



**Miller Center**  
for Social Entrepreneurship



# Enhanced Apprenticeship Learning Experience



Erin Malcolm and Marissa Boylan

# EXECUTIVE SUMMARY

The Eggpreneur playbook that guided the Sisters' Apprenticeship in 2019-20 was a pilot, to evaluate and enhance the effectiveness of this playbook as a learning tool, Eggpreneur requested a critical review with recommendations. We engaged in a critical review of the learning experiences of the Sisters who participated in the first apprenticeships. We conducted over 72 hours of Zoom interviews, over the course of 12 weeks, with six Catholic Sisters from two congregational startups to evaluate Eggpreneur's training program. These sessions assessed the Sisters' understanding of the business and impact model taught by Eggpreneur, as well as their knowledge of social media.

Through these interviews, we identified strengths, weaknesses, and gaps to determine our recommendations for improving for each of the 12 modules in the playbook. We have highlighted a few of our key findings to capture the scope of our recommendations. From our discussions with the Sisters we identified and addressed the needs for a more user-friendly income statement and sparked the creation of an additional learning material, the Eggpreneur Poultry Farming Workbook. The process of reviewing their training materials served as an effective review for the Sisters as they prepared to undertake the Miller Center's Accelerator program. To aid in their success, we revised the set of financial models used in the Accelerator program to align it with the Sister's existing financial literacy. These recommendations and the revised income statement have been presented and discussed with both Matt Dickson and Constant Bossou and have now been implemented into the Eggpreneur Apprenticeship Playbook.

Prepared by:



# Table of Contents

Key Findings	1
Revised Income Statement	2
Revised Financial Models	4
Methods	8

Prepared by:



# Key Findings

---

We have crafted a list of recommendations for each module of the Eggpreneur Playbook based on the feedback we received in our interviews. These are some of the key findings:

1. Adjusting the Apprenticeship timeline to give more time to concepts that have been identified as especially challenging will allow beneficiaries to internalize difficult concepts.
2. Maximizing alternative modes of learning such as the Eggpreneur Poultry Farming Workbook can help to supplement the training lectures, especially if the training remains online.
3. Adding more theoretical information to the later modules will allow Sisters to feel more confident in teaching these concepts to beneficiaries. They would appreciate more examples of the business concepts and models they are learning about.
4. Adjusting curriculum to account for limited in person interactions caused by the COVID-19 pandemic may provide great opportunities for expansion through alternative platforms such as newspaper/radio ads, phone calls, and advertising on social media.
5. Incorporating the Miller Center's African Storytelling in a Digital World playbook into Eggpreneur's Apprenticeship program will provide beneficiaries with an introduction to virtual marketing and social media storytelling.
6. Using stories of successful Eggpreneur beneficiaries serve as encouragement throughout the program.
7. Recording video lectures will provide an alternative way for the Sisters to access the lectures and address potential internet connectivity issues during the lessons. This would also allow the learners to reference the lectures whenever they needed them.

Prepared by:



# Revised Income Statement

---

During our interviews with the Sisters, we identified a need to improve the income statement used in Eggpreneur's playbook. We reformatted the existing spreadsheet to make the process of filling it out more intuitive for all users, especially for those who are not well versed in financial models. One way we did this was by color coding corresponding sections of the income statement to make connections easily apparent. We also adapted the expense section of the income statement. Previously, users had been asked to report the percentage of expenses while formulas embedded in the sheet would calculate the numerical amount. This step caused confusion amongst Sisters and inhibited their ability to complete their forms. To address that issue, the sheet now asks users to input the amount spent

The Little Sisters of St. Francis and the Assumption Sisters of Eldoret have since been able to make use of these revised financial models to submit an application for the Nancy Ottoboni Impact Investment Fund for Sisters and secure several thousand dollars of impact investment for their enterprises respectively. Our revised income statement has also been adapted and used by another social enterprise, NUCAFE. A screenshot of the blank revised Income Statement is included below.



**Photo 1:** Sisters Agnes, Christine, and Agatha learning from Eggpreneur founder, Matt Dickson

(Photo Credit: Eggpreneur)

# Revised Income Statement

			\$US
INCOME STATEMENT			Startup Year (Year 1)
<b>Ordinary Income/Expense</b>			
<b>Goods from Own Farm(s)</b>			
Sales of chicks			-
Sales of eggs from own farm(s)			-
Sales of meat from own farm(s)			-
<b>Subtotal: Sales of goods from own farm(s)</b>			-
<b>Goods from Partner Farmers</b>			
Sales of eggs from partner farmers			-
Sales of meat from partner farmers			-
<b>Subtotal: Sales of goods from partner farmers</b>			-
<b>Total Revenue</b>			\$ -
<b>Cost of Goods Sold</b>			
<b>Cost of Goods Sold (Only Applicable to Goods from Partner Farmers)</b>			-
<b>Gross Margin</b>			-
<b>Gross Margin as % of Income</b>			#DIV/0!
<b>Expenses</b>	<b>Fixed or Variable?</b>	<b>Variable %</b>	<b>Fixed Amount</b>
<b>Expenses Associated with Sales of Goods from Own Farm(s)</b>			
Hatchery-Specific Expenses	V	#DIV/0!	-
Start-Up Expenses from Own Farm(s)	V	#DIV/0!	-
Layer Hen Production from Own Farms [post 16 weeks]	V	#DIV/0!	-
Meat Production from Own Farm(s)	V	#DIV/0!	-
Marketing to Customers	V	#DIV/0!	-
Storage and Warehousing	V	#DIV/0!	-
Transport to Customers	V	#DIV/0!	-
Local Travel and Transportation	V	#DIV/0!	-
Allowance for Uncollectible Accounts (I.e. Defaults)	V	#DIV/0!	-
<b>Total Expenses Associated with Sales of Goods from Own Farm(s)</b>			-
<b>Variable Profit/(Loss) on Goods from Own Farm(s) for the Year</b>			-
<b>Expenses Associated with Sales of Goods from Partner Farmers</b>			
Marketing to Farmers / Community Engagement	V	#DIV/0!	-
Farmer Training	V	#DIV/0!	-
Farmer Ongoing Support	V	#DIV/0!	-
Marketing to Customers	V	#DIV/0!	-
Storage and Warehousing	V	#DIV/0!	-
Transport to Customers	V	#DIV/0!	-
Local Travel and Transportation	V	#DIV/0!	-
Allowance for Uncollectible Accounts (I.e. Defaults)	V	#DIV/0!	-
<b>Total Expenses Associated with Sales of Goods from Partner Farm(s)</b>			-
<b>Variable Profit/(Loss) on Goods from Partner Farmers for the Year</b>			-
<b>Overhead Expenses</b>			
Bank Service Fees	V	#DIV/0!	-
Mobile Money Fees (e.g. MPesa)	V	#DIV/0!	-
Payroll Expense	F	N/A	-
Employee Training and Staff Development	F	N/A	-
Casual Wages	F	N/A	-
Office Expenses (Including Rent)	F	N/A	-
Sundry Administrative Expenses (Insurance, Supplies)	F	N/A	-
Professional Fees; Accounting and Legal	F	N/A	-
Communication, Phones, Internet	F	N/A	-
Licenses and Permits	F	N/A	-
Other	F	N/A	-
<b>Total Overhead Expenses</b>			-
<b>Total Expense</b>			-
<b>Overall Profit/(Loss) for the Year</b>			-

**Figure 1:** Financial statement that tracks revenue and expenses to determine if there is a profit or loss

## Revised Financial Models

---

The feedback we gathered from the Sisters allowed us to revise the playbook income statement, but also to prepare the Sisters for their next steps in the Sisters' Blended Value Project, the Sisters Accelerator. We reviewed and retaught the information that they struggled with or needed to be reminded of to make sure they were ready for a program meant to build on their prior experience.

To address the gap between what the Sisters had learned in the Apprenticeship and what they needed to know for the Accelerator Program, we determined how to revise the financial models for the Accelerator. We provided definitions for each of the terms listed on the spreadsheets, developed a more comprehensive set of instructions for each of the deliverables, and adjusted the spreadsheets to be more specific to the Sisters' poultry farming social enterprises. This financial model includes sections on Unit Definitions, Revenue, Costs of Goods Sold, Operating and Capital Expenses, Break-Even Analysis, Growth Plan, External Capital, and Profit and Loss Statements.



**Photo 2:** Sisters and Anthony checking the weight of chickens to determine the way forward

(Photo Credit: Eggpreneur)

Prepared by:

# Revised Financial Models

---

## Instructions

---

### Step 1:

Enter Current Year

### Step 2:

1. Go to "Unit Definition" tab at the bottom of the excel spreadsheet
2. Enter name of each product/service that your enterprise provides (up to 4 different products/services).
3. Enter the "Unit Definition" for each product. This is an explanation of how you define one unit of your product or service.
  - a. Example: 1 unit of eggs = 12 eggs (if you sell eggs by the carton)
  - b. Example: 1 unit of eggs = 1 egg (if you sell your eggs individually)
4. Enter the "Beneficiaries Reached Per Unit Sold" for each product/service. This indicates how many individuals will benefit from each unit of product/service sold.

### Step 3:

1. Go to "Revenue" tab at the bottom of the excel spreadsheet
2. Enter the number of units sold annually for each product or service (up to 4 different products/services)
3. Enter the "Average Selling Price" (price per unit) for each product or service.
4. After you complete parts 2 and 3, the numbers in these sections will be automatically multiplied to calculate the total amount of income you have earned from each product/service sold
  - a. These numbers will appear in the section titled "Earned Income (Sales of Products or Services)"
  - b. You will not have to do any calculations on your own
  - c. At the bottom of the "Earned Income" section is the "Total Earned Income" which will automatically add all of your income amounts together for that year
5. Enter the sources and amounts of "contributed income" for each year. This section helps to include the amounts of income that you have that does not come from the sale of your products or services
6. Go to the "Revenue Assumptions" section. Some of the values you have inputted may have been estimates. List your assumptions and where you made estimations so you can remember why you have these specific amounts listed.
  - a. The longer your social enterprise has been established, the fewer assumptions you will have to make.

**Figure 2:** Excerpt of instructions for filling out the financial models

Prepared by:

# Revised Financial Models

## Revenues

	2018	2019	2020	2021
<b>Units Sold (Annual)</b>				
Eggs	3000	4500	6000	12000
Chicks	0	0	0	0
Product/ Service C	0	0	0	0
Product/ Service D	0	0	0	0
<b>Total Units Sold</b>	<b>3000</b>	<b>4500</b>	<b>6000</b>	<b>12000</b>
<b>Average Selling Price Per Unit</b>				
Eggs	280	280	280	280
Chicks	0	0	0	0
Product/ Service C	0	0	0	0
Product/ Service D	0	0	0	0
<b>Earned Income (sales of products or services)</b>				
Eggs	840000	1260000	1680000	3360000
Chicks	0	0	0	0
Product/ Service C	0	0	0	0
Product/ Service D	0	0	0	0
<b>Total Earned Income</b>	<b>840000</b>	<b>1260000</b>	<b>1680000</b>	<b>3360000</b>
<b>Contributed income (grants, donor funding, etc...)</b>				
Source A	100000	100000	100000	0
Source B	0	0	250000	0
Source C	0	0	0	0
Source D	0	0	0	0
<b>Total Contributed Income</b>	<b>100000</b>	<b>100000</b>	<b>350000</b>	<b>0</b>
<b>Revenue Assumptions (Note any key assumptions)</b>				

**Figure 3:** Tracks income from sales and funds received from outside contributors.

Prepared by:

# Revised Financial Models

## Operating Expenses (OpEx)

	2018	2019	2020	2021
Variable Operating Costs (sales commissions, etc.):				
% of Earned Income	3.0%	3.0%	3.0%	3.0%
<b>Total Variable Costs</b>	<b>25200</b>	<b>37800</b>	<b>50400</b>	<b>100800</b>
Fixed Costs				
Annual increase in Fixed Costs (%)		5.0%	5.0%	5.0%
Office staff (ED, accountant)	200000	210000	220500	231525
Office supplies (printers, supplies, accessories)	20000	21000	22050	23153
Research & development	20000	21000	22050	23153
Rent	90000	94500	99225	104186
Utilities	20000	21000	22050	23153
Other administrative Exp	70000	73500	77175	81034
Other fixed costs	0	0	0	0
<b>Total Fixed Costs</b>	<b>420000</b>	<b>441000</b>	<b>463050</b>	<b>486203</b>

## Capital Expenditures (CapEx)

	2018	2019	2020	2021
Capital Expenditures (land, buildings equipment)				
CapEx purchase 1	10000	0	0	0
CapEx purchase 2	0	15000	0	0
CapEx purchase 3	0	0	20000	0
CapEx purchase 4	0	0	0	12000
CapEx purchase 5	0	0	0	0
CapEx purchase 6	0	0	0	0
CapEx purchase 7	0	0	0	0
<b>Total Capital Expenditures</b>	<b>10000</b>	<b>15000</b>	<b>20000</b>	<b>12000</b>

**Figure 4:** Tracks expenses for operating and maintaining the business and initial purchase of land, buildings, and equipment.

Prepared by:

# Methods

---

Over 12 weeks, we conducted two meetings per week with the Assumption Sisters of Eldoret and the Little Sisters of St. Francis. Prior to each of these meetings, we would meet as a pair to study the module and to develop specific questions to lead our larger review sessions. We spoke with each congregation and took diligent notes throughout our discussions that we could reference in later discussions. By meeting with the groups separately, we were able to learn about their respective experiences. From there, we would organize our notes and discuss our findings. Responses that were similar across both groups were given additional consideration as we compiled the Sisters' feedback into recommendations to share with Matt Dickson and Constant Bossou.

We assembled our findings into lists of strengths, weaknesses, gaps, and recommendations for improvement for each of the 12 modules in the playbook. This structure allowed us to highlight the portions of the playbook that were effective at getting across lessons, reflect on what the Sisters recalled being more difficult to grasp, and identify areas where additional information was needed to clarify points. The recommendations provide suggestions for improvement based on our findings from previous sections.



**Photo 3:** A screenshot of our first zoom meeting with the Little Sisters of St. Francis

(Photo Credit: Erin Malcolm)

Prepared by: