still going on.

Last year Cavendish university made a cash contribution and also sent a team of students to participate physically in the run. This year, the university has again put together students to participate.

Having run 60kms alone, Mr. Mutabanura believes said that we can beat cancer: "What is good for us to know is that there is a "can" in cancer because you can beat it. And how can we beat it? By testing early and seeking treatment early enough. These cancers can actually be treated once identified early in the cycle of affliction."

Unlike last year where the event was for only one month, this year, the organizers have extended the event, meaning that the opportunity to run, walk, swim, or ride goes up to November.

"This means that people can still participate wherever they are, at their own time to enable us to collectively reach the 12, 000kms mark and even surpass it because that is the minimum", Mr. Mutabanura advised the runners .

"This walking, running, swimming or riding is done for the women of our lives, our mothers, our daughters, our sisters, our aunts, our nieces in order to help them to receive the kind of assistance they need regarding these women's cancers," Mr. Mutabanura explained.

He also added that: "So, we encourage people to get moving for the

women in their lives and also make it fun with friends and family as they do it."

Ms. Iranezereza Saidate a second-year student of Procurement and Logistics and a participant in the run said: "I love people and we should be there for each other. I would not want to see any person I know having cancer or even those that I don't know. This motivated me to participate in this cancer run to create awareness so that those who do not have it (cancer) can prevent it and those who have it can access treatment."



Ms. Iranezereza Saidate

However, to the people who cannot run, walk, swim or ride, they can do something else. "I did play some tennis for a couple of hours because ultimately, I was raising awareness within my sporting community and also it fitted within the time and the kind of exercises that I preferred," Mr. Mutabanura said.

For people who cannot do any of those, you can go outside Shoprite Lugogo and buy a T-shirt to register. A T-shirt costs Shs. 25,000 for adults and Shs. 20,000 for children. After you have done whatever you have done, you send a picture on the WhatsApp number +256 787 044064 as you exercise in the T-shirt and then you can provide the name, the approximate distance that you have covered and where you are exercising from and it will be posted.

One can also join the event online at [www.challengehound.com/Ugandafortheroses](http://www.challengehound.com/Ugandafortheroses). And in this way, you can help in contributing to defeat cancer. For more information about the initiative, you can call the number, +256 784 903491 or visit the website at [www.raysofhopehospicejinja.org](http://www.raysofhopehospicejinja.org)

**About Rays of Hope Hospice Jinja**  
Rays of Hope Hospice Jinja is a non-governmental, non-profit, inter-faith organization. It has provided palliative care to patients with life threatening and life limiting illnesses in Busoga Region and Buikwe district since 2005. This area is about 10,000 km<sup>2</sup> with a population of 3.5 million people.

The organization's mission is to provide palliative care and improve quality of life for all people with life threatening illnesses and their families in Busoga region and neighboring districts.

See pictures in page 7

## EDITORIAL

## Universities should train lecturers on technology

The COVID-19 pandemic situation has posed unprecedented challenges requiring lecturers to adapt to teaching online.

Until March 2020, the typical teaching situation at school was characterised by students who convened in lecture rooms according to their timetables and lecturers who covered their subjects' standard content, frequently through formal lecturing. Students were required to listen to their teachers, work individually or in groups, and predominantly reproduce knowledge in assessments.

The school lockdown confronted lecturers, students, and parents with an entirely new situation.

Continued teaching and learning was only possible through alternative means of schooling. Lecturers had to change to online teaching, requiring them to use various digital tools and resources to solve problems and implement new approaches to teaching and learning.

Beyond instructional goals, lecturers were also required to maintain contact with their students to account for the social integration of their learning groups.

Historically, the integration of new educational technologies into lecture room practice has been slow. However, with the outbreak of COVID-19 pandemic, governments across the world can only allow learning institutions to operate online.

Significant barriers that have affected lecturers' integration of technology mainly occur at the personal, institutional and technological level, which may include teacher self-efficacy, professional development opportunities, the support of the university management, accessibility of the technology and technical support.

Many lecturers still face significant challenges in adapting to online teaching, and maintaining at least a minimum of communication with students and supporting students' learning and development.

These lecturers need to be trained if they are to remain in their institutions. Universities can hire technical companies like Ultimate Media Consult to train their lecturers on the use of various digital tools and resources.



Mr. Herbert Mudoola and other lecturers attend a multimedia training organized by Ultimate Media Consult at Ci' Sand Suites hotel in Jinja city. PHOTO by Geoffrey Ochwo

## Two CUU Journalism Lecturers, others from different universities trained on Technology use in Education

BY GEOFFREY OCHWO

On October 26, journalism lecturers from 10 universities converged at Ci' Sand Suites hotel in Jinja city for a multimedia training organized by Ultimate Media Consult (UMC) and United States Mission.

UMC is a multimedia journalism and communications Organisation offering value added multimedia news, information and knowledge products, services and training. Cavendish university, Makerere university, Uganda Christian university, and Kampala International university were among the 10 universities.

From Cavendish university, the training was attended by Mr. Herbert Mudoola and Mr. Geoffrey Ochwo.

The training that lasted for four days was aimed at equipping lecturers with relevant skills so that they can train their students on how to engage with video, digital photography, audio, immersive storytelling, writing/ packaging for online and data visualization using phones and computers and different digital tools for quick content production & sharing.

According to Mr. Gerald Businge, the Managing Director of Ultimate Multimedia Consult, journalism and communication lecturers need to be equipped with relevant knowledge and skills for strategic implementation and production of digital media content that audiences can consume on digital gadgets including phones, computers, and tablets.

"We need to see Lecturers of Journalism and communication begin to groom a generation of practitioners knowledgeable and savvy in multimedia and usage of digital tools in their commu-

nication and journalism practice," Mr. Businge told this newspaper.

Last year, UMC trained over 130 journalism students from Cavendish university, Kampala International University and Makerere university, still with the support of the US mission.

UMC has been in partnership with the US mission for two years. However, UMC also partners with Makerere university and Yaaka Digital Network.

"We are running a partnership with Makerere University to jointly offer multimedia journalism and digital learning courses as well as with Yaaka Digital Network to offer online learning facilitation (digital pedagogy) training as well as offer UMC courses to those who want to study online," Mr. Businge said.

Mr. Herbert Mudoola the Head of Department, Journalism and Communication Studies at Cavendish university thanked Ultimate Media Consult and the US Mission in Uganda for organising such a training, saying it was timely.

"The training has come at a time when both media and education institutions need to embrace digital media in operational management."

Mr. Mudoola also added that: "The training was significant in positioning and assisting in reviewing the Bachelor of Journalism and Communication Studies curriculum to create competitive and address market relevant courses to enhance employability principal of Cavendish university."

Mr. John Semakula a lecturer at Uganda Christian University referred to the training as 'relevant and timely.'

"This training came at the right time when we are shifting from analogue teaching because of Covid-19 to digital Online distance learning." He also added that: "After the four days of training, my perception of practicing journalism has changed. My mind was triggered to see new modern ways of practicing journalism with simple equipment."

"This training has helped us to become better multi-media producers and trainers. A lot was achieved during this training," said Mr. John Baptist Imokola a lecturer at Makerere university.

Asked how UMC plans to work

with higher institutions of learning in Uganda, Mr. Businge said: "We would like to work with universities who are keen to grow their capacity in multimedia journalism and digital communications training by partnering to provide these courses to both continuing students and as short courses," adding that: "We also welcome joint projects for community engagement and practical multimedia story production that empower students and communities especially running hyperlocal websites (focusing on particular communities near universities)."

Although UMC has trained many university students and lecturers, they still find it hard to work in higher institutions of learning because some students and lecturers do not have the necessary devices to support multimedia learning.

"Many students and lecturers don't have high capacity phones to support good multimedia content production nor the money to pay for some software needed for industry grade multimedia projects," Mr. Businge said. "Also, many universities are stretched with financial needs and cannot afford to fund their lecturers and students to get additional multimedia and digital skills," Mr. Businge added.

He also stressed that: "Even where the will is present, the long processes through which university programmes go through to change curriculum including approval by the National Council for Higher Education affects uptake and inclusion of the new courses."

In the era of COVID-19 pandemic when universities are shifting to online learning, it is, therefore, important for journalism and communications trainers to get equipped and empowered to be able to train the next generation of journalists who can report better for the current audience demands—more immediate, data driven, multimedia and engaging.

The new media tools have given a chance to everyone to produce and share content. Trained journalists, therefore, need extra skills, knowledge and mindset if we are to continue to lead content production, sharing and engagement in digital platforms.

## LOCAL STUDENTS' FEES STRUCTURE

	Duration	Fees (UGX)		
		Day	DL	Weekend
Bachelor of Business Administration - Procurement & Logistics	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Business Administration - Accounting & Finance	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Business Administration - Banking & Finance	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Business Administration - Generic	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Business Administration - Human Resource Management	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Science in Economics and Statistics	3 Years	1,119,000		
Bachelor of Arts in International Relations & Diplomatic Studies	3 Years	1 092,000	1,102,500	1,786,500
Bachelor of Journalism & Communication Studies (PR/ Mass.Comm)	3 Years	1 092,000	1,102,500	1,786,500
Bachelor of Laws (LLB)	4 Years	2,257,000		3,423,000
Bachelor of Environmental Health Science	3 Years			1,482,000
Bachelor of Science in Public Health	3 Years	1, 882, 000	1, 275, 000	2, 133, 000
Bachelor of Information Technology (BIT)	3 Years	1,386,500	1,275,000	2,133,000
Bachelor of Science in Software Engineering	4 Years	1,386,500		
Bachelor of Science in Computer Science	3 Years	1,386,500		
Bachelor of Public Administration and Management	3 Years	1, 092, 000	1, 102, 500	1, 786, 500
<b>Master's Degrees</b>				
Master of Public Health	2 Years	1,923,750		2,168,000
Master of Business Administration	2 Years	1,890,000		2,058,000
Master of Business Administration - Accounting & Finance	2 Years	1,890,000		2,058,000
Master of Business Administration-Procurement & Supply Chain Mgt	2 Years	1,890,000		2,058,000
Master of Business Administration - Human Resource Mgt	2 Years	1,890,000		2,058,000
Masters of Arts in International Relations & Diplomatic Studies	2 Years	1,890,000		1,968,500
Masters of Laws (LLM)	2 Years	2,430,000		2,798,300
Masters of Project Planning and Management	2 Years	1,890,000		1,968,500
<b>Diplomas</b>				
Diploma in Computer Science and Information Technology	2 Years	721,500	819,000	
Diploma in Business Administration	2 Years	721,500	819,000	
<b>Other Charges per Degree type</b>				
Application Form (Paid Once)	30,000	30,000	30,000	30,000
Student ID (Paid once)	20,000	20,000	20,000	20,000
Internship Fee (Paid Once in 3rd Year)		350,000		
<b>Annual Fees</b>				
Library Fee	180,000	180,000	90,000	60,000
Guild Fee	20,000	20,000	20,000	20,000
Research Development	100,000	100,000	55,000	55,000
Computer	200, 000	200,000	200,000	200,000
Examination	100,000	100,000	50, 000	50, 000
Utility	10, 000	10, 000	10, 000	10, 000
Development Fee	25, 000	25, 000	25, 000	25, 000
Medical Emergency	20, 000	20, 000	20, 000	20, 000
Sports Fee	20, 000	20, 000	20, 000	20, 000
National Council For Higher Education( NCHE)	20, 000	20, 000	20, 000	20, 000
<b>Total Per Year</b>	<b>695,000</b>	<b>695,000</b>	<b>510, 000</b>	<b>480, 000</b>
<b>Semester Fees</b>				
Registration per Semester	60, 0000	60, 0000	45, 0000	30, 0000

**INTERNATIONAL STUDENTS' FEES STRUCTURE**

	Duration	Fees (UGX )		Fees (UGX)
		Day	DL	Weekend
Bachelor of Business Administration - Procurement & Logistics	3 Years	\$330	\$360	\$585
Bachelor of Business Administration - Accounting & Finance	3 Years	\$330	\$360	\$585
Bachelor of Business Administration - Banking & Finance	3 Years	\$330	\$360	\$585
Bachelor of Business Administration - Generic	3 Years	\$330	\$360	\$585
Bachelor of Business Administration - Human Resource Management	3 Years	\$330	\$360	\$585
Bachelor of Science in Economics and Statistics	3 Years	\$330		
Bachelor of Arts in International Relations & Diplomatic Studies	3 Years	\$325	\$360	\$585
Bachelor of Journalism & Communication Studies (PR/ Mass.Comm)	3 Years	\$325	\$360	\$585
Bachelor of Laws (LLB)	4 Years	\$560		\$1,125
Bachelor of Environmental Health Science	3 Years			\$450
Bachelor of Science in Public Health	3 Years	\$450	\$420	\$490
Bachelor of Information Technology (BIT)	3 Years	\$420	\$420	\$690
Bachelor of Science in Software Engineering	4 Years	\$420		
Bachelor of Science in Computer Science	3 Years	\$420		
Bachelor of Public Administration and Management	3 Years	\$325	\$360	\$585
<b>Master's Degrees</b>				
Master of Public Health	2 Years		\$625	\$680
Master of Business Administration	2 Years		\$613	\$640
Master of Business Administration - Accounting & Finance	2 Years		\$613	\$640
Master of Business Administration-Procurement & Supply Chain Mgt	2 Years		\$613	\$640
Master of Business Administration - Human Resource Mgt	2 Years		\$613	\$640
Masters of Arts in International Relations & Diplomatic Studies	2 Years		\$613	\$620
Masters of Laws (LLM)	2 Years		\$788	\$870
Masters of Project Planning and Management	2 Years		\$613	\$620
<b>Diplomas</b>				
Diploma in Computer Science and Information Technology	2 Years		\$200	\$270
Diploma in Business Administration	2 Years		\$200	\$270
<b>Foundation</b>				
	<b>1 Year</b>	<b>\$200</b>		
<b>Other Charges per Degree type</b>				
	<b>Masters</b>	<b>Bachelors</b>	<b>Diploma</b>	<b>Foundation</b>
Application Form (Paid Once)	\$10	\$10	\$10	\$10
Student ID (Paid once)	\$10	\$10	\$10	\$10
Internship Fee (Paid Once in 3rd Year)		\$100		
Student Pass fee per year	\$100	\$100	\$100	\$100
<b>Annual Fees</b>				
Library Fee	\$60	\$60	\$30	\$20
Guild Fee	\$10	\$10	\$10	\$10
Research Development	\$30	\$30	\$20	\$20
Computer	\$55	\$55	\$55	\$55
Examination	\$30	\$30	\$30	\$20
Utility	\$5	\$5	\$5	\$5
Development Fee	\$10	\$10	\$10	\$10
Medical Emergency	\$10	\$10	\$10	\$10
Sports Fee	\$10	\$10	\$10	\$10
National Council For Higher Education( NCHE)	\$10	\$10	\$10	\$10
<b>Total Per Year</b>				
Semester Fees	\$230	\$230	\$180	\$170
Registration per Semester	\$20	\$20	\$15	\$10

# Museveni: The student who runs a chili company



Samuel Museveni is the executive director of Chili Afrique

BY BENJAMIN MWIBO

Samuel Museveni is the executive director of Chili Afrique, a company that makes chili. The third-year student of Procurement and Logistics at Cavendish university says that he started with USD 50 about Shs. 180,000.

The company is fully registered in Uganda. The company adds value to

chili, making its consumption high. “As a company, we basically add value to chili from the garden by squeezing juice out it,” Museveni said. Museveni said that he realized that people like chili but powered chili makes people cough or sneeze because of its strong aroma.

So, he instead thought of making liquid chili in order to increase its con-

sumption. “I thought of chili business simply because of its market demand but this was after making a survey because it is mainly demanded by the restaurants, hotels, and the mchomo street vendors,” Museveni said.

Chili Afrique does not grow its own chili but it buys raw chili from their growers in Buyale, northern Uganda.

Museveni says that he mobilized a group of school dropout youth to start growing chili so that his company buys from them. He offered a piece of family land to the youth for chili growing.

The youths welcomed the idea and started tilting the land for chili growing and now they are able to produce hundreds of kilograms of chili that are all bought by Chili Afrique. Museveni transports chili from northern Uganda and processes it in Kibuli, a Kampala suburb.

The last born in the family of seven has a vision of becoming the leading producer of chili in East Africa through his company, Chili Afrique. “We have one competitor as a company and that is Akabanga based in Rwanda but our vision is to be the best and leading producers of chili in East African region and Africa at large,” Museveni said.

Apparently, Chili Afrique receives no funding from any organisation but it partners with some organisations. “We have no funding but we have partnerships with some innovators like Kafero Foundation which inspire young innovators. They, therefore, give us training and also link us to different opportunities or investors,” Museveni said.

Museveni also said that Cavendish

university supported them in various innovation trips like in Kigali-Rwanda and Nairobi- Kenya.

Museveni’s company has managed to buy a piece of land in Matuga, Wakiso district where they hope to establish another branch.

However, the chili business is not without challenges. Museveni said that he lacks machines since his company relies mainly on the local manpower. Accessibility to the market is another challenge to the company.

“There is currently a challenge of accessibility to the market due to the various standards required from us by the Uganda National Bureau of Standards (UNBS),” Museveni lamented.



Museveni started his primary education at Kyangwali resettlement refugee camp since his family was displaced by the South Sudan war. He later moved to Hoima district from where he completed his primary education at Murubia Primary school. In 2011, he joined Kingston high school in Kampala for his secondary school.

In 2015, Museveni joined Cavendish university for a certificate programme after losing his father. He thereafter upgraded and did a diploma course. He is now in his last year pursuing a Bachelor’s degree of Procurement and Logistics.

# Cavendish opens for final year students, observes SOPs



Students register at the security point before accessing lecture rooms. Photo by Geoffrey Ochwo

BY FAIMA IBRAHIM

Before opening education institutions for final year students in Uganda, the Ministry of Health wrote to the First Lady and education minister Janet Museveni in August advising on Standard Operating Procedures

(SOPs), which must be adhered to by all schools, if they are to be opened.

As a requirement by the government, Cavendish university maintains regular handwashing, observance of a two-meter distance between students, frequent sanitizing, and wearing of masks among others for all the stu-

dents and staff within the university premises.

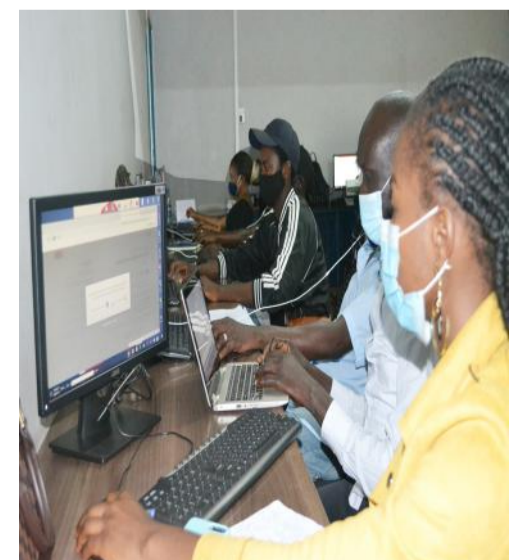
At the entrances to the university, all people accessing the university are required by the security to take temperature measurements, write their names and their temperatures, wear a mask, and sanitize before.

Short of these, one cannot be allowed to access the university premises. The security personnel also keep monitoring the students and staff to ensure that they wear masks as long as they are in the university. There are many posters pinned in strategic areas in the university to create awareness about COVID-19.

Mr. Emmanuel Muluma a third-year student of Business Administration – Banking and Finance says that he is happy to come and complete his studies. “I am excited to come back to school because I was tired of staying at home. I needed to complete my studies as soon as possible so that I can go and do other things,” adding that: “Life has not remained the same. We are here but we have to keep social distance and we no longer even hand shake. It is like we are different

people in same lecture room.

However, Mr. Muluma also advised his fellow students to observe the SOPs, warning that COVID-19 is real. “As a concerned student it is very important to follow the SOPs which have been up by the Ministry of Health. These SOPs are for our own benefit because COVID-19 is real and not a myth as some people take it. We need to sanitize every time, wear masks and keep distance,” Mr. Muluma said.

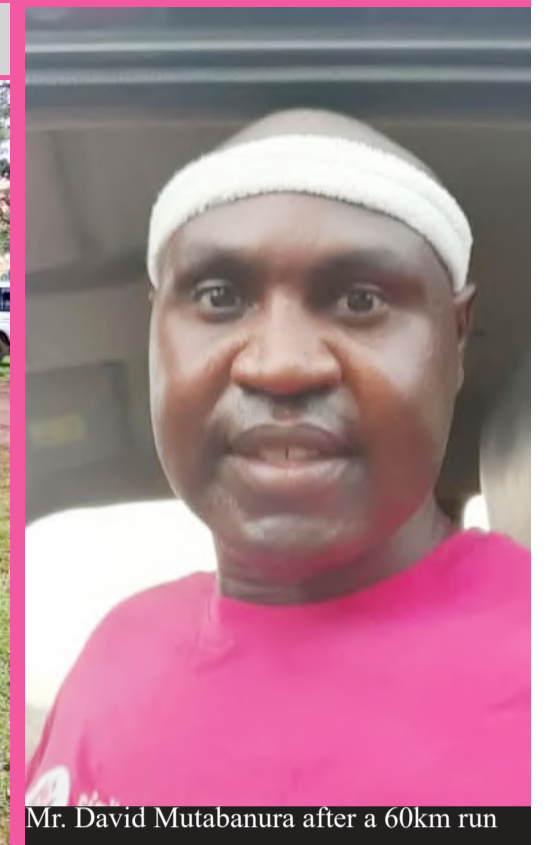


Classes began on September 21 and will end on December 23, 2020.

Cervical Cancer run/walk/ride pictorials



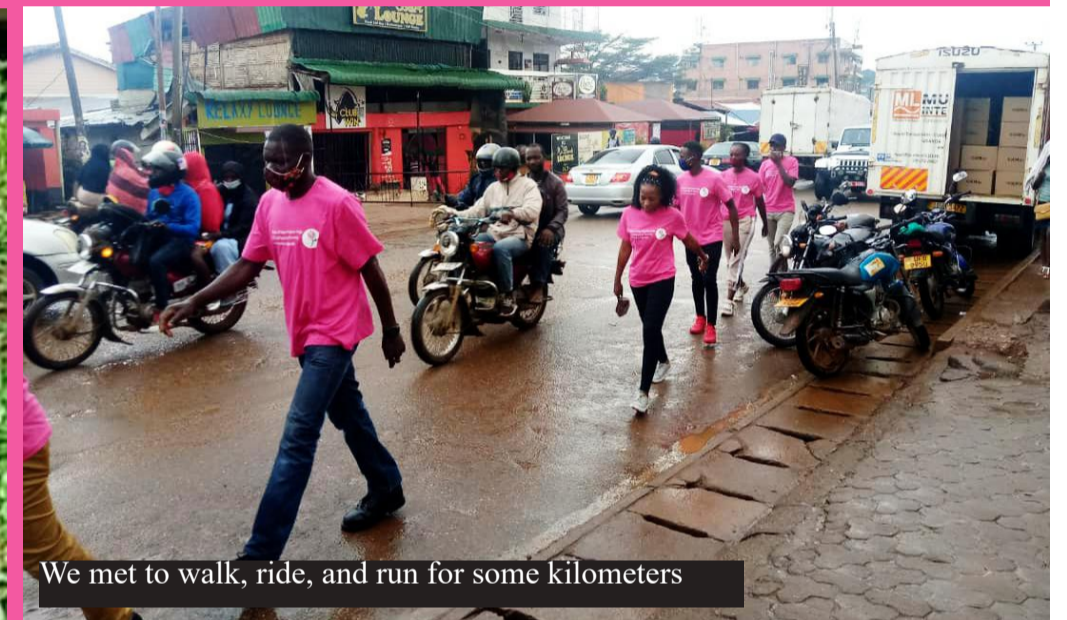
CUU students pose for a photo with other participants during last year's run



Mr. David Mutabanura after a 60km run



Cover your nose as we cross this trench.



We met to walk, ride, and run for some kilometers



Gentlemen, we are here to create awareness about cervical cancer



Madam, have you ever heard of cervical cancer?



Open choice: It is either a run, walk, or ride.



After the run, walk, and ride, we can now take a photo.



# The E-Myth Revisited: why most small busi- nesses don't work and what to do about it-By Micheal E. Gerber

Book review by Elizabeth Mary Namakula

## Chapter 6. Maturity and the Entrepreneurial Perspective

The success of a business is a continuous journey. It all takes time, and part of which is failing. "A Mature business knows how it got to be where it is, and what it must do to get where it wants to go."

Businesses require a lens of enterprise to appreciate this stage. This stage of the business requires an "Entrepreneurial Perspective."

"The Entrepreneurial Perspective adopts a wider, more expansive scale. It views the business as a network of seamlessly integrated components, each contributing to some larger pattern that comes together in such a way as to produce a specifically planned result, a systematic way of doing business."

This perhaps requires that an enterprise is a chain of businesses built by a

team of like-minded people. *Mulwana* group of companies stands out in this area just as much as *Sudhir Rupereria* who are engaged in real estate, banking sector, manufacturing, etc.

The Technician at this point gets their hands dirty by being actively involved in the daily running of the enterprise. Rather divergent with the "Technician's Perspective" which is focused on the present work to be done and sees no connection with today's reality and the future picture of where the business is going.

Each business is a fresh idea. Gerber asserts that: "The Entrepreneurial Model does not start with a picture of the business to be created but of the customer for whom the business is to be created." Thus business is built based on the needs assessment done by the owner/entrepreneur.

The vision of a business must be

well crafted in advance. A business cannot succeed without a clear picture of the customer it serves. Thus, if the customer analysis has not been done, do not waste time establishing that kind of business. This makes sense because very many small startups do not live to see their first birthday in many cases.

"To the Entrepreneur, the business is the product. To the Technician, the product is what he delivers to the customer."

## Part II: The Turn-Key Revolution: A New View of Business

### Chapter 7: The Turn-Key Revolution

Ventures like KFC, Macdonalds, Shell, etc come in handy here. Many parts of the world have these ventures thriving even outside the mother company. "The Business Format Franchise is built on the belief that the true product of a business is not what it sells but how it sells it."

"The true product of a business is the business itself." Gerber emphasizes that short of the product, the business ceases to exist. Whether it is a brand, or logo, or emblem, it all dissolves when there is no actual product existing.

"What Ray Kroc understood at McDonald's was that the hamburger wasn't his product. McDonald's was." He used that knowledge to sell the business model (i.e. business franchises) instead of directly selling burgers. Ray Kroc saw the franchisee as his most important customer.

"Ray Kroc's most important concern then became how to make certain his business would work better than any other. If McDonald's was to fulfill the dream he had for it, the franchisee would have to be willing to buy it."

The result is that Kroc developed a product that would be a predictable success no matter who owned it: "a foolproof, predictable business." (aka a part of the "Turn-Key Revolution"). This is very similar to other global brands like Xerox, IBM, Microsoft, Hilton products, services and hotels of hospitality, etc.

### Chapter 8: The Franchise Prototype

Gerber notes that: "Business Format Franchises have reported a success rate of 95 percent in contrast to the 50-plus-percent failure rate of new independently owned businesses...80 percent of all businesses fail in the first five years, 75 percent of all Business Format Franchises succeed."

The Franchise Prototype is the working model for the business and an incubator for ideas and innovation.

The Franchisor develops a working, repeatable system. "If the franchisor has designed the business well, every problem has been thought through.

All that's left for the franchisee to do is learn how to manage the system."

The Franchise Prototype allows the owner to provide the customer what he wants and maintain control of the business. Moreover, the Franchise Prototype allows the three personalities—Entrepreneur, Manager, Technician—to work in harmony.

A Business Format Franchise "is a proprietary way of doing business that successfully and preferentially differentiates every extraordinary business from every one of its competitors."

### Chapter 9. Working On Your Business, Not In It

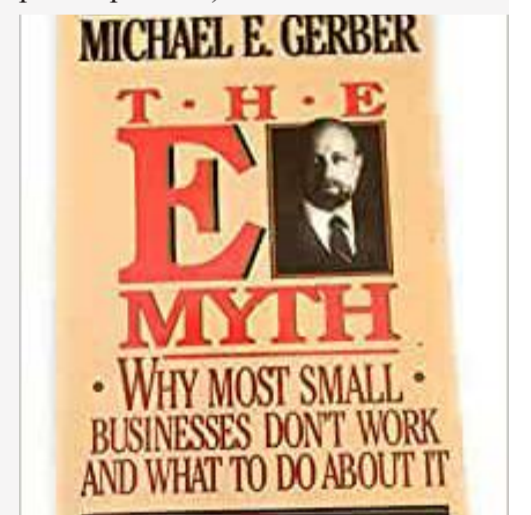
"Your business is not your life. Your business and your life are two totally separate things." Just do not try to make the error of mixing these two. Typical of some Ugandan startups is that business owners begin to use their businesses as sole source of livelihood.

To the extent that a shop becomes the support system of homes. Many would pick merchandise from the shop to look after the home. "The purpose of your life is not to serve your business, the primary purpose of your business is to serve your life...work on your business, rather than in it..."

Approach your current business as a prototype for 5,000 more just like it. Whether or not you opt to franchise the model, the author urges business owners to pretend they are franchising the business.

The reason for using this "franchise" mindset is that it forces the owner to develop systems and processes for the business's employees, suppliers, lenders, customers, etc.

Create a system-dependent business rather than a people-dependent (or expert-dependent) business.



### Ask yourself the following questions:

How can I get my business to work, but without me?— How can I get my people to work, but without my constant interference?— How can I systematize my business in such a way that it could be replicated 5,000 times, so the 5,000th unit would run as smoothly as the first?— How can I own my business, and still be free of it?— How can I spend my time doing the work I love to do rather than the work I have to do?