

Master's Thesis

BEYOND THE OVOP THROUGH DESIGN THINKING APPROACH

By

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Table of Contents

Table of Contents	ii
List of Tables	iv
List of Figures.....	v
List of Acronyms	vi
Declaration of Originality.....	7
Acknowledgement	8
ABSTRACT	10
CHAPTER 1	12
INTRODUCTION.....	12
1.1 Problem Background	12
1.2 One Village One Product (OVOP) Program in Senegal.....	13
1.3 Research Problem	14
1.4 Research Objective.....	15
1.5 Significance of the Study	15
1.6 Organization of the Thesis.....	16
CHAPTER 2	18
BACKGROUND OF OVOP PROGRAM	18
2.1 History and Development of OVOP Concept.....	19
2.2 Presentation of Senegal.....	23
2.3 One Village One Product (OVOP) Project in Senegal.....	24
CHAPTER 3	29
LITERATURE REVIEW.....	29
3.1 One Village One Product Program	29
3.2 Entrepreneurship	35
3.3 Design Thinking	38
CHAPTER 4	47
RESEARCH DESIGN AND METHODOLOGY	47
4.1 Model Development	47
4.2 Hypothetical Model of Critical Success Factors.....	51
4.3 Research Design and Data Collection Method	53
4.4 Questionnaire Design	55

CHAPTER 5	56
ANALYSIS OF OVOP PROJECT IN SENEGAL	56
5.1 OVOP Case Studies in the Fatick and Kaolack Regions.....	56
5.2 Analysis of Case Studies and Questionnaire Survey Results	92
5.3 Revised Hypothetical Model of Critical Success Factors	104
CHAPTER 6	107
ANALYSIS OF DESIGN THINKING PROJECTS.....	107
6.1. Design Thinking as a Value Addition Approach.....	108
6.2 Three Design Projects Improving Lives.....	110
6.3 Analysis of Design Thinking Projects.....	121
6.4 Second Revised Hypothetical Model of Critical Success Factors	126
CHAPTER 7	127
DISCUSSION OF FINDINGS AND PRACTICAL IMPLICATIONS.....	127
7.1 Research Findings	127
7.2 Practical Implications	131
CHAPTER 8	137
CONCLUSIONS	137
8.1 Research Conclusions	137
8.2 Limitations and Direction for Future Study.....	141
REFERENCES.....	143
APPENDIX 1	Error! Bookmark not defined.
A NEW OVOP CONCEPT PROJECT PROPOSAL.....	153
1.1 Outline of the new OVOP Concept.....	153
1.2 New OVOP Concept Development	154
APPENDIX 2	159
Questionnaire aux Entrepreneurs Excellent OVOP.....	159
APPENDIX 3	168
Questionnaire Survey to Excellent OVOP Entrepreneurs.....	168

List of Tables

Table 2.1 Eligibility Criteria in the OVOP Project.....	26
Table 2.2 OVOP Selection Process	27
Table 2.3 OVOP Program Support Package.....	28
Table 3.1 Literature References on Design Thinking.....	45
Table 4.1 Selected OVOP Companies and Selection Criteria	59
Table 5.1 Evaluation of 8 Critical Success Factors	110
Table 6.1 Factors Presentation of OVOP Project and Design Thinking Projects.....	59
Table 6.2 Summary Table between OVOP Project and Design Thinking Projects	110

List of Figures

Figure 1.1 Framework of Chapter 1.....	12
Figure 2.1 Framework of Chapter 2.....	17
Figure 2.2 Location Map of OVOP Project Target Areas in Senegal	23
Figure 2.3 Institutional Framework of OVOP Project.....	25
Figure 3.1 Framework of Chapter 3.....	29
Figure 3.2 Innovation in Design Thinking.....	47
Figure 4.1 Framework of Chapter 4.....	52
Figure 4.2 Hypothetical Model of Critical Success Factors	56
Figure 5.1 Framework of Chapter 5.....	61
Figure 5.2 Location Map of Selected OVOP Companies in Fatick.....	62
Figure 5.3 Burlap Bag or Jute Bag (here used for the packaging of potatoes)	65
Figure 5.4 Jute Bag (finished product)	67
Figure 5.5 Processing Unit (production room)	71
Figure 5.6 Hibiscus Syrup (finished product).....	77
Figure 5.7 Location Map of Selected OVOP Companies in Kaolack	78
Figure 5.8 Outdoor drying Yard	81
Figure 5.9 Pressing Machine	82
Figure 5.10 Moringa Tree	82
Figure 5.11 Moringa Powder Jar 350 g	84
Figure 5.12 Dried Hibiscus Calyxes (“Vimto” variety)	88
Figure 5.13 Hibiscus Tea Bag Box	90
Figure 5.14 “Millet Spike Type Souna 3”	94
Figure 5.15 Background of OVOP Entrepreneurs.....	103
Figure 5.16 Distribution of Respondents by Type of Company and Business Activity....	103
Figure 5.17 Financial Situation of Respondents	105
Figure 5.18 Business Problems Encountered (multiple choice answer).....	106
Figure 5.19 Funding Sources (multiple choice answer)	107
Figure 5.20 Promotion Strategies (multiple choice answer).....	108
Figure 5.21 First Revision of Hypothetical Model of Critical Success Factors	111
Figure 6.1 Framework of Chapter 6.....	112
Figure 6.2 Asili Entrepreneurial Platform	119
Figure 6.3 SmartLife Social Enterprise	122
Figure 6.4 Moneythink Pilot App	125
Figure 6.5 Second Revision of Hypothetical Model of Critical Success Factors	128

List of Acronyms

ACDEV	Action and Development
AGADA	Alternative Action for African Development
CARITAS	Catholic Relief Agency
CSF	Critical Success Factors
GIE	Economic Interest Group
GIZ	German Technical Cooperation
F CFA	Franc of the African Financial Community
FRA	Authorization of Manufacturing and Marketing Processed Foods Products
ISRA	Senegalese Institute for Agricultural Research
ITA	Food Technology Institute
JICA	Japan International Cooperation Agency
OTOP	One Tambo One Product
ODOP	One District One Product
OVOP	One Village One Product
NGO	Non-Governmental Organization
PSE	Senegal Emerging Plan
PPVS	Vans Countries and Senegal Partnership
SMEs	Small and Medium-Sized Enterprises
TICAD	Tokyo International Conference on African Development
USAID	United Nations Agency for International Development

Declaration of Originality

I, NDIONE Joseph Segal hereby declare that this Master's Thesis is my own work and has not been submitted in any form for the award of another degree or diploma at any university or other institute. Information derived from the published or unpublished work of others has been cited or acknowledged appropriately.

NDIONE Joseph Segal

July, 20th 2017

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ABSTRACT

Small and medium-sized enterprises stand as a driving force in Senegal's economy. In rural areas where large companies barely exist, brave small-scale entrepreneurs shape their lives through value creation of local unique products. However, they face managerial hurdles related to marketing, product development and quality improvement, limited capital and lack of access to financing, capacity building training, limited access to large markets.

Over three decades after its successful introduction in Japan, the One Village One Product (OVOP) concept has been widely adopted by various countries, particularly developing ones, because of its potential to reverse local decay and decline. From 2011 to 2014, the Senegalese government supported by the Japan International Cooperation Agency (JICA) implemented this Japanese oriented rural development model with the aim of increasing local small-scale entrepreneurs' incomes generated through the promotion of local resources.

Though the OVOP movement recorded successful results in Japan, the achievements seem to be less than expected in other countries where the model has been advocated due to different development approaches, country backgrounds, stakeholder involvement, and understanding of the concept. In Senegal, the OVOP Program ended more than 3 years ago, and still there has been no expansion to cover other areas in the country, or to sustain OVOP achievements in targeted areas. The study has revealed that small scale enterprises emerge as key players of economic growth in Senegal. They stand as the main driving force for poverty alleviation, income generating activities development, and job creation. On the other hand, these days the Design Thinking approach is greatly

paid attention in local and regional development as well as products and business development. The purpose of this research is to introduce the Design Thinking method and also apply it into OVOP Project in Senegal. This new problem-solving approach is discussed in the literature review and is helpful for small companies and social entrepreneurs to find and identify important problems and create a variety of solutions.

Keywords: *One Village One Product (OVOP), Entrepreneurship, Small and Medium-Sized Enterprises, Leadership, Design Thinking.*

CHAPTER 1

INTRODUCTION

In this introductory Chapter, the topic of this thesis and the OVOP Program in Senegal are presented. Accordingly, the problem background, research problem, and research objective are introduced, followed by the significance of the study. At the end of this Chapter, the organization of this thesis is presented.

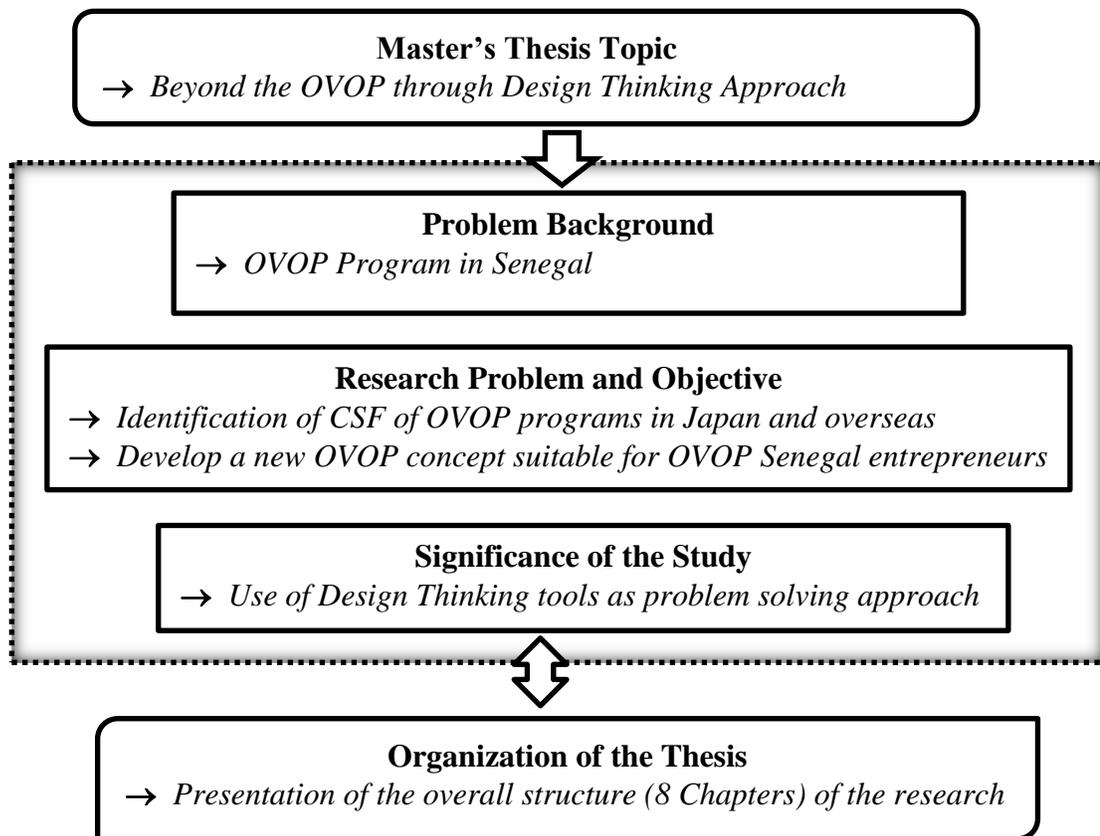


Figure 1-1: Framework of Chapter 1

1.1 Problem Background

Nowadays, small and medium-sized business enterprises emerge as key players of economic growth in developing countries. They stand as a main driving force for poverty

alleviation, income generating activities development and jobs' creation. However, SMEs face hurdles in both internal and external environments that significantly impact on their growth. On top of that, their access to financial supports is limited and the required technical capacity to upgrade their business is lacking.

Drawing a successful development model from the OVOP Movement in Oita Prefecture Japan, some countries reproduced the same concept to boost rural entrepreneurs' income and thus facilitate the growth of small-scale companies. In Senegal, the "Plan Senegal Emergent" (Emerging Senegal Plan) by 2025 and the "Document de Stratégie par Pays" (Country Reference Paper) 2005-2015 emphasize 4 main pillars: (1) "Wealth creation", (2) "Access to social basic services", (3) "Protection and risk management to which vulnerable population are exposed" and (4) "Good governance". In "Wealth creation", the emphasis is laid on the improvement of SMEs business environment and their promotion to sustainable access to funding supports, especially in rural areas.

Consequently, given the unique local products available in the country and the key role that SMEs play in terms of job creation, income generation and poverty reduction, there is an urgent need to develop new solutions to boost business activities in this sector. Developing new solutions means creating change and achieving positive impacts that will improve life in developing countries and enable brighter sustainable futures.

1.2 One Village One Product (OVOP) Program in Senegal

The Japanese oriented rural development model OVOP took its origin from Oita in the 1970s under the leadership of then-Oita Governor Morihiko Hiramatsu. The OVOP movement in Japan aimed at revitalizing rural communities through small-scale production

and sales of unique local products. The OVOP concept relies on 3 basic principles: (1) Local Yet Global (creating products which are globally accepted and that reflect pride in the local culture); (2) Self-reliance and Creativity (realization through independent actions of OVOP by utilizing the potentialities of the locality); and (3) Human Resource Development (fostering of human capital with a creative and challenging spirit) (Claymone, 2011).

Over three decades after its successful introduction in Japan, the OVOP concept has been widely adopted by various countries because of its potential to alter local decline and decay, particularly in developing countries. In South East Asia, the countries that have adopted OVOP include Cambodia, Korea, Indonesia, China, Thailand, Vietnam, Philippines and Laos. In Africa, JICA assists the OVOP movement as an efficient development tool with the aim of changing community members' awareness, promoting community empowerment, and alleviating poverty.

The OVOP Project in Senegal lasted 38 months, from March 2011 to April 2014. The Project was implemented in 2 regions (Fatick and Kaolack) of the 14 in Senegal. The implementing body was the Directorate of Craft Industry of Senegal, supported by JICA. The objective of the Project was to increase local producer incomes generated through the promotion and value addition of local resources under the OVOP Program.

1.3 Research Problem

Though the OVOP movement recorded successful results in Japan, lower than expected achievements have been recorded in other countries where the model has been advocated, due to different development approaches, country background, stakeholder

involvements, and the level of understanding of the concept. This study therefore intends to identify the critical success factors in existing OVOP Projects, and develop a new and better OVOP concept.

1.4 Research Objective

This study aims at developing a new model of OVOP concept through Design Thinking approach. The specific objectives are:

1. To identify and assess the critical success factors of existing OVOP Projects,
2. To determine the lessons in OVOP concept implementation in various countries;
and
3. To develop a new OVOP model prototype through the Design Thinking approach and entrepreneurship suitable for OVOP-based Senegal Entrepreneurs.

1.5 Significance of the Study

In Senegal, the OVOP Program was implemented for 3 years in 2 target areas. Through the Project's implementation, the producers and Chambers of Craft Industry in other regions expressed their strong wish to benefit from the OVOP Project because of the conclusive results achieved in the targeted areas. However, the OVOP Program ended more than 2 years ago, and so far no expansion of the program to other areas has occurred, and no attempt has been made to sustain the OVOP achievements in the targeted areas.

The SMEs sector is the driving force of the Senegalese economy. In rural areas where large companies barely exist, brave producers shape their lives through value creation of local unique products. However, they face managerial hurdles related to

marketing, product development and improvement, capacity building training, and so on. On the other hand, the Design Thinking approach is greatly paid attention to local and regional development as well as products and business development. . The purpose of this research is to introduce the Design Thinking method and also apply it into OVOP Project in Senegal. This will be discussed in the literature survey, but it is helpful for small companies and social entrepreneurs to find and identify important problems and create a variety of solutions. Thus, this research is relevant since its results will contribute to the body of knowledge in the field study of the OVOP concept, for Design Thinking, and for Leadership and SMEs.

1.6 Organization of the Thesis

The structure of this Thesis is as follows: following the Introductory Chapter, Chapter 2 presents the background of the OVOP Program and an overview of Senegal. The Literature survey is discussed in Chapter 3. This Chapter contains a comprehensive description all the theories and concepts utilized in this research. Chapter 4 focuses on Research Design & Methodology. A new methodological approach for this work is explained. Explanations consist of: a) model development and its components, b) the hypothetical model of critical success factors. Chapters 5 deals with the analysis of the OVOP Project in Senegal, and Chapter 6: Analysis of Design Thinking Projects, provides an analysis through design thinking as a value addition approach and a presentation of IDEO's activities related to OVOP businesses. Chapter 7 presents the research findings and Practical Implications. Finally, Chapter 8 concludes with the study's overall findings.

Moreover, this section includes the research limitations. This study ends by recommending promising areas for further research direction.

CHAPTER 2 BACKGROUND OF OVOP PROGRAM

This Chapter presents the background of OVOP Program and an overview of Senegal. The background of OVOP Program describes the project overall framework and implementing agencies. Data that are provided to introduce Senegal depict its natural condition and environment, economy, and socio-demographic situation. This Chapter intends to provide a whole picture of the country and the background of the main theme that is discussed in this study.

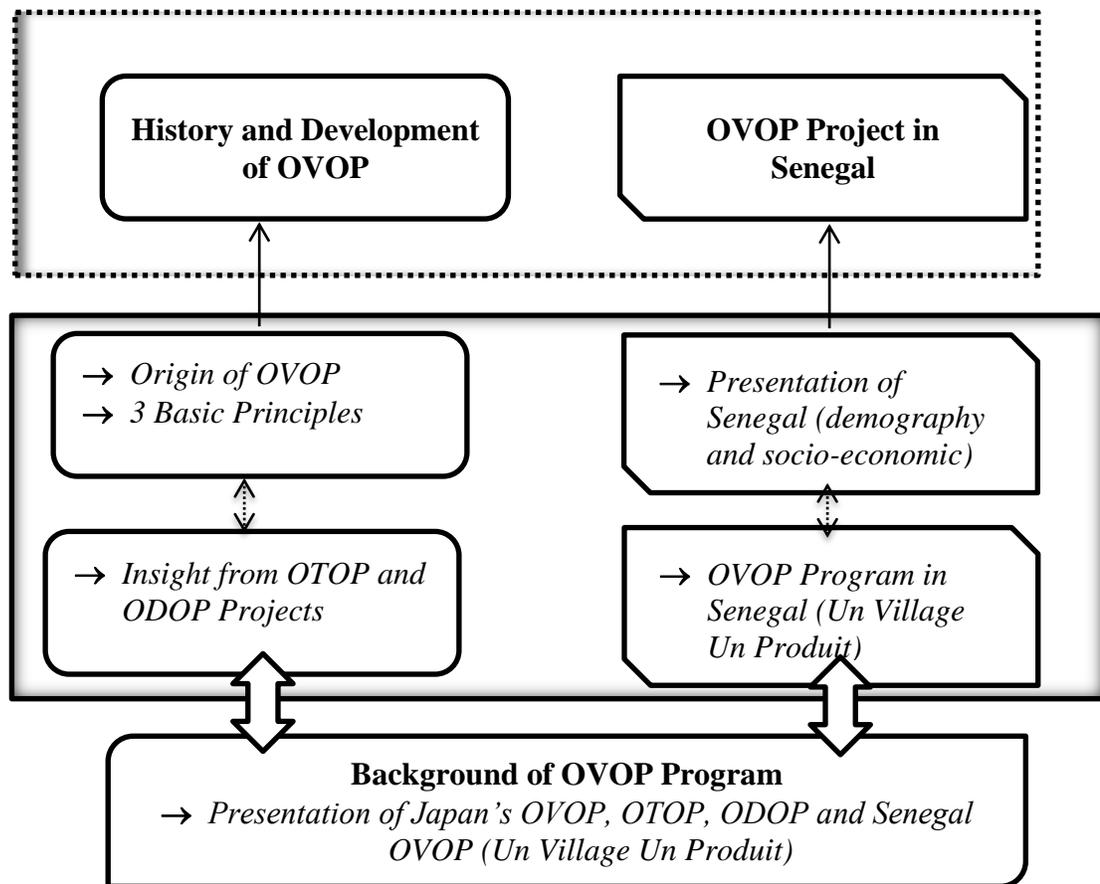


Figure 2-1: Framework of Chapter 2

2.1 History and Development of OVOP Concept

The history of OVOP in Japan can be traced from 1961 in Oyama Machi, the poorest village in Oita Prefecture. The plan was developed by Hirumi Yahata, (President of the Oyama agricultural cooperative) and called the New Plum Chestnuts strategy. It aimed to transform farming production from rice to more profitable chestnuts and plums in an endeavour to boost local subsistence standards. “Let’s plant plums and chestnuts to go to Hawaii” was the slogan of this attempt. It was successfully implemented six years after its adoption.

The OVOP concept constitutes a unique approach to local development which was masterminded by Morihiko Hiramatsu, the former Governor of Oita Prefecture, who used all his previous exposure and experience in the Ministry of Economy, Trade and Industry of Japan to aim for a solution to the serious rural economic decay in Oita Prefecture. OVOP aims to develop products that can compete in global markets while emphasizing the local value and encourage a spirit of community’s self-sufficiency (Meirina, 2013). OVOP was proposed to prevent loss of energy and de-population in Oita; find and nurture products, services, and industries that could best reflect and abet each region; eradicate strong reliance upon government, and to promote self-sufficiency and willingness among regional people. The concept urges people to embrace the local potentialities of their area and to promote them at domestic level or even globally.

The OVOP Movement targeted two objectives. The first aimed to increase the per capita income of local citizens. At that time, the Oita’s citizens income was low and the discrepancies with Tokyo, for instance, were very great. The movement’s second objective aimed at establishing a society that all citizens could be proud and feel satisfied with their

lifestyles in each of their respective communities; the creation of a society where people could live in affluence both materially and spiritually. The activities of the OVOP movement include not only the production of goods, but also tourism and regional arts and cultures (Nam, 2009). The three principles of OVOP are: (i) Self-reliance and Creativity; (ii) Human Resources Development; and (iii) Thinking Locally but acting Globally (Claymone, 2011).

The first principle of OVOP movement encourages entrepreneurs in rural areas to produce and market at least one commercial value product per village through the utilization of local resources and expertise. Government subsidies are not provided to OVOP groups due to the aim of promoting self-reliance. Instead government assistance is provided under the form of technical aid and research and development. Lastly, the third principle, which is human resource development, relies on increasing the capacity of entrepreneurs in terms of business management, marketing, leadership, and community member empowerment.

OVOP in Oita Prefecture highlights an important successful model in the policies of regional development. The OVOP movement empowered and encouraged local people to target potential opportunities that could lead to the growth of their economic situation, and boost the local industry with a global perspective. The basic principles underlying the concept as well as the local community endeavours that supported it, inspired similar implementation throughout Japan and various other Asian countries. The purpose of OVOP is heightening the quality of local products, building local brands, marketing and increasing the value of the products on the market (Nam, 2009).

In Thailand, the Philippines and Cambodia, where the level of rural poverty and unemployment tends to be high, the OVOP Program aimed to improve the economy. While in Taiwan and Malaysia, the OVOP Program aimed to develop third party investors appointed by the Government through an auction process. The following section presents 2 cases of the application of OVOP in Asian countries.

- **One Tambo One Product in Thailand**

The “One Tambon One Product” (OTOP) is Thailand’s version of Japan’s OVOP. The legacy of centralized administration in Thailand arising out of centuries of absolute monarchy made a centralized approach to OVOP the natural choice. Although OTOP (like OVOP) has adopted a bottom-up implementation modality that depends on government-community-private sector partnership, and relies on the same three principles: “it is formulated and implemented by the central government of Thailand, with strict guidelines for marketing and product development. OTOP (like OVOP) is not promoted as the only or even main development strategy for Thailand; rather it is part of the Thailand’s dual track development policy of fostering the nation’s competitiveness, while stimulating domestic consumption and empowerment of grassroots communities” (Issa, 2014).

Unlike OVOP which relies on a gradual and long-term development strategy, OTOP aims at swift development of community entrepreneurship. Among the measures promoted to realize this is periodic designation of certain groups or individuals as being ‘OTOP Village Champion’, and assigning ‘Number One’ or Five Star Status to certain products based on specific selection criteria set by the government. OTOP mainly

emphasizes the production of outstanding products that can successfully compete both in urban and external markets (Issa, 2014).

Nevertheless, OVOP's uniqueness is that the movement was mainly implemented by local citizens while the local authority only provided technical assistance, marketing promotion, fostering motivation, and few financial incentives; given the fact that heavy reliance on the local authorities or government could enfeeble the dynamism of the movement.

- **One District One Industry in Malaysia**

The first project in Malaysia that marked the beginning of the development of OVOP movement was known as One District One Product (ODOP), conducted in Kedah in 1992. In 2002, the movement developed into One Village One Industry (OVOI), referring to Thailand's OTOP movement. OVOI then transformed into Satu Distrik Satu Industri (SDSI) SDSI in 2003 (Meirina, 2013). The Malaysian Government interprets SDSI as a strategy to develop industrial clusters in several regions to advance their industry / entrepreneurship in specific areas. The Central Government provides support in the form of funding, technological training, business management, marketing, quality certification, and so on (Meirina, 2013).

Sixteen years after its implementation, ODOP has been enhanced. The program was monitored under the Prime Minister's Department by an Implementation Coordination Unit and a central agency. Furthermore, several ministries have collaborated in the implementation of OVOP. For instance, the Ministry of Agriculture and Agro based

Industry is in charge for food production, and the Ministry of Tourism for homestays. Homestays program in Malaysia were one of the most successful activities of OVOP.

2.2 Presentation of Senegal

Located in the Western most part of the Sahel region of Africa, Senegal has a national territory that covers 196,722 km² (see Figure 2-2). Its population as of 2016 is estimated at 15.3 million. According to the latest population census conducted in 2013, 23% of the population lives in the greater Dakar region (0.3% of the territory), and 40% lives in other urban zones. Over the course of 2015, Senegal's macroeconomic performance has been strong, with a growth rate of 6.5%, a rate that hasn't been achieved since 2003, making Senegal the second fastest growing economy in West Africa, behind Côte d'Ivoire. Growth remained strong in 2016, with a rate of 6.4% during the first quarter. The primary sector is the fastest growing sector, boosted by extractives, fishing, and agriculture. In agriculture, good rainfall and strong outcomes from sectors targeted by government programs (including groundnuts, rice, and horticulture) explain this outcome (World Bank, 2017).



Figure 2-2: Location Map of OVOP Project Target Areas in Senegal

2.3 One Village One Product (OVOP) Project in Senegal

The OVOP Project has been implemented from March 2011 to April 2014. The Project was implemented in 2 regions (Fatick and Kaolack) out of the 14 in Senegal. The implementing body was the Directorate of Craft Industry of Senegal supported by JICA

(Japanese International Cooperation Agency). The overall objective of the Project was to increase the income of local producers generated through the promotion of local resources under the OVOP Program. The specific objective of the program was aiming at establishing an OVOP model to promote the income-generating activities of local producers through local resources value addition in the target regions.

2.3.1 Project Target Areas

As aforementioned, the OVOP Project in Senegal targeted the regions of Fatick and Kaolack. The criteria used to select both regions were determined by: (1) the presence of Chambers of Craft Industry in each region; (2) the good access to Dakar (Senegalese capital city) which is a potential market for local craft products; (3) the closeness of the two regions for knowledge sharing and tight collaboration; and (4) the abundance of specific local products likely to be OVOP products.

2.3.2 Implementation Agency

Technical assistance in this JICA Project was implemented by the Directorate of Craft Industry which is under the umbrella of the Ministry of Vocational Training, Apprenticeship and Craft Industry of Senegal. The OVOP Secretariat was managed by the Directorate of Craft Industry at the central level and the Chambers of Craft Industry at regional level.

The institutional framework of OVOP Project in Senegal included an OVOP Secretariat and a National OVOP Committee established at the central level, and the Regional Committees at regional level. These organizations implemented the OVOP Project in collaboration with the Japanese international consulting firm Nippon Koei Co., Ltd, commissioned by JICA.

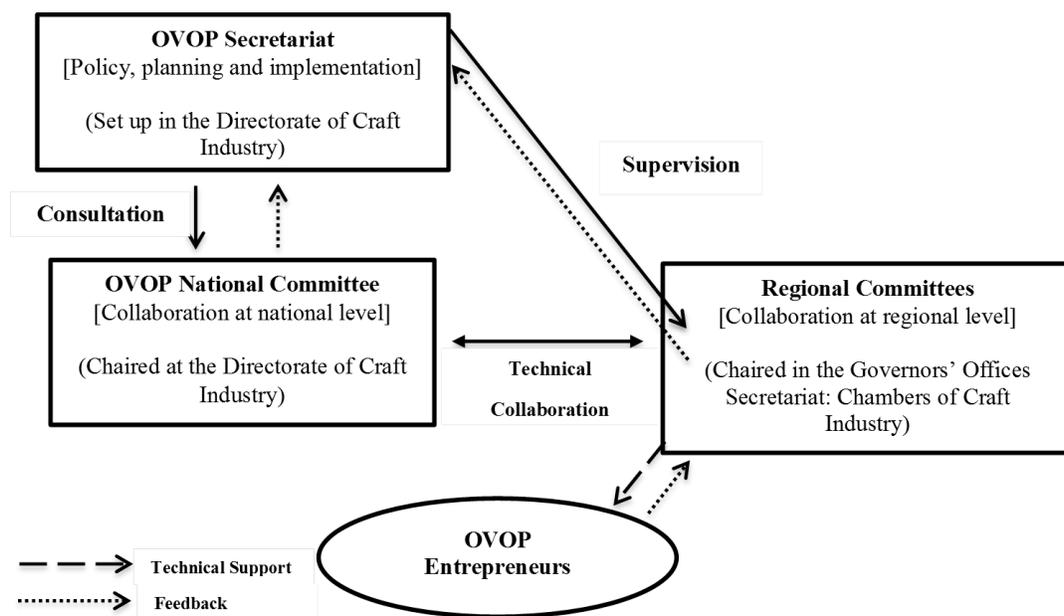


Figure 2-3: Institutional Framework of OVOP Project
 Source (JICA, Rapport de Fin de Projet OVOP, 2014)

2.3.3 Eligibility Criteria of OVOP Project

The eligibility criteria of OVOP Program in Senegal are presented in the below table:

Product	<ul style="list-style-type: none"> - The local resources (natural, human, intellectual...) are mainly used in the production. - The product belongs to the following product categories: (1) Foods and Drinks (processed), (2) Aromas / Soaps and other cosmetic products, (4) Fabrics / Clothes, and (5) Craft Products (wood, metal...) - Limited to a single product per producer
Localization	The production unit / site is located within the Project target areas.
Producer	<ul style="list-style-type: none"> - Senegalese citizenship - EIG (Economic Interest Group) / Micro enterprise with sales revenues less than CFA Francs 50 million - Consisting of more than 5 members/employees - Affiliated to the respective Chamber of Craft Industry - Shall not belong to producers certified Excellent OVOP previous selection cycles

Table 2-1: Eligibility Criteria in the OVOP Project

2.3.4 OVOP Selection Methods and Beneficiaries

The purpose of selection is to identify promising local products and their producers. During the selection, particular attention is paid to respect for equal opportunities, transparency and fairness (Table 2.2). The identification of OVOP products is conducted through 4 stages as described in the below table. The OVOP Producers' beneficiaries are ranked under the selection procedures as OVOP Candidate, OVOP, and Excellent OVOP. After the first three stages of the selection, a discussion session was organized between the members of the selection panel comprised of the Directorate of Craft Industry (OVOP Secretariat) and the Chambers of Craft Industry of the targeted regions. Special considerations may be used to achieve the final selection of "Excellent OVOP" producers.

First Selection	The filled application forms and product samples submitted by the producers are carefully evaluated by the selection panel's members following a set of criteria related to: (1) Producers Information, (2) Product Information, (3) Marketing Information and (4) Management Information
Second Selection	The producers of certified products "OVOP Candidate" at the end of the first selection are eligible for the second selection, which is done on the basis of business plans elaborated by each producer group. After this selection 15 producers referred to "Candidate OVOP" among the 30 groups are certified "OVOP" in each region.
Production site inspection	Production sites of the products certified OVOP after the second selection are subject to an inspection visit to concretely check the conditions under which the production is made and confirm the information provided in the application form, the business plan and action plan of each producer.
Third Selection	Producers of "OVOP" products are eligible for the third selection which is done based on the results of the inspection site and action plans prepared by the producers. After this selection, the 5 products from 15 products referred to "OVOP" producer groups are certified "Excellent OVOP" in each region.

Table 2-2: The OVOP Selection Process

Special considerations: is given to the overall objective of the OVOP Program which aimed at contributing to the promotion of craft industry activities in the targeted regions,

the selection panel considered the following as special considerations that influence the final choice of products referred to as “Excellent OVOP” (Table 2.3):

- The geographic distribution (at least a product / producer is certified by Department Excellent OVOP);
- Diversification of products (that is to say that there will be no excessive repetition of the products); and
- Any other element that the jury considered to be important.

2.3.5 Support Provided to Each Producer Group’s Beneficiaries

Support activities	OVOP Candidate	OVOP	Excellent OVOP
Capacity Building			
Business Plan Workshop	✓	✓	✓
Action Plan Workshop		✓	✓
Monitoring Workshop		✓	✓
Feedback Workshop	✓	✓	✓
Individual Support			✓
Marketing			
Participation in Regional Fair	✓	✓	✓
Participation in DAKAR International Fair		✓	✓
Marketing Workshop		✓	✓
Sales outlet in Dakar (OVOP Shop)		✓	✓
Support for the acquisition of FRA Certificate		✓	✓
Public Relations			
Presentation of OVOP Producers and Products in “Stories” Leaflets		✓	✓

Table 2-3: OVOP Program Support Package

CHAPTER 3 LITERATURE REVIEW

In this Chapter, an exhaustive review of the relevant key concepts for this research study is provided as follows: OVOP concept, Entrepreneurship and Design Thinking. This review embodies the definition of theoretical concepts and the accumulation of applied previous research within numerous settings, so that its conclusion will finally strengthen the structure of this study.

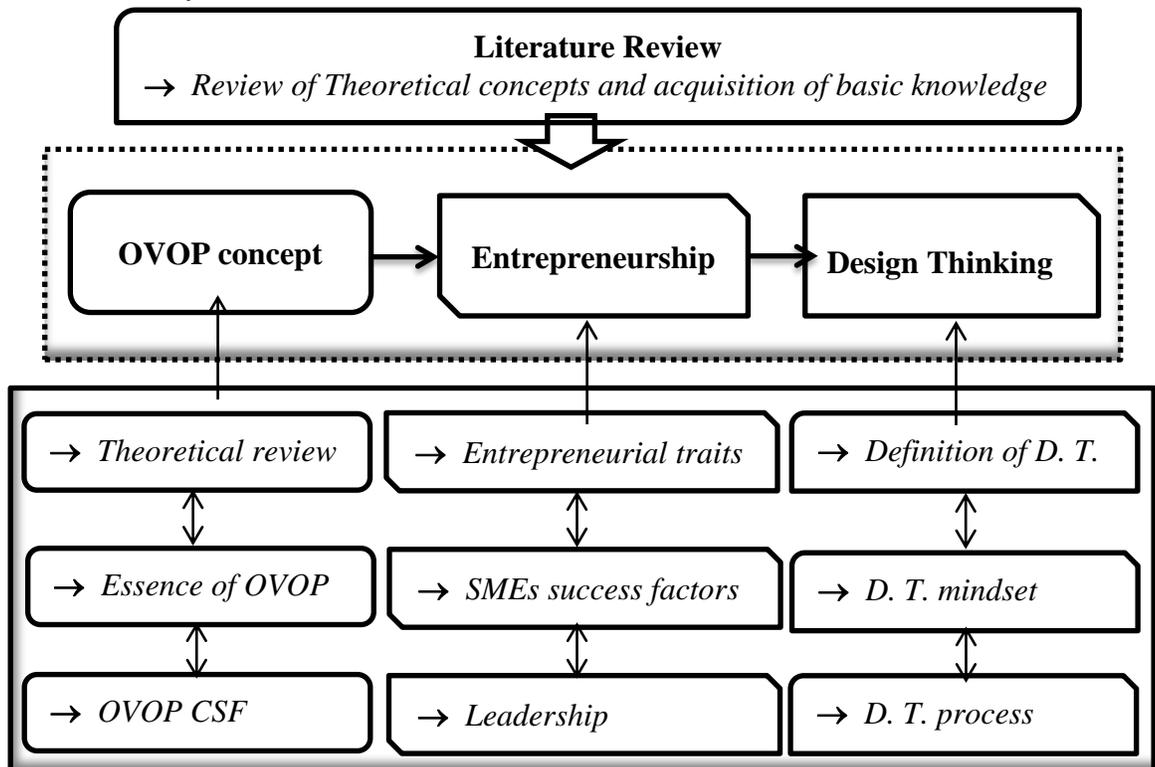


Figure 3-1: Framework of Chapter 3

3.1 One Village One Product Program

The essence of OVOP lies in value addition to local products to generate higher incomes for local communities, as well as in transforming local environments to make them attractive to both residents and tourists. In that regard, it runs in line with the new thrust

towards local economic development and the value addition being promoted through such programs. OVOP is a distinctive approach to rural community development in which latent local community creativity and potential is triggered, through effective local leadership and human resources development, and directed at community revitalisation through development of unique products that have strong market appeal. Its overall aim is to develop and consolidate local self-organising capability for sustainable local development and poverty reduction (Claymone, 2011).

For measures to invigorate regions there are two different approaches; exogenous development and endogenous development. Exogenous development is a method to promote, for example, the modernization of extraction industries (gas, oil, mining, and so on) by introducing investment or resources from the outside (especially from foreign countries in developing countries). This type of development includes energy-related industries to exploit oil or coal mines, and also the attraction of large-scale plants such as steel industries, ship builders and automobile makers (Hiramatsu, n.d.). Concerning the model of regional growth, there are two approaches to regional development in focus: exogenous regional development and endogenous regional development. Originally, the concept of an endogenous model of development appeared in the late 1970s. Unlike exogenous development which relies on external capital and resources to promote industries, endogenous development is considered as an alternative development paradigm which places social development, the growth of human capital, the role of local communities and their activities in the transformation of local resources in the center (Nguyen Thi, 2013).

Contemporary strategies for rural development are based upon endogenous development, self-reliance, and bottom-up, community-based initiatives which are said to 'empower community' and the individual from the enforcing structures of government intervention (Amatasawtdee, 2012). The One Village One product (OVOP) movement aims to encourage rural development through community-oriented activities by employing local resources and knowledge. This development therefore could be viewed as having 'endogenous' rather than 'exogenous' elements as its key features (Natsuda, 2011). The endogenous development theorists take the view that local economic development can be determined not by the capacity of the region to attract foreign firms, but by the capacity of the region to generate the conditions of transformation of its own productive structure (Dinis, 2006).

The key point of OVOP success is that its policy stresses communities' self-reliance and endogenous development. Community development must be carried out by members of the community themselves to be sustainable rather than relying on assistance from outsiders. The focus relies on the use of resources within the community while aiming for community benefit, so that it exists as a direct link between local resource development and community development. As a model based on endogenous development, the OVOP concept is a strategic movement for local people to identify local resources of which they are proud, and develop them into competitive products through value addition in both domestic and global markets. Such value-added local products are also expected to significantly contribute to the reinvigoration of the local economy, and to the empowering of the community.

The determinants of successful business are likewise various in nature. Internal and external factors are the determinants of successful business. Internal factors relate to the features of the entrepreneur or business owner and business activity; while external factors deal with factors that are beyond control of the entrepreneur. The internal factors also include the years and size of business activity, the capability to entice outward assets' investment, financing, management, experience, business planning, and the expertise to carry out any identified projects. The external factors consist of tax rates of sales, university research, infrastructure expenditure, credit market condition, company debt, business opportunities, resources availability, competition, economic conditions and government regulations.

Human resource development is a vital factor in the original OVOP concept. It is expected that local people will be able to have a potentiality to alleviate poverty problem by themselves. This means they do not depend on their government in creating and developing their products (Hiramatsu, n.d.). To develop human recourses in accordance with the concept of OVOP development, educational trips to domestic and overseas as well as international exchange of experts with several countries such as Hawaii, China and Israel have been made (Stenning, 2008).

Since its inception, OVOP has achieved key successes. OVOP has created lots of awareness among people, and has explored the unrealized potential of each village through continuous trials and enduring efforts while seeking higher added-value in products. OVOP has developed markets and distribution channels for various products (Adachi, 2005). People's talents have been well nurtured and developed. Importantly, OVOP has created and sustained effective institutional collaboration (Issa, 2014).

The results of some studies show that the failure of the OVOP project of Indonesia and Thailand was caused by the three elements: 1) the problems of not understanding the true philosophy and the approach of the OVOP project; 2) the problems of the Top-Down policy used; and 3) the quality of human resources (Claymone, 2011). While OVOP is based on a gradual, long-term development strategy, OTOP aims at rapid development of community entrepreneurship. Among the measures promoted to achieve this is periodic designation of certain individuals or groups as ‘OTOP Village Champion,’ and assigning ‘number one’ or five-star status to certain products based on government-set selection criteria for value addition. In its origin and intent OTOP products are aimed at national and external markets rather than local community consumption or use, which is an important distinction from Oita’s OVOP. OTOP focuses primarily on producing outstanding products that can compete successfully in urban and external markets. Community participation in the production of OTOP products is not that important, unlike in the case of OVOP. Of more significance to OTOP are those individuals and groups that can produce such products.

OVOP in Japan was not using the Government funding because of OVOP in Japan was a social movement and not a government project, the community took the initiative to try independently. All the required funds were collected from financial institutions such as banks, or raised as capital from the whole community to be shared through cooperative societies. By using their own collected funds, the community became more responsible and careful in using these funds (Meirina, 2013).

The span of implementation has affected the form of OVOP in each country. From years of experience in implementing OVOP, a country will form the most appropriate

methods. Japan as the first country to implement OVOP took nearly 30 years to agree that it be considered as successful. Thailand has implemented OVOP for nearly 20 years, and has formed a very typical method; the Star certification system (Meirina, 2013). Considering the top-down style of the Indonesian OVOP Program, it needs more efforts to make OVOP understood by people of a region and to be accepted as a force for their development. This can be achieved by looking for a central figure in a community. He/She is a person to whom the community members listen to with respect, and also one who is willing to cooperate with government, and understands the importance of community building. The existence of such a figure will allow the OVOP socialization process to be more effective so that the program will be accepted not solely as a government program but also as a self-developing program (Meirina, 2013).

As a result, the OTOP project is not strengthening the community. Instead, it focuses on productivity rather than to strengthen the community. Thus, the failure of the One Tambon One Product project of Thailand was caused by three elements: the problems of not understanding the true philosophy and approach of the OVOP project, the problems of the Top-Down policy, and the quality of human resources (Claymone, 2011). Thus, the two main characteristics prevent OTOP from moving to the next developmental stage (Son, Year). Moreover, there is another weak point in the OVOP concept that was adapted to the Thai community enterprise. It is a government with power over people. This power is based on the transformation policy of the campaign as concrete political parties that initiated the OTOP, and the goal of the project is to acquire a voice in the election next time. The OTOP project is therefore counted as a populist (Claymone, 2011).

The OVOP movement now requires re-evaluation and examination in the light of new theories of economic development and changing policies relating to regional industrial revitalization. To date there has not been enough objective assessments of the movement: on the interaction amongst those involved, or the attempts to define it in the context of industrial policy and regional development. There is a great diversity in social patterns among different rural areas in developing Asian nations; in addition, these areas have weak economic bases and limited human resources, making it difficult for them to achieve the dynamism required by the 'OVOP' movement. For these reasons, in many cases the movements have ended up as nothing more than a government-led project for the manufacturers of new local specialties. It is doubtful whether the process of manufacturing these specialties has encouraged local ingenuity or rejuvenated communities in the manner originally intended by the movement's founders (Igusa, 2006).

3.2 Entrepreneurship

The Austrian economist Joseph Schumpeter's definition of entrepreneurship placed an emphasis on innovation: new products, new production methods, new markets, and new forms of organization. Schumpeter defined entrepreneurs as innovators who implement entrepreneurial change within markets, where this change has 5 manifestations: 1) the introduction of a new (or improved) good; 2) the introduction of a new method of production; 3) the opening of a new market; 4) the exploitation of a new source of supply; and 5) the re-engineering/organization of business management processes (Schumpeter, 1934).

SMEs are proliferating, as they significantly contribute to economic welfare, social stability and job creation (Ladzani, 2002). In SMEs, the chairperson or business manager is responsible to a great extent for business failure or success because of his / her position. Thus, the SMEs fate is tightly linked to the owner's business skills, personality, and motivation. As such, social and small-scale business managers have been playing increasingly key roles in complementing government policy, especially in developing countries, in the fight against poverty as well as enabling sustainable living conditions in urban and rural communities.

Entrepreneurs share certain traits, such as creativity and a high tolerance for the uncertainty that comes with developing new products. Four personality characteristics are particularly important for becoming an entrepreneur: willingness to bear risks, openness to experience, belief in their ability to control their own future (internal locus of control), and extraversion (Caliendo, 2014). According to Kritikos (2014), entrepreneurship can be considered as pivotal to the economy's dynamic. Entrepreneurship creates job opportunities and can influence the economic performance of a country by offering new services or products, business methods and manufacturing processes to markets, and at the higher level by increasing productivity and competition.

Leadership style is critical to the success of a small business (Valdiserri, 2010) and leaders of small businesses need to develop a better understanding of leadership behaviours to achieve their organisational goals and objectives (Hernez-Broome, 2004). At the same time, some researchers contend that failures of small businesses are associated with poor leadership (Ihua, 2009). Beaver (2003), in his observation of subjective and empirical

research on the success and failures of small business, concluded that a large proportion of the causes of small business failures are attributed to internal factors of the firm, such as poor leadership and lack of management ability among their key players.

Development of good leadership is one of the driving forces for the success of SMEs in the future (Abdul Razak, 2010), and evidences suggest that inadequate leadership and management skills are primary factors contributing towards the failure of SMEs (Davies, 2007). Therefore, it is acknowledged that an enterprise requires entrepreneurship, but what is needed to maintain the operation and guide an enterprise to success is the leadership that exists within the organization (Arham, 2013). Transactional leaders use monitoring behaviours and seek to control others to ensure that the workplace is stable and procedures are followed (Bass, 1995). The three dimensions of transactional leadership include contingent reward, management-by-exception active and management-by-exception passive (Arham, 2013).

Human capital development is one of the OVOP movement's most important components. The Oita Prefectural government intended to build a leader in each community so that they could support and enable their community members to create and develop products by themselves. In this regard, the Oita government established an institution with the aim to support entrepreneurs improve their products quality and better develop their entrepreneurial skills. The Oita OVOP model developed from locally-led 'movements' that aimed at "gradual, long-term and intrinsic community revitalisation, to be pursued through the formulation of local leaders" (Fujioka, 2006).

Drawing practical examples from OVOP, Igusa (2006) has insisted on the leadership role of the local administration. The latter should provide guidance related to leadership, strategic management and innovative and integrated thinking. Likewise, the local administration's leadership role is a determinant in the nurturing of local leaders. In Oita Prefecture the success of OVOP was due to all the factors that significantly contributed to the development of local industries, and local community welfare. Experience has shown that where OVOP has been successfully implemented as a national program (e.g. Thailand, Malawi) that 'buy in' by the top national leadership is extremely important to give it a high profile among contending development programs.

Even in Oita, OVOP faced several challenges, notwithstanding Japan's advanced economy and technology, which included local and external resistance to the concept, difficulties in mobilizing communities effectively, and in developing competitive products. The success of OVOP is highly contingent on dynamic and entrepreneurially minded local leadership. Means must be found where by an entrepreneurially minded leadership can be developed to give direction to local economic transformation through OVOP. Local leadership that emerges spontaneously from communities would be far more effective than that which is engineered from above (Issa, 2014).

3.3 Design Thinking

The table below presents the list of literature references on Design Thinking surveyed in this research.

N°	Authors	Publication Year	Article & Journal
1	Brown Tim & Wyatt Jocelyn	2010	<i>Design Thinking for Social</i>

			<i>Innovation</i>
2	Strømstad Kirsti	2014	<i>Design for Development: An analysis of western innovation and design in developing countries”</i>
3	Mugira James	2014	<i>Enhancing Collaboration Through Leadership: Design Thinking Based Innovation</i>
4	Brown Tim	2008	<i>Design Thinking</i>
5	Dorst Kees	2004	<i>The Nature of Design Thinking</i>
6	Holloway Matthew	2009	<i>How tangible is your strategy? How design thinking can turn your strategy into reality</i>
7	Dorst Kees	2004	<i>The Problem of Design Problems</i>
8	Faizi Mohsen, Mozaffar Farhang and Khakzand Mehdi	2008	<i>Conceptual process of design thinking according to contemporary activities</i>
9	Kimbell Lucy	2009	<i>Beyond Design Thinking: Design-as-Practice and Designs-in-Practice</i>
10	Rice Erik	2011	<i>Design Thinking: A Process for Developing and Implementing Lasting District Reform</i>
11	Johansson-Sköldberg Ulla, Woodilla Jill and Çetinkaya Mehves	2013	<i>Design Thinking: Past, Present and Possible Futures</i>
12	Dorst Kees	2011	<i>The Core of "Design Thinking" and its Application</i>
13	Kimbell Lucy	2011	<i>Rethinking Design Thinking</i>
14	Stewart Susan C.	2011	<i>Interpreting Design Thinking</i>
15	Horth D. & Buchner D.	2014	<i>Innovation Leadership How to use innovation to lead effectively, work collaboratively, and drive results</i>

16	Gloppen Judith	2008	<i>Perspectives on Design Leadership and Design Thinking in the Service Industry</i>
17	Zia Khan & Kippy Joseph	2013	<i>Embracing the Paradoxes of Innovation</i>
18	Dong Andy		<i>Design × Innovation</i>
19	Leavy Brian	2010	<i>Design Thinking: a New Mental Model of Value Innovation</i>
20	Borja de Mozota Brigitte	2006	<i>The Four Powers of Design: A Value Model in Design Management</i>

Table 3-1: Literature References on Design Thinking

According to Brown (2008): “[Design Thinking] is a discipline that uses the designer’s sensibility and methods to match people’s needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity.” Today there are many different opinions about the exact definition of design thinking, or what it is going to be (Strømstad, 2004).

Brown (2009) depicts design thinking as follows: “Design thinking begins with skills designers have learned over many decades in their quest to match human needs with available technical resources within the practical constraints of business. By integrating what is desirable from a human point of view with what is a technologically feasible and economically viable, designer have been able to create the products we enjoy today. Design thinking takes the next step, which is to put these tools into the hands of people who may have never thought of themselves as designers but can apply them to a vastly greater range of problems. Design thinking taps into capacities we all have but that are overlooked by more conventional problem-solving practices. It is not only human-centred; it is deeply

human in and of itself. Design thinking relies on our ability to be intuitive, to recognize patterns, to construct ideas that have emotional meaning as well as functionality, to express ourselves in media other than words or symbols”.

Mindset is commonly described as the filter through which people make sense of the world. Cognitive psychologists use the term mental map or cognitive schema to describe the concept of mindset, and have a long history of using the term to address the question of how people make sense of the world in which they interact (Gupta, 2001). The Design Thinking mindset is described by personality traits (e.g. empathy, integrative thinking and collaboration). Those characteristics are said to be inhibited by design thinkers (Brown, 2008), and this implies that Design Thinking consists of a specific mindset (Owen, 2006). There are several terms referring to this mindset; for example “way of thinking”, “thinking as a designer” or “design attitude” (Brown, 2008; Boland, 2004).

One of early practitioners to introduce design thinking as a business model was Tim Brown, CEO of IDEO. In his book, “*Design for Change*”, he presents the designer mindset as a framework for understanding and creating innovative business propositions. The objective is to apply a human-centered approach to problem solving by using various design tools and multidisciplinary collaboration (Strømstad, 2004). Many of the world’s most successful brands create breakthrough ideas that are inspired by a deep understanding of consumers’ lives, and use the principles of design to innovate and build value. Sometimes innovation must account for vast differences in cultural and socioeconomic conditions. In such cases, design thinking can suggest creative alternatives to the assumptions made in individual societies (Brown, 2008).

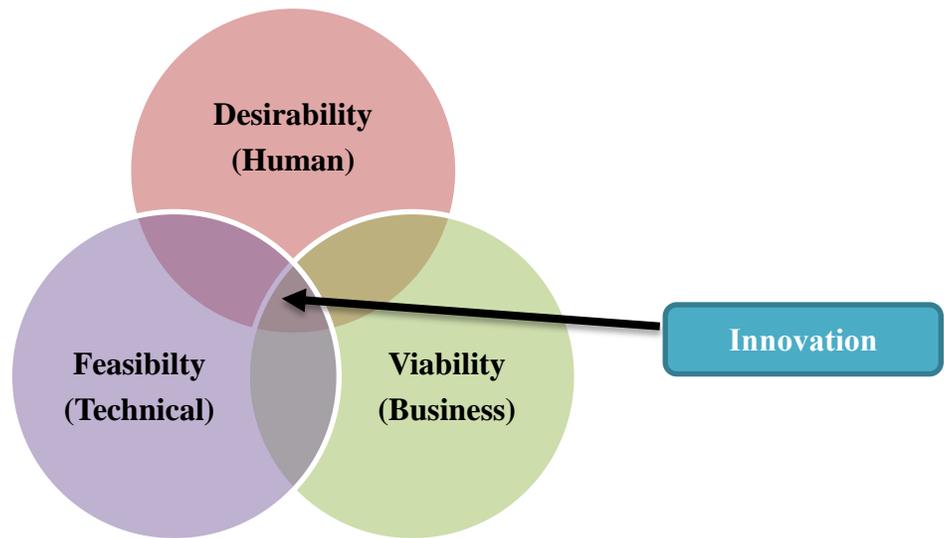


Figure 3-2: Innovation in Design Thinking
Source: (IDEO, 2016)

Design thinking aims to implement systemic change through innovation, and has a particular emphasis on new mindsets (Figure 3.2). This includes an empathy mindset, the need to break down traditional walls among stakeholder groups, and a focus on the experiences and needs of clients. Design thinking culture also emphasizes thinking outside the box, progress through trial and error, and a commitment to changing traditional policies, structures, and practices. The process relies on prototyping and recognition that failure is valued as part of a continuous cycle of improvement (Rice, 2011). The phrase, thinking outside the box, is a helpful analogy for understanding the concept of mindset and a change in patterns of thought. The box represents normal science, and, therefore, thinking inside the box encompasses the thinking of normal science. Thus, the box is analogous to a paradigm. Thinking outside the box would be what Kuhn (1970) calls revolutionary science. On the rare occasion when revolutionary science is successful, it leads to large-scale

changes in worldview. When a major shift is adopted by the majority, it, then, becomes the box and science progresses within it (Nuzzaci, 2010).

Traditionally, organizations solve their problems by thinking about how something is today and how it must be in the future. In addition to this traditional way of thinking, design thinkers are concerned with how something may be (Collins, 2013). A key factor in design thinking is to be able to balance intuitive and analytical thinking with abductive logic (Martin, 2009). Lastly, a Design Thinking team acts customer centric (Brown, 2008), which means to focus on customer needs. This specific focus is reflected in processes and tools which have the overarching goal to understand, empathy and center around the prospective customer.

Design thinking looks beyond the immediate boundaries of a problem to ensure that the right question is being addressed. Using interdisciplinary teams, design thinking incorporates diversity and leverages different paradigms and tool sets from each profession, to analyse, synthesize, and generate insights and new ideas. The interdisciplinary nature of design thinking also ensures that innovations are naturally balanced between the technical, business, and human dimensions (Holloway, 2009).

According to Brown (2008), the design thinking projects consist of three phases or spaces. The inspiration phase that motivates the designer to search for solutions, the ideation phase that focuses on the generation, development and ideas testing which might direct towards key-solutions, and lead to the implementation phase that enables prototyping and concretizing the best ideas. The process is solution-based and iterative, which means that it starts with the goal of a better future rather than a specific problem. The main stages

of the process are inspiration, ideation and implementation. These steps may be overlapping, occur simultaneously, and be repeated multiple times in order to discover hidden parameters and open alternative paths that may lead to the goal (Brown, 2014). According to (Schneider, 2013), **Inspiration** is the first phase of the design thinking process. It mainly focuses on identifying the opportunities which motivate the look for solutions. By mean of comprehensive quantitative and qualitative research associated to the targeted issues, designers are can determine a problem's scope and set the structure for the development of a solution. This should include: who is/are the main user or groups of users, the milieu which will host the final output, and what will be the project's key success factors. The research tools that are generally used consist of: stakeholder's mapping, end-users' interviewing, research surveys, user's personas creation, mind mapping, and the analysis of user journeys.

Ideation is the second space of the design thinking process. In this phase, the design team, subsequently to the observation and design research conducted at the field passes through the synthesis's process in which they dissect what they have seen and heard into visions that could lead to opportunities or solutions for the change. According to Brown (2010), "these might be alternative visions of new product offerings, or choices among various ways of creating interactive experiences by testing competing ideas against one another, the likelihood that the outcome will be bolder and more compelling increases". For ideas generation, brainstorming is the most usual starting point, an unrestricted space where the intention is to come up with as many ideas as possible. At this stage, quantity is valued over quality and feasibility to spark more ideas. This is usually done with mind

maps or sketching. Sketching and data visualization are some of the most important tools for communicating new ideas and translate abstract requirements to concrete objects (Strømstad, 2004).

The concept becomes more defined after several iterations of the first two phases, and when the final solution is clear it ready for production. The implementation is the phase that transfers the idea from a concept to reality and leads the final solution into the market (Strømstad, 2004). **Implementation** is the third space of the design thinking process, when the best ideas generated during ideation are turned into a concrete, and fully conceived action plan. Prototyping is at the core of the implementation process, converting ideas into real products and services that are then tested, iterated, and refined. The design thinking process through prototyping aims to uncover unforeseen implementation challenges and unintended consequences to have more reliable long-term success. Prototyping is particularly important for products and services intended for the developing countries, where the lack of infrastructures, retail chains, communication networks, literacy, and other essential pieces of the system often make it difficult to design new products and services. As the project nears completion and heads toward real-world implementation, prototypes will likely become more complete. After the prototyping process is finished and the ultimate product or service has been created, the design team helps create a communication strategy.

Prototypes tell their own stories; they have embedded within them their own narrative, rhetoric and arguments, and even their own methods of assessing impact and success. Prototypes are self-contained and by their nature demonstrate the thinking behind a

strategy as well as its realization when it is put into practice. Prototypes do not need to be complex or even highly robust, let alone functional. But they must be concrete enough to allow stakeholders to experience the strategy in the same way that employees, analysts, and customers will experience it when they make it, review it, and buy it (Holloway, 2009). The design thinking approach also encourages teams to create “project war rooms,” and to work visually using pictures, diagrams, sketches, video clips, photographs, and artefacts collected from their research to create immersive work environments that allow the team to gain deeper, more intuitive empathy and understanding of their users’ needs (Holloway, 2009).

CHAPTER 4 RESEARCH DESIGN AND METHODOLOGY

The research design and methodology is a structure which specifies details of the necessary procedures for obtaining the data to address the objectives of this study. This Chapter covers the research design, data collection method and questionnaire design.

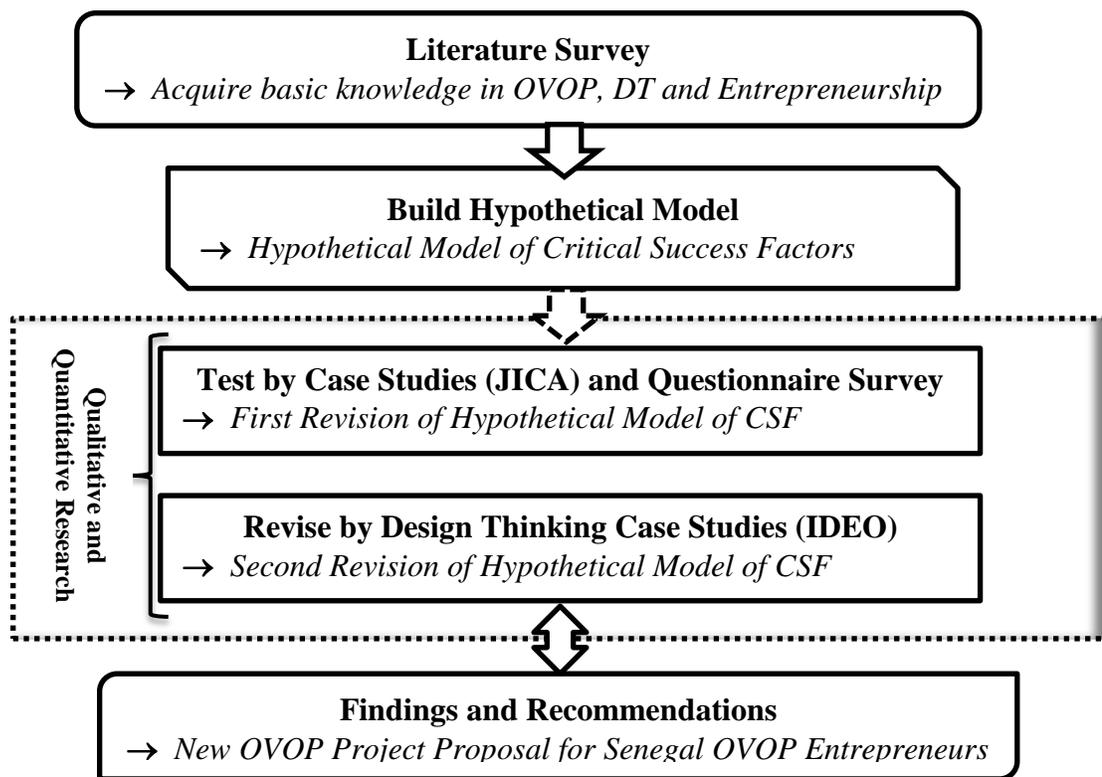


Figure 4-1: Framework of Chapter 4

4.1 Model Development

The Oita government and the Thai government have intended to promote various development policies which can be classified into four parts: 1) Human resource development; 2) Production promotion; 3) Financial management; and 4) Marketing

Promotion. However, the policy implementation in both countries is rather different (Amatasawtdee, 2012).

Issa (2014) identified nine main success factors in OVOP in Oita Prefecture that were: land, labor, capital, technology, marketing opportunities, networking, local government, mass media, natural environment, international exchanges, and local diplomacy. The government assists the commercialization of OVOP products by periodically organizing fair / product exhibitions and promoting the campaigns of local production / consumption promotion (Issa, 2014). The development of human resources is the third core principle of the OVOP movement. Local entrepreneurs are urged to produce unique specialty products and nurture innovative human assets who will be endowed to challenge new business and untapped markets.

Access to finance helps all firms to grow and prosper. Furthermore, firms with greater access to capital are more able to exploit growth and investment opportunities (Beck, 2006). Lack of access to credit is a major impediment inhibiting the growth of micro enterprises. To meet their credit needs SMEs need access to financial institutions that can provide them with credit at lower rates and at more reasonable terms than the traditional money lender. The traditional source of lending in the formal sector i.e., public sector banks, have been extending support to these businesses (Ngugi, 2013). Most SMEs lack the access to sufficient market information since most of this is designated for the large and well-established businesses. This means that SMEs are unable to plan their sales since the market is unpredictable. It is important that businesses look beyond their local catchment area (Ronge et al., 2002). This problem is attributed to low technological sophistication and lack of responsiveness to market trends. He advocates increased assistance to SMEs to

come up with effective marketing and sales channels and techniques if they are to grow. Financial support from micro-finance sources, government and personal savings are sources of group finance that are inadequate but those from Commercial banks are adequate. The majority of the OVOP groups were unable to undertake group activities due to lack of funds (Ngugi, 2013).

The literature review reveals that the government should willingly support small scale business entrepreneurs in: skill development training given the fact that most businesses in rural areas are intensive labor activities which require appropriate skills and creativity; upgrading competencies in business activities through a better elaborate package of training; investing in facilities and social infrastructures to enable further domestic business environment; and providing efficient market assistance services regarding the promotion of services and products, accessibility to potential markets and business networking. Successful critical factors in Japan's OVOP are the following: the reliance on a self-sufficiency culture, the making of products with unique features in each locality, and the development of farmer to farmer business matching and with their respective localities, prefectures, farming federations, residents' associations, Chambers of Commerce, NGOs and tourism organizations.

Major issues that can affect the efficient implementation of OVOP are: (1) Marketing of OVOP product and services: constraints on marketing include poor access to markets, credit, training, value addition technology, machineries, storage facilities, extension service, processing facilities, and quality control; (2) Domestic cooperation intended to OVOP support; and (3) Social aspects of OVOP (Kuroka, 2010). Other challenges could be politicization, shortage of capable leaders, institutional capacities, and

coordination. According to (Gondwe, 2007), submission of proposals seeking huge investments without a track record of business experience and lack of understanding of OVOP concept were the major challenges.

“Difference in finance management can be clearly found in two cases. According to the OVOP principle, local people should be self-reliant and creative in generating capital for their projects without national governmental subsidies. However, the budget for the local enterprises in the OTOP program comes from government special grants. Therefore, local people cannot recognize the importance of their participation in grass-root development, and are not motivated to maximize their entrepreneurship to overcome their poverty. Governmental subsidy does not contribute to empower the rural poor in the long term, but making them more dependent on external financial assistance and less accountable to the project that they themselves initiate in OTOP program” (Nguyen Thi, 2013).

The access to funding and credit is crucial to the development entrepreneurs’ business activities. On the other hand, there are some risks for government in funding the communities’ business activities under the OVOP program, since by so doing the entire concept of “self-reliance” and community entrepreneurship would be lost. Micro-financial institutions should be responsible for financing OVOP entrepreneurs’ business activities instead of government. Thus, communities could be able to develop a working culture in collaboration with credit institutions.

4.2 Hypothetical Model of Critical Success Factors

Subsequent to the literature review a hypothetical model of CSF developed as the basic research framework is presented in Figure 4.2.

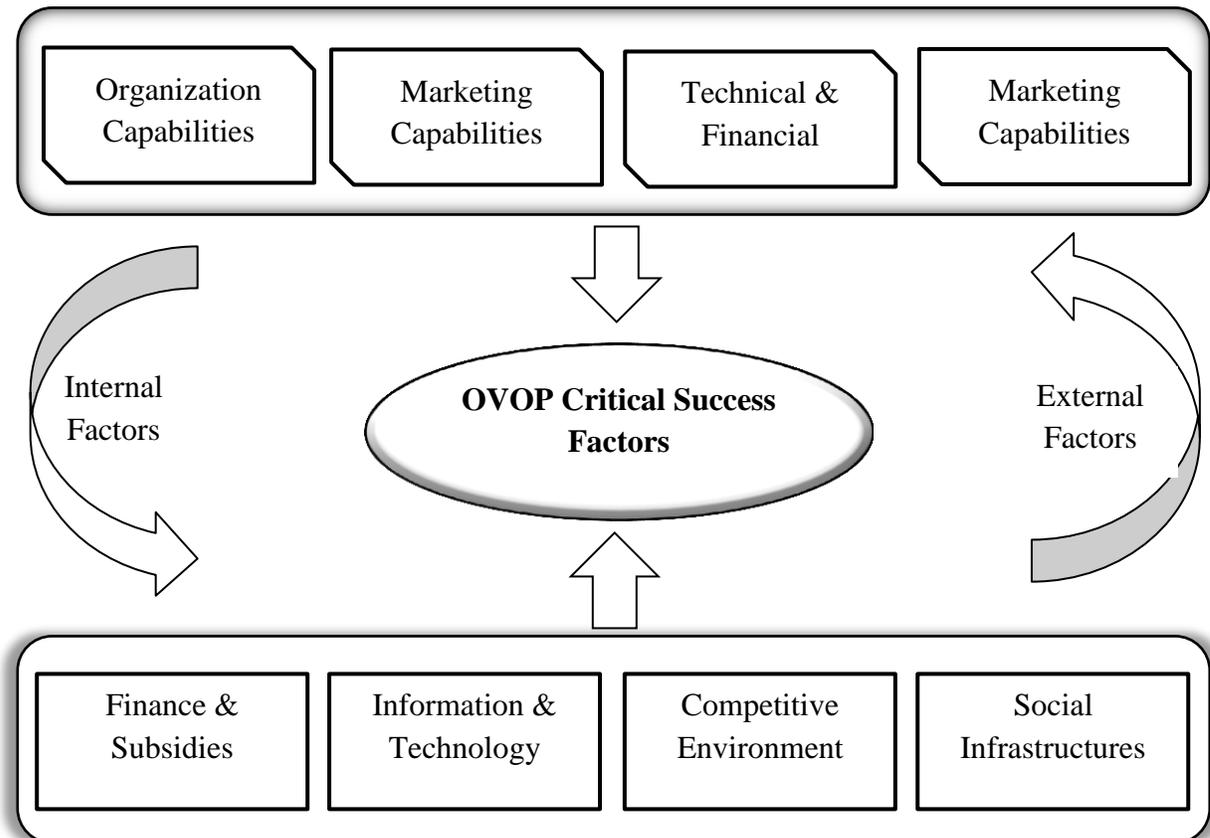


Figure 4-2: Hypothetical Model of Critical Success Factors

4.2.1 Hypotheses

Based on the literature review, and more closely specified in the model development, eight identified critical success factors highlighting internal and external aspects are presented:

Internal Factors (Noor, 2012)

- **Organizational capabilities:** entity mission, vision and direction of business, formalized structure of the organization; recognition by a reward system; ability to

make decisions; information sharing; cooperation in the organization; business networking or alliances and empowerment;

- **Marketing Capabilities:** a factor focusing on entity market determination of existing products offer, recognizing the untapped customer needs and wants; product branding; promotion activities; pricing strategies associated with value and revenue, and competitors evaluations, ability of entrepreneurs to make a choice of the type of product, distribution channels, positioning the product, price and promotion strategy to win customers;
- **Technical and Financial Capabilities:** focusing on addressing their equipment capacity, inventory, production and raw materials management; the right technology, production capacity to cater for demand, and applying stringent quality practices. This capability is normally associated with the ability to handle and make use of technology to increase business operations. Financial capabilities emphasize the entity proper record on financial related reports; appropriate cash flow management; assets management; sources of funding and working capital and loan repayment. These include accounting records, cash flow management, asset management, credit management and payment to debtors and creditors;
- **Entrepreneurial Traits:** highlighting the entrepreneurs' opinions toward persistence, achievement oriented internal locus control risk takers, creativity and innovativeness.

External Factors (Noor, 2012)

- **Government Support** (Finance and Subsidies): finance is related to loan access from financial and micro financial institutions and the government involvement to support entrepreneurs to benefit from as well as facilitations of procedures, requirements and acceptable interests' rates. Subsidies are incentives provided by the government. Subsidies can be provided to motivate the best entrepreneurs to participate in exhibitions, fairs. Subsidies can cover the transportation fees, allowances or accommodation;
- **Information and Technology**: ability of the government to provide business and market information to entrepreneurs and external actors. Technology is the ability to support entrepreneurs in research and development through related research institutions, universities. It also includes the development of new products, packaging, website where database of entrepreneurs can be accessed;
- **Competitive Environment**: is the government's ability to emphasize the growing importance of the SME's sustainable competitive advantage;
- **Social Infrastructure**: is related to the existence of roads, water supply, electricity and other services.

4.3 Research Design and Data Collection Method

The research design selected by the researcher is based on the case studies in the "Excellent OVOP Entrepreneurs Business Profiles," prepared by JICA under the OVOP Project, and on a questionnaire survey of 6 entrepreneurs. The case studies describe the OVOP entrepreneurs' business situation by focusing on the assessment of their (1)

Organization and Management; (2) Assets and Services; (3) Raw Materials; (5) Processing Techniques; and (6) Marketing. Out of 10 case studies, 6 were selected for this research. The selection criteria relied on: (1) Performance of products' sales at the OVOP Shop in Dakar and other business events organized by the Project; (2) the appropriate level of management training provided by the Project; (3) Good internal organization (existence of a responsible employee for accounting, holding of regular membership meetings, dissemination of acquired training...); (4) Accessibility of the production site during the rainy season to conduct the survey, and (5) the availability of FRA Certification for food products. Table 4.1 presents the selected entrepreneurs, their products, locations and the criteria for selection.

No.	Companies	OVOP Products	Location	Criteria
1	Espace Beauté Yagora	Jute bags	Fatick	(1) Performance of products' sales at the OVOP Shop in Dakar and other business events organized by the Project, (2) Level of management trainings provided by the Project (3) Good internal organization (existence of a responsible employee for accounting, holding of regular membership meetings, dissemination of acquired training...) (4) Accessibility of the production site during the rainy season to conduct the survey, and the (5) Availability of FRA Certification for food products
2	Union Communale des Femmes de Foundiougne	Ginger Syrup	Fatick	
3	UGAO	Hibiscus Syrup	Fatick	
4	Katama	Hibiscus Tea Bag	Kaolack	
5	Baboc Pressing Multi Services	Moringa Powder	Kaolack	
6	Jappo Ligueye	Broken Millet	Kaolack	

Table 4-1: Selected OVOP Companies and Selection Criteria

4.4 Questionnaire Design

A structured questionnaire was prepared to gather the data for this research. Data collection in the field was conducted from July 11 to 14 2016 at the respective selected entrepreneurs' business units. The questionnaire consisted of 20 questions divided into 3 categories:

(A) **Face Information:** investigates the kind of goods and services provided by the respondents, existence and evaluation of business plans, developed business strategies and product uniqueness, competitive advantage and funding sources;

(B) **Business Development:** focuses on the company's growth (both in business and management), difficulties and failures under the business activities and financial situation and trends of the company since the completion of OVOP Project; and

(C) **Management and Marketing:** emphasizes the internal organization of the company (formalized structure, existence and application of internal rules, financial transparency...), capacity building, marketing strategies and knowledge about book-keeping.

CHAPTER 5

ANALYSIS OF OVOP PROJECT IN SENEGAL

The case studies presented in this section highlight the business management and development and experiences of 6 companies (3 from Fatick and 3 from Kaolack) that participated in the OVOP Program in Senegal. The case studies also demonstrate the various types of support provided by the OVOP Project depending on the specific needs of each company. A questionnaire survey was prepared for data, as noted in Chapter 4.

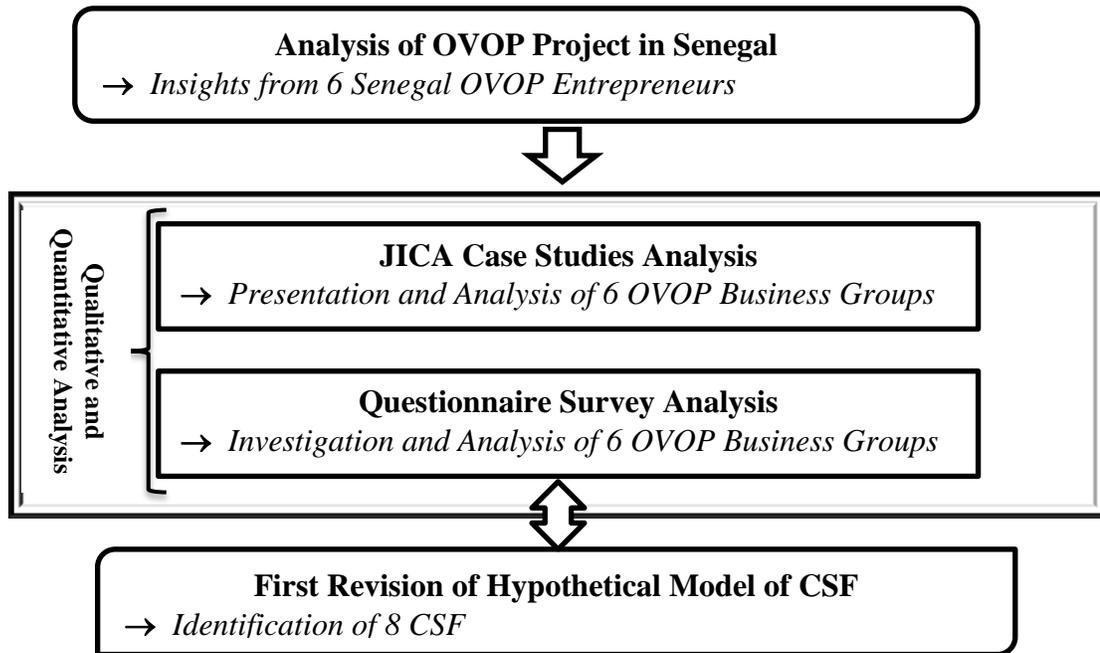


Figure 5-1: Framework of Chapter 5

5.1 OVOP Case Studies in the Fatick and Kaolack Regions

5.1.1 OVOP Case Studies in the Fatick Region (Figure 5.2)

Fatick is located in the center of Senegal in the natural area of the groundnut belt. The region was created in 1984. Its population is estimated at 813,542 (ANSD, 2017). Fatick remains dominated, like most parts of the country's interior, by a kind of economic

gloom characterized by sluggishness in economic activities. Regions are still dominated by agriculture, livestock and fisheries, but other sectors, notably tourism present great economic potential. Artisanal activity presents real potentialities because of its diversity, and is centered around the Chamber of Craft Industry. In 2013, the number of registered artisans in the Chamber of Craft Industry amounted to 5,477 (ANSD, 2013). Activities related to salt production are also very important in the sector.



Figure 5-2: Location Map of Selected OVOP Companies in Fatick

Company Profile of Espace Beauté Yagora

Company name	Espace Beauté Yagora
Location	Fatick / Foundiougne
Establishment year	1999
OVOP Product	Jute Bag
Number of employees	10

1. Organization and Management

Located in the Rural Community of Fimela, Department of Foundiougne, Fatick region, Espace Beauté Yagora is a company specializing in the manufacturing and sales of artisanal accessories particularly through dyeing and sewing. One of the leading products of the group namely jute bag has been selected as Excellent OVOP product in 2012.

The company was established in 1999 under the leadership of its Chairperson Mrs. Victorine Diouf Ndiaye, with the support of the Chamber of Craft industry and the Directorate of Commerce of Fatick. The company has currently 10 employees, among which 4 are men and 6 women, and consists of weavers, designers, painters and dyers. The objective of the company through the recycling and manufacturing of jute into artisanal accessories is job creation and value addition to natural resources and cultural heritage. Thus, the company directly contributes to the promotion of local know how, to job creation and to the fight against poverty as well.

The company is managed by a board consisting of three members who are assigned by the Chairperson. As an individual business entity, the Chairperson is the main decision-maker even if meetings are exceptionally when the need arises. Having gained an international renown thanks to its clientele of tourists (the production site location is in a resort area); the company's business objective is to expand its market by establishing

throughout Senegal additional sales outlets where its products will be exhibited. By achieving that objective, the group will be able to increase its revenues and consequently improve the living conditions of its members.

The products of the company are highly appreciated by tourists who visit this part of the country. In addition, beyond handicraft products the company offers other services such as beauty-care treatments (hairdressing, manicure and pedicure), and catering. The company has never benefited from the support of an external partner however; according to the Chairperson's statements, the company's activities are successful and there are sales records kept regularly which can attest to this. Part of the income generated by these activities is used to pay employees' salaries while another part is spared to be reinvested in future activities. The company has no bank account in its own name. However, when necessary the company uses the bank account of the Chairperson which is housed at Crédit Mutuel du Sénégal (Microfinance Institute).

2. Assets and services

Espace Beauté Yagora holds a large complex located along the main road at the entrance of the Village. The complex extends over almost 250 m², and consists of an administrative block, a shop which displays the various products manufactured by the GIE, a workshop in which there is a sewing section and another section for beauty-care treatments, and a backyard with a vacant space used for dyeing.

The production site is regularly cleaned and has running water and electricity. The company uses for its production suitable and sophisticated equipment which includes: 7

electric sewing machines, 1 fan, a complete set of small equipment, 2 display cases, 1 computer, 1 printer, and 1 digital camera.

3. Raw Materials

Through its search for uniqueness, the company succeeded in designing a product which combines several skills: drawing, recycling, dyeing, cutting, designing, weaving and commercialization). The jute bags it buys are often used for packaging potatoes, onions and other farming products (Figure 5.4). The empty bags, of a capacity of 50 kg, are purchased from shopkeepers and housewives at CFA Francs 100 per unit. The bags are a raw material of which availability is continuous as they are used for the packing of basic commodities. The company takes advantage of the celebration of certain events and annual ceremonies to buy and store large quantities of bags that will be used throughout the year. Indeed, these events represent occasions on which commodities such as potatoes and onions are consumed in large quantities.



Figure 5-3: Burlap Bag or Jute Bag (here used for the packaging of potatoes)

Besides the jute fabric, the company's artisans use other materials such as locally manufactured fabrics "Wax SOTIBA" and "Malikane". Those cotton fabrics are

respectively sold on the local market at CFA Francs 1,250 and CFA Francs 700 per meter. Added to this are the small accessories such as zippers, buttons and threads, whose cost for each product are estimated at CFA Francs 500.

4. Processing

Making jute bags starts with the cutting of recycled sacks, which consists of removing the sewn ends of the sack. After cutting, the fabrics obtained are washed in an antiseptic solution and then dried under the sun. The fabrics are then dyed in an artisanal way with plant based products to which are added chemical dyes that gives to the colours more brightness and prevent the rapid fading of the dyed fabric. Once dried under the sun for half a day, dyed fabrics are cut according to the shape that will be given to the bag and then sewn with a machine. The padding is made with sponge, but the inside lining of the bag is entirely made from the cotton fabric “Malikane”. The “Wax SOTIBA” fabric is used ultimately to make the various patterns that will be drawn on the sides of the bag. The last stage of the process is completion that consists in putting zippers and other accessories (sketch of the pattern) on the bag.

5. Marketing

The company has a production capacity of 20 bags a day at CFA Francs 6,000 per bag, or 600 bags per month (Figure 5.5). Being mostly purchased by tourists, sales of jute bags are subject to fluctuations depending on the tourist season. The largest part of the production, about 80% is sold directly from the shop housed in the production site. To expand its market, the company has established partnerships with several hotels in the locality where their products are exhibited and sold. The Chairperson estimated that nearly

10% of the production of jute bags is sold through this channel. Finally, the remaining 10% consist of orders that the group receives from regular collectors who purchase jute bags for resale.



Figure 5-4: Jute Bag (finished product)

Company Profile of Union Communale des Femmes de Foundiougne

Company name	Union Communale des Femmes de Foundiougne
Location	Fatick / Foundiougne
Establishment year	1998
OVOP Product	Hibiscus / Ginger Syrup
Number of employees	650

1. Organization and Management

The Female Communal Union of Foundiougne is a federation of 18 women's groups located in the area of Foundiougne (Foundiougne is the most populated department and main economic hub of Fatick region). The organization currently has over 650 members, all women that are actively involved in the activities of the Union. The organization has a large production site located in the HLM district (around downtown) of Foundiougne. The production site houses a large multi-purpose hall where seminars, weddings and other ceremonies are often held.

The Federation was established in 1998, following the decision of the Senegalese Government to support female entrepreneurship, particularly in rural areas. The idea of the establishment of the federation started from the premise that support that is individually awarded to small entities such as EIGs are insignificant when one considers the many difficulties that women's groups face under their business activities. Being stakeholders of the same sector, namely fruit and vegetable processing, cereal processing, and breeding to a lesser extent, women entrepreneurs from the municipality of Foundiougne have, with the support of the Division of Community Development of the Ministry of Women, Children and social Welfare, established a communal union to optimize the support intended for female entrepreneurship.

After its creation, the federation received the support of several partners such as ActionAid and the Wellspring Program, which have greatly contributed to make it a model group in terms of internal organization, that has over the years set itself up as a leader in its locality. Indeed, through those partnerships, the union has received significant support including the construction of a large production facility and adequate and sophisticated processing equipment.

The business management of the organization is ensured by a board elected for a five-year mandate. The current board which is chaired by Mrs Coumba Daga Diome was elected in February 2010. The main objective of the federation is the establishment of a global structure that will be responsible for the management and consolidation of the support received under the female entrepreneurship promotion policy. Having reached this stage, the organization now aims at improving the living conditions of women through the promotion of female entrepreneurship activities.

Affiliated to Fatick Chamber of Craft Industry, the Female Communal Union of Foundiougne is also member of a larger federative entity that is the Departmental Union of Women's Groups. In addition, the Communal Union is also member of the FNGPF (National Federation of Female Promotion Groups). The Female Communal union of Foundiougne has a literacy rate of nearly 85%, and holds quarterly meetings in which information is shared on the recent and upcoming activities of the organization. In addition to these quarterly meetings, extraordinary meetings are held whenever necessary. It is in this sense that, under the framework of the capacity building training provided by the OVOP Project, feedback sessions were held after every training session. This is an

opportunity for the representatives of the Union who attend the sessions to share the content of the training with other members.

Although involving nearly 650 members, the Communal Union however developed a strategy that enables all its members to participate in the activities of the organization. Thus, production activities are carried out by a set group that is responsible for all activities related to the processing during a period of one month. Continuous management of the activities is ensured by the permanent board. It also happens that the organization receives big orders during special ceremonies or events (seminars, fairs, weddings), on these occasions, the executive board may request groups' members to send an equal number of representatives who will participate in the different production activities.

Membership of the Communal Union is strictly reserved for women's groups established in the locality. Groups that want to join the Union must pay a membership fee, which amounts to CFA Francs 15,000. Once in the Communal Union, the new member group must then pay an additional CFA Francs 25,000 to join the umbrella organization, which is the Departmental Union. To integrate with the unions, an individual must first join a group of unions, for which membership fees of CFA Francs 10,000 are required.

2. Assets and services

The Female Communal Union of Foundiougne is involved in several types of activities: business services provision, fruits and vegetable processing, poultry, rental of guest rooms, and the provision of micro-finance. The management of all these activities is ensured by the executive board that hires a qualified staff for those activities. The Union has a large site of nearly 1 ha with several buildings. The complex houses an administrative

block of more than 150 m², a guard post, a henhouse, guest rooms, a large multi-purpose room, a courtyard of about 300 m², and a building specifically designed for fruit and vegetable processing. The processing unit of more than 100 m² includes a veranda, a large storage room, two processing rooms, a changing-room, toilets; all tiled and regularly cleaned daily (Figure 5.6).



Figure 5-5: Processing Unit (production room)

The processing unit is equipped with adequate processing equipment consisting of four refrigerators, two of which are operational, a freezer, four large size sealing machines, two ice boxes with a capacity of 100 litres each, two scales, two gas cylinders, a complete kit of small processing equipment, a complete set of protective gear etc. The site is electrified and has running water.

3. Raw Materials

Having been selected under the OVOP Program for its Hibiscus Syrup, the federation uses for the making of this product two varieties of Hibiscus calyxes: “ordinary” Hibiscus and Vimto Hibiscus which constitute the main ingredient. The “ordinary”

Hibiscus is highly appreciated for its sour taste, while Hibiscus “Vimto” which is softer gives the product a more vivid colour.

Although available throughout the year in the whole country, the production of this raw material is seasonal and occurs between July and October; which is the period of abundance during which the Union purchases and stores large amounts of Hibiscus for a cheaper price. Indeed, the price of 1 kg of Hibiscus is subject to fluctuations depending on the period of the year. Thus, from CFA Francs 600 the price may increase up to CFA Francs 1,400. Apart from the fluctuations of the purchasing price, the group faces no major constraint related to the procurement of raw materials.

4. Processing

Hibiscus calyxes are first sieved and cleaned by hand to remove the impurities. To produce 3 litres of syrup, 1 kg of Hibiscus consisting of a mixture of equal amounts of “ordinary” Hibiscus and “Vimto” Hibiscus is required. Once cleaned, Hibiscus calyxes are soaked in 3 litres of water for an hour and half to collect the nectar. After a first filtering the collected nectar is decanted for an hour before being filtered a second time with sterilized cotton. The filtrate is later sweetened in well-defined proportions. Thus, for 3 litres of Hibiscus nectar, 1.5 kg of sugar will be used. The mixture is finally simmered. The cooking level is controlled by the appearance of white foam, which on its disappearance marks the end of the cooking process. After cooking, the syrup is bottled warm. The organization uses for this purpose plastic bottles of 1 litre (unit cost CFA Francs 60). To avoid the dilatation of the plastic due to the heat, three-quarters of the bottle is plunged into chilled water. After cooling, a colour printed label bearing information about the producers, the composition of

the product, and its manual is stuck on the bottle. The cost of the label is estimated at CFA Francs 30.

5. Marketing

Hibiscus syrup bottles produced by the Female Communal Union of Foundiougne are sold at CFA Francs 1,500 / litre. According to the estimations made by the Chairperson, approximately 150 bottles are sold per month. The syrup produced by the Union does not have FRA certification, which restricts its distribution due to the fact that the product cannot be sold in stores. Therefore, the main sales channels for this product consist of: (1) the production site where 30% of the entire production is sold; (2) hotels and tourist camps in the locality where 50% of production is sold; (4) orders from regular collectors such as an OVOP shop, that consists of 10% of the production; (5) and the remaining 10% is sold at ceremonies, fairs, weekly markets and other events.

Company Profile of Union des Groupements d’Agriculteurs de Ouadiour

Company name	Union des Groupements d’Agriculteurs de Ouadiour
Location	Fatick / Ouadiour
Establishment year	1985
OVOP Product	Hibiscus Syrup
Number of employees	12

1. Organization and Management

The UGAO (Farmers’ Groups Union) of Gossas is a decentralization of the Regional Association of Fatick Farmers (ARAF) in the Department of Ouadiour. To promote female entrepreneurship, the company has created within the organization a committee whose activities are focused on the processing of fruit and vegetables. The company was established in 1985 and is headquartered in Diakhao district in the Department of Gossas, Fatick Region.

The Female Committee of the EIG has 12 members, 3 of whom form the board that is elected by the Administration Committee of the Departmental Union. The Female Committee is autonomous, especially in financial management, and it is in this respect that it has its own bank account at Crédit Mutuel du Sénégal. Mrs. Satou Faye is the current Coordinator of the Board that was elected on March 2009 for a 5-year term, renewable once. Although their literacy rate is estimated at 17%, the Female Committee of UGAO holds regular meetings at the end of each quarter.

Since its establishment, the company has received support from several external partners such as the PPVS Program (Vans Countries and Senegal Partnership), the NGO ACDEV (Action and Development), and CARITAS, who support the female entrepreneurs in various fields such as the supply of equipment and capacity building in the field of

agriculture and environmental management as well as the construction of buildings. Most of this support is not directly intended to the female committee whose main activity is the processing of fruit and vegetables. But in parallel to the umbrella organization, the Female Committee has particularly benefited from financial support from ACDEV as a soft loan that women are paying off in monthly instalments. The balance of that debt now stands at CFA Francs 170,000.

To ensure the active participation of all members, production activities are successively managed by small groups of 4 persons. To participate in these activities each member has to show a medical certificate provided by a qualified institution that asserts the ability of that person to participate in production activities of food products. To promote female entrepreneurship and improve the lives of women in rural areas, the female committee of UGAO is open to accession by individuals, but on the sole condition that the enquirer is beforehand member of one of the groups that form the union.

2. Assets and Services

The headquarters of UGAO house a space that has been arranged for the production activities of the Female Committee. The production site consists of a long veranda of nearly 30 m² which serves as a processing room, a storage room of nearly 15 m² and a sorting room of the same size. The production area has electricity and running water and is cleaned before and after each production activity.

The Female Committee holds basic processing equipment which includes: 2 cooking pans, 8 plastic basins, 1 gas cylinder, 2 stainless steel buckets, 1 complete set of

protective gear, 1 complete package of small processing equipment, 2 ice boxes, 1 sealing machine, and 1 weighing machine.

3. Raw Materials

The main raw materials used by UGAO have been described earlier; as a member of a Federation of Farmers Groups, the raw material is purchased at a lower price among the members of the Union. This guarantees to the women a continuous availability of Hibiscus, and protects them from the hazards caused by the fluctuation of the sale price of this commodity. The self-production of the raw material also allows the producers to ensure a significant profitability of their business.

4. Processing

Hibiscus calyxes are processed as described in the previous case study.

5. Marketing

Plastic bottles used by UGAO are purchased at a unit price of CFA Francs 145 (Figure 5.7). The price of the label could not be estimated for it is made free of charge with the printer of the federation. According to figures provided by the coordinator of the Female Committee nearly 25 bottles of syrup are sold per month at CFA Francs 2,000 / unit. The coordinator pointed out that the sales of hibiscus juice, in 25 cl sachets and 1 litre bottles, sold respectively at CFA Francs 100 and CFA Francs 1,000 appear to be a much more profitable business.



Figure 5-6: Hibiscus Syrup (finished product)

The Female Committee of UGAO has a commission responsible for the marketing of the production. To this end, the commission has established several channels through which the products are sold. Thus, 60% of syrups are sold by two vendors employed by the EIG whereas 15% are sold directly at the production site that also serves as a point of sale. The company also receives regular orders from collectors which consist in 10% of the company's sales. The remaining 15% constitutes the sales recorded during special occasions such as fairs and other events.

5.1.2 OVOP Case Studies: Kaolack region

Kaolack region is located between the southern Sahelian zone and the northern Sudanian zone, forming the heart of the peanut belt (The regions of Kaffrine, Fatick and Diourbel; Figure 5.8). Its total population is estimated at 1,053,535 inhabitants (ANSD, 2017). The region covers an area of 5.357 km². Farming activities occupy 75% of the population. The main crops are groundnuts, watermelon, beans, millet and sorghum, cotton, maize, sesame, fonio cereal, rice and vegetables. The craft industry sector despite the difficulties related to lack of equipment, poor professional training and a sluggish market, remains dynamic and performing an important role in the regional economy.

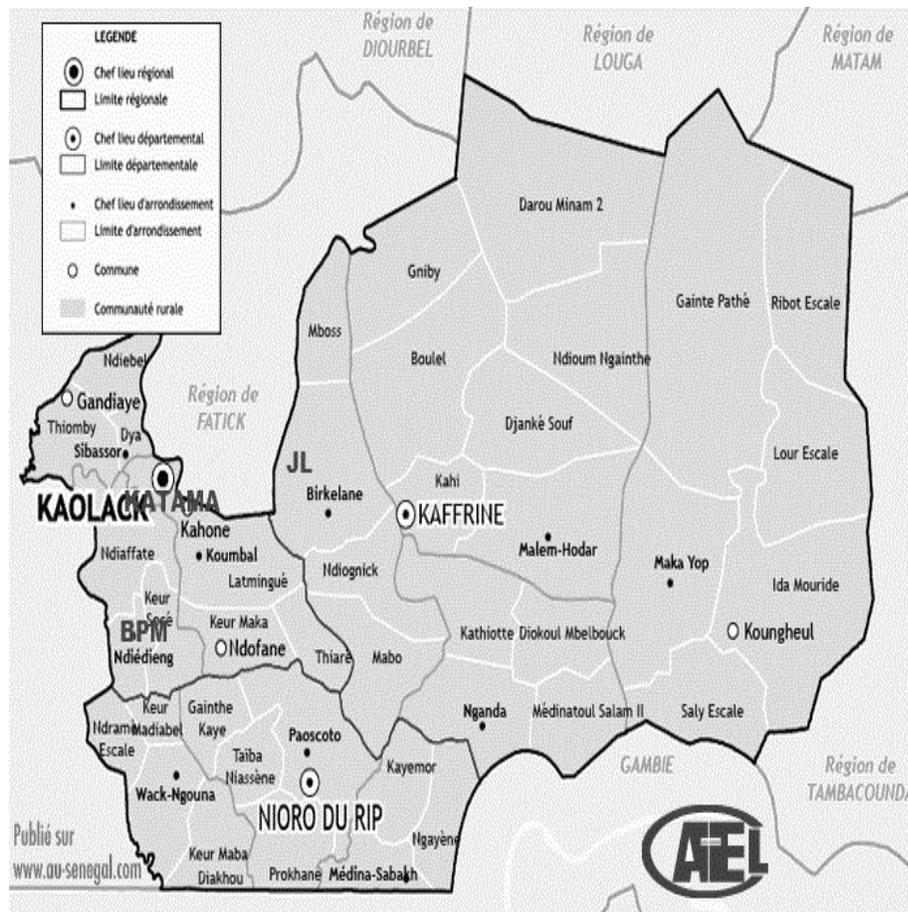


Figure 5-7: Location Map of Selected OVOP Companies in Kaolack

Company Profile of Baboc Pressing Multi Services

Company name	Baboc Pressing Multi Services
Location	Kaolack
Establishment year	2011
OVOP Product	Moringa Powder
Number of employees	10

1. Organization and Management

Baboc Pressing Multi-Services was established in February 2011 and aims at creating jobs, fighting against malnutrition, and contributing to environmental sustainability. Its production site is in Ngane Saer district, Kaolack Municipality. Although a family-run enterprise, the company is affiliated to the Kaolack Chamber of Craft Industry, and was selected in 2011 among Candidate OVOP producer groups. The company is also member of the management board of the Cooperative of Kaolack Food Processors, which was established in February 2013.

This family enterprise has 10 members, 5 women and 5 men, including the 4 members of the management board under the chairmanship of the head of the family Mr. Abdou Karim Faye. The company members are divided into 2 groups: a first group of 3 persons responsible for the processing and another group of 7 persons responsible for administrative management. It goes without saying that the board in question has not been changed since its creation in 2011. The literacy rate in this company is 100%, and because of the family enterprise status, membership is not open to other persons. Nevertheless, the company holds general meetings whenever necessary.

The company has never benefited from support in terms of equipment or financing from funding organizations or any other donor; however, in 2011 the company was a

recipient of capacity building workshops in Marketing and Management by the OVOP Project and GIZ (German Technical Cooperation).

The company was created under the initiative of its Chairperson, who was inspired by the interest that most organizations engaged in the fight against malnutrition grant to the Moringa tree. The company's activities can be summarized as the exploitation of Moringa based products, namely the oil extracted from the seeds and the powder made from its leaves. The purpose of these activities is primarily the generation of income but also the promotion of Moringa.

According to the Chairperson, records of their various activities are available and accounting records have been assiduously maintained since the company received the capacity building in Marketing and Management provided by the OVOP Project in 2011. Being a family business, there are no clear predefined rules of procedure, but according to the assertions of the Chairperson, this does not preclude that the required working requirements are strictly adhered to.

The company has no bank account in its name, when needed the bank account of the Treasurer is used for the company's business activities. The absence of a bank account implies that the company is not indebted to any financial institution. The Chairperson stated that the activities of the company are profitable, and the benefit generated by the sales of Moringa oil and powder is at the time being entirely reserved to be later invested in the rehabilitation of the production site and the purchase of equipment.

2. Assets and Services

The production site has been set up within the home of the Chairperson. It has running water and electricity supply, and comprises a paved drying area of about 20 m², a processing room of about 22 m² which is under construction, and a storage room of nearly 12 m². The outdoor drying yard and the processing room communicate via an opening of about 50 cm² through which Moringa leaves are introduced into the processing room after dripping. The processing room has two separated compartments: the first room is equipped with a tap, a kitchen sink and a wall shelf of nearly 3 meters long whereas the available processing equipment is kept in the other compartment. Beside the processing room is the storage room of end products as well as raw materials. It is equipped with drying racks where Moringa leaves are spread under the shade for drying before being processed (Figure 5.9).



Figure 5-8: Outdoor Drying Yard

According to the Chairperson, equipment such as drying racks and the pressing machine used in the processing of Moringa oil have been entirely designed and made by company's members themselves (Figure 5.10).



Figure 5-9: Pressing Machine

3. Raw materials

Moringa leaves are the only raw material used in the making of Moringa powder. Their availability is continuous throughout the year. One can find scattered Moringa trees in Kaolack region but the quantity of raw material they can provide is insufficient compared with the productivity of the company. This prompted the company to import Moringa leaves from neighbouring towns such as Kaffrine and Fatick. To overcome definitively the constraints of raw material supply, since 2013 the company succeeded in developing a Moringa tree farm in the area (Figure 5.11).



Figure 5-10: Moringa Tree

In general, Moringa leaves are purchased in sacks though their capacity could not be defined, and each sack is sold at CFA Francs 2,500. This amount includes the transportation costs for their routing to the production site. Based on the estimations of the Chairperson, more than 80% of the quantities of raw material are purchased outside Kaolack.

4. Processing

After collecting the raw material, processing begins with the leaf-stripping of Moringa leaves which are subsequently washed a first time in tepid water to which are added few drops of chlorine. The leaves are then washed a second time in salted water (salt acts here as an antiseptic) before being spread for a half day on a table covered with a gauze fabric for dripping. After dripping, Moringa leaves will be kept for 3 days in the storage room where they will dry in the shade to preserve their nutritional value. The leaves are then ground by hand in wooden mortars and sieved to collect the finest powder. Moringa powder obtained after sieving is then put into closed stainless steel containers and then exposed to the sun for a half day for final drying. The aim of this process is to reduce the humidity contained in Moringa powder while avoiding the direct contact with the sun that can lead to the evaporation of some of its nutritional components. After the final drying, the Moringa powder is then packed in glass jars of 100 g and 350 g. The glass jars used for packaging cost respectively CFA Francs 250 and 375. Labels printed in colour and designed by company are then stuck on the jars. The cost of each label is CFA Francs 100, and on them is listed all the information related to the product: its conservation period, nutritional intake, usage mode, and the required information about the producer.

5. Marketing

Baboc Pressing uses glass jars of 350 g and 100 g for the packaging of Moringa powder. Those jars are sold exclusively by the Central Purchasing Unit Andandoo of ITA (Food Technology Institute; Figure 5.12).



Figure 5-11: Moringa Powder Jar 350 g

Thanks to the support of the OVOP Project, the company benefitted from FRA Certification acquisition for its Moringa powder. This support enabled the company to be able to register at the Central Purchasing Unit and buy its packaging without any intermediary, subject to the payment of membership fees of CFA Francs 10,000.

Jars of Moringa powder of 100 g and 350 g are respectively sold at CFA Francs 1,250 and 1,500. The company has set up a local distribution network in Kaolack region through which is sold nearly 75% of its production. This network consists mostly of local shops which resell the product they would buy at a wholesale price that varies according to the quantity purchased (about 15%); and also of individuals, most of whom purchase the product directly at the production site either for their own consumption or for reselling (about 60%).

It is estimated that 20% of the company's production is sold outside Kaolack, mainly in Dakar at the OVOP Shop that has been selling Moringa powder since June 2012. Apart from the OVOP Shop, a lesser quantity of the production is also sold individually by members of the company who live in Dakar. The remaining 5% consists of the sales recorded by the company during its participation in fairs and exhibitions.

Company Profile of Katama

Company name	Katama
Location	Kaolack
Establishment year	2009
Product	Hibiscus Teabag
Number of employees	6

1. Organization and Management

Katama is a company specializing in the processing of various local resources. Its production site is located in the city of Kaolack (Kasnack Sud district). Although having the legal status of a company, the group operates as a family business, under the chairmanship of the head of the family, Mr Ibou Goudiaby. The specialty of this company is that its production is focused in the processing of resources traditionally renowned for their medicinal properties. The company's objective is to contribute to the local economy through the value-added creation of the Hibiscus Tea Bag.

The company was established in 2009 under the personal initiative of Mr Ibou Goudiaby; with the aim of developing local resources whose commercial potential is still untapped. The company was by then affiliated to the Chamber of Craft industry of Kaolack. In 2013, the company joined the Cooperative of Kaolack Food Processors which was created that same year. Katama has 6 members consisting exclusively of Mr Goudiaby, his wife and children. Mr and Mrs Goudiaby together form the management board of the group with the respective functions of President and Secretary General. It goes without saying that the office has not been subject to any change since its establishment. The company's literacy rate is about 75%. Although closed to admission by a third person, the chairman hires the services of three employees for the processing and marketing of the products.

Having been selected among the producer groups which were certified as OVOP Producers in 2011, the company has undergone several training sessions of capacity building in Marketing and Management. Except this, the company has never received assistance from a support organization. Still the company counts among its partners many resource persons and relatives who financially support its activities. At the present time, Katama has the objective to ensure wide promotion of its products locally and also export them abroad.

The products of Katama are popular among the local population, as evidenced by the sales records available. Apart from the Hibiscus tea for which it was selected as an Excellent OVOP producer, Katama processes and markets a variety of products such as "Ratt" and "Kinkeliba" infusion (herbal local), ginger pellets, "locust bean" powder, and local fruit based granules. The processing of these products is carried by Mr and Mrs Goudiaby, who sometimes hire up to three employees to assist them in production activities. Therefore, there are neither specific regulations concerning the participation of members in the processing of products, nor regular meetings to determine the functioning of the company.

Profits from sales are saved for the acquisition of new processing equipment but also for the purchase of raw materials in order to increase the productivity of the group. For that purpose, Katama has a bank account at MECOR of Kaolack (a savings mutual established by the Chamber of Commerce). The company does not record a debt owed to a bank or lending agency.

2. Assets and Services

The production activities of the company take place in the house of the chairperson. The site consists of a room of nearly 20 m² used for the bagging and conditioning, a storage room of nearly 10 m² where the finished products are stored, the raw materials, and the processing equipment. The place is spacious and meets the hygiene standards required for food processing. The tiled floor is regularly cleaned before and after production. The site is electrified and has running water. Presently, the company uses processing equipment composed of buckets, three sealing machines (including one vacuum-sealing machine) and some kitchen utensils (spoons, trays, bowls, and so on). The company also counts amongst its equipment an electronic weighing scale and a mechanical one.

3. Raw Materials

The company uses for its production two varieties of organic Hibiscus - “Ordinary” Hibiscus which is very popular for its sour flavour; and “Vimto” Hibiscus (Figure 5.13), which is commonly known as it gives a brighter colour to Hibiscus juice and syrup. Those two ingredients are mixed in equal proportions in the preparation of Katama’s Hibiscus Tea.

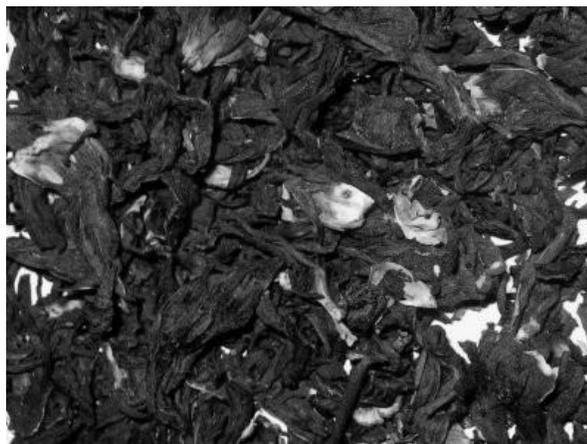


Figure 5-12: Dried Hibiscus Calyxes (“Vimto” variety)

Given that Katama does not own a grinder, the EIG purchases ground Hibiscus from the Q.AB.COO (Quality Biological Agriculture Cooperative) that was selected in 2011 as an Excellent OVOP producer for its organic Hibiscus. The raw material is purchased semi-finished at CFA Francs 1,500 / kg, while the raw Hibiscus calyxes are sold at CFA Francs 1,200 / kg at the local market. This means that the grinding of 1 kg of Hibiscus is charged at CFA Francs 300. Although being a product available throughout the year, the price of 1 kg of Hibiscus is however subject to fluctuations with notable peaks between April and October. To offset this, the company manages to store a sufficient amount of Hibiscus during periods of abundance that will ensure continuous production throughout the year.

4. Processing

The 2 varieties of Hibiscus are purchased separately already ground and are mixed in equal amounts. After mixing, the broken Hibiscus is thoroughly cleaned by hand and then sieved to remove all impurities. After sieving, broken Hibiscus is manually put in 5 g cellulose-paper bags using small stainless steel spoons. The employees in charge for this operation wear clean working cloths with masks and gloves. After bagging, each bag is sealed using an electric sealer. Finally, the sealed bags are packed in 20 bag carton boxes. According to information given by the Chairperson of the group, 1 kg of ground Hibiscus can provide 10 boxes of tea Hibiscus (200 cups / kg).

5. Marketing

Katama uses for the bagging of its Hibiscus: Tea cellulose bags that initially contained Tea. Those teabags are first emptied to be filled with broken Hibiscus. This

process is used to overcome the unavailability of the porous paper that is commonly used for bagging tea and other tea herbs. The company purchases at CFA Francs 700 a box of tea containing 100 teabags: thereby the cost price of each bag is CFA Francs 7. Carton boxes owned by the EIG have been designed and manufactured by the company La Rochette Senegal, specializing in carton packaging, for a unit price of CFA Francs 85. In addition to its good brand design, the carton box contains information about the product, such as the FRA certification.

The box of Hibiscus tea is sold at CFA Francs 1,000 (Figure 5.14). According to the estimates made by the President an average of 150 boxes are sold per month.

Among the sales recorded by Hibiscus tea, 25% are made outside Kaolack region, mainly in Dakar at the OVOP Shop, whereas the remaining 75% are made in Kaolack. For the marketing of its products within the Kaolack region, the company has an exhibition space in the supermarket through which nearly 60% of its production is sold. Moreover, the company also employs a sales-person in charge of promoting and selling their different products.



Figure 5-13: Hibiscus Tea Bag Box

Company Profile of Jappo Liggey

Company name	Jappo Liggey
Location	Kaolack / Guinguineo
Establishment year	2009
OVOP Product	Broken Millet
Number of employees	19

1. Organization and Management

Jappo Liggey is located in the Department of Guinguineo, about 25 km from the city of Kaolack. The company's creation was the brainchild of local women who wanted to establish a female business group that would carry out lucrative activities with the aim of promoting female entrepreneurship, employment, and the development of local resources. Aware of the advantages that can provide the acquisition of a legal status, the group was erected in 2009 as an EIG, specialized in the processing of local cereals, under the chairmanship of Mrs Marie Madeleine Ndiaye.

At its inception, the company benefited from the support of the Chamber of Craft Industry of Kaolack, which provided to its members their first training in marketing and processing of fruits, vegetables and local cereals. Affiliated to the Chamber of Craft Industry of Kaolack, the company joined in 2013 the Cooperative of Kaolack Food Processors that gathers together all producer groups of Kaolack region which are active in the processing of local resources.

The company rents a place in a house located in the centre of Guinguineo, where they set up their production site. The site in question is a room of nearly 16 m² that serves as processing room but also as storage room for the equipment, raw materials and finished products. The owner of the house allows the company to use the terrace of the house as a

drying area and meeting place. The company holds general meetings when necessary, but not on a regular basis.

Jappo Liggey is not opened to membership by other persons and counts in total 19 members, all women, divided into subgroups that participate collectively in the different tasks of production activities. Although participation in production activities is compulsory, there is some flexibility in the observation of the company's rules of procedure. For instance, the regulation states that the delays and unjustified absences are punishable by a fine, but this rule is often not followed because of the housewife status of most of the members, who must first finish their household tasks before devoting to the activities of the company.

Among the 19 members of the company, 4 were elected as members of the management board. The board was renewed in 2012 with the reappointment of Mrs Marie Madeleine Ndiaye to the chair of the company. The literacy rate of the group is about 85%, for most of the members have benefited from the wide literacy campaign that was conducted by the Senegalese Government in the late 90s. The company has always been autonomous and has never received financial or equipment support from any outside donor. However, having been among the OVOP producer groups of 2011, the company has received training in Marketing and Management provided by the OVOP Project.

Under the OVOP Project, the company was able to acquire FRA certification. This support will help extending the group local market before undertaking the exportation of its products. According to the Chairperson, the activities of the company are profitable and this can be proved by the sales records. The profit generated by the sales of local cereals is divided into 3 parts: the first part is saved for upcoming activities, the second part is

reinvested in the purchase of raw materials and other inputs, and the last part is equally shared among members. The company does not have a bank account and therefore is not indebted to a bank or any other financial institution.

2. Assets and Services

The processing of cereal is done at the production site which consists of a room of about 16 m² that the EIG rents at CFA Francs 20,000 per month from a third person. The same room serves as a storage place where the processing equipment is stored, as well as the raw material and finished products. During the rainy season, the room also serves as a drying area. Although tiled and well maintained, the room is not spacious enough to accommodate the 19 members of the company who collectively participate in production activities, as claimed by the chairwoman. However, the site is electrified and has water supply.

The processing equipment of the company lists only basic utensils such as pots, colanders, plastic buckets, basins, a 50 liter barrel, sieves, trays, and small equipment. The company also features a scale for weighing and a sealing machine for the packaging of finished products. Before the support provided by the OVOP Project in terms of equipment, the company was using public machines for the husking and grinding of cereals.

3. Raw Materials

Broken millet produced by Jappo Liggey is 100% composed of millet grains. The company has a preference for the variety of millet called “Millet Souna 3” (Figure 5.15), which is very popular among cereal processors groups. In fact, this variety has been promoted by the Senegalese Government since the late 80s; studies conducted by ISRA

(Senegalese Institute for Agricultural Research) have shown that “Millet Souna 3” is more productive compared to other varieties of millet because of its disease resistance, better output in kg / ha, and shorter growth cycle. In 2012, the production of “Millet Souna 3” was estimated at nearly 300,000 tones, insuring its continuous availability in the country and throughout the year. However, as it has been notified by the Chairperson of the company, that this raw material is subject to fluctuations in supply and costs. The low period extends from November to April, period during which the price varies between CFA Francs 200 and 250 per kg; peaks are noted between May and October, during which the price of 1 kg can go up to CFA Francs 450.



Figure 5-14: “Millet Spike Type Souna 3”

4. Processing

The raw millet purchased at the local market is first cleaned. The cleaning consists in removing by hand the debris and stones contained in the millet during the harvesting or during its transportation to the point of sale. After cleaning, the raw millet is husked. Before receiving support from the OVOP Project, the husking was done using public husking machines. Those machines usually belong to individuals and are used for the

husking of various kinds of cereal. The grinding is charged by the kg. Thus, the OVOP Project directly contributes to the reduction of the operation costs of this company. After husking, the millet is manually winnowed to separate the bran from the millet. Then the husked millet is soaked for 30 minutes in chlorinated water to eliminate any kind of germ or bacteria, and also to remove the remaining debris of seed coat that may float on the surface of the water, despite the winnowing. The millet is then washed a second time in tepid water and spread on a gauze fabric for dripping. The millet spread on the gauze fabric will dry after a half day and is then brought to the public mill for grinding. As for the husking, the grinding is also charged by the kg. Once ground, the broken millet is taken to the processing room to be packaged in plastic bags and sealed.

5. Marketing

Broken millet is packed into 400 g plastic bags (Figure 5.16). The plastic bags used by Jappo Liggey are standard ones and can be found in the local market; they are commonly used by small scale cereal producers. The packaging which costs CFA Francs 20 / unit comes with a colour printed label that costs CFA Francs 40 / unit. The finished product is sold at CFA Francs 300. According to the estimates made by the Chairperson, approximately 60 bags are sold per month. In the case of this company, members are not involved in the selling of the finished product.

To sell its production, Jappo Liggey has established a local distribution network with shopkeepers of the locality through a deposit-sale system. 100% of the company's production is sold this way. As part of the support provided by Project OVOP, Jappo Liggey received in February 2013 a favourable agreement from the Division of Quality

Control of the Ministry of Commerce, for a forthcoming acquisition of FRA certification. With the acquisition of that certification, GIE expects to expand its market to other localities, and possibly to have its products sold in some stores in Dakar.

5.2 Analysis of Case Studies and Questionnaire Survey Results

5.2.1 Analysis of Case Studies

- **Espace Beaute Yagora**

The production process established in this group has several advantages: recycling of jute bags, job creation, training on craft product manufacturing, innovation and diversification of craft products available in the market. The main difficulty is related to the high cost of the labour force which makes the product expensive and not affordable for most Senegalese, who appreciate the product but cannot afford to purchase it. Thus, the sales of jute bags rely mainly on the tourism business. This is a serious bottleneck when there is a slowdown in tourism business; products are stocked and sales are slow which negatively impacts on business development.

- **Union Communale des Femmes de Foundiougne**

As part of the support provided by the OVOP Project, this company has been assisted in the FRA certification acquisition process. That certification enables the organization to expand its marketing network and consider exporting its products to other countries.

Although the syrup produced by this group has so far received good ratings from the clientele of the OVOP Shop, some customers have however deplored instability in the quality, mainly in relation to the product's sweetness. To overcome this, the group benefitted from acquiring a PH meter and refractometer which are instruments that allow them to control the acidity and sweetness of their products. These tools ensure the stability of the product quality.

The Female Communal Union of Foundiougne stands as a model in female entrepreneurship development. Women entrepreneurs can learn from their experience to achieve their goals. Thus, it would be judicious for the groups selected as OVOP producers to take advantage of these assets. For example, the Departmental Union, which is the umbrella organization, has a micro-finance institution whose services could benefit OVOP producers located in the Department of Foundiougne. This is possible as the organization is open to further membership. Note: Having been both selected for their syrup, Hibiscus EIG UGAO of Gossas (Fatick) and Female Communal Union of Foundiougne were proposed by the OVOP project to introduce, if possible, another type of syrup to ensure the diversity of Excellent OVOP products. Following that proposal, the Female Communal Union of Foundiougne has opted to produce ginger syrup whose raw material and processing are different from those described in this company profile.

- **Union des Agriculteurs de Ouadiour**

UGAO has a strong marketing potential considering the fact that their raw material is self-produced. Although there is a commission which is in charge of the marketing of the production, the sales recorded by Hibiscus Syrup remain however very small, and should be subject to a deep reflection by the group members in order to bring a solution to that problem. This situation is likely to be improved by expanding the sales network through the acquisition of FRA Certification with the support of the Project.

The acquisition of additional production equipment (double-bottomed cooking pans, gas burners etc.) should allow the company to significantly increase its productivity. It has been also noted that the veranda which serves as a processing room is a common space of

the building which also houses the offices of the Departmental Union. Therefore, women cannot regulate access to this space even during production hours. For a better management of the workspace that must meet certain hygiene standards, the company would benefit in settling its production site in a more suitable environment.

- **Baboc Pressing Multi Services**

The enhancement of Moringa leaves is an effective response to challenges related to food safety. Besides, to overcome the multiple natural hazards which can affect agriculture, Moringa production enables the diversification of crops and significantly increases the incomes of producers. With regard to international exchange, Moringa production enables producers to gradually reduce the imports of food products and thus develop export channels for domestic products. Moringa directly contributes to the improvement of people's nutrition, especially in children, breast-feeding women and pregnant women.

The company used to manually grind the Moringa leaves. According to the Chairperson, they avoided the use of public mills that could be a source of contamination. Indeed, public mills are used for grinding different types of cereals, and it is clear that their use may lead to the presence of foreign bodies in the Moringa powder. From this point of view, the OVOP Project supported in the acquisition of a small grinder equipped with a fine sieve that significantly alleviated the working conditions of this group and improved their productivity.

Baboc Pressing faces very low competition in the Kaolack region. They would gain from a promotion campaign of Moringa. During the last decade, vast awareness campaigns were conducted by organizations such as the American Peace Corps, NGO World Service,

and the NGO AGADA (Alternative Action for African Development) to raise the awareness of the Senegalese people of the medicinal benefits of Moringa. Possible partnerships with such organizations would be a great advantage for this company.

Baboc Pressing often encounters difficulties with its supply of raw material, particularly with regard to transportation costs that have been estimated at CFA Francs 10,000. The raw material comes usually from Fimela in Fatick region (about 80 km from Kaolack) and from Kounghel in Kaffrine Region (about 100 km). To overcome this constraint, the GIE in 2011 attempted to establish in Kaolack a plantation of Moringa trees on a plot of 1 ha that was granted to them. That attempt was unfortunately unsuccessful. Since the Moringa tree is renowned for its easy adaptation to different types of soils and requires very little maintenance after transplanting, the reasons for this failure may well come from the inexperience of the group in Moringa tree replanting, hence the interest to engage the services of a botanist to determine the feasibility of such a project.

- **Katama**

The Bissap Teabag has an increasing importance in the economic development of the Kaolack region, and enables the adding of more value to the Bissap. The Bissap Teabag is highly appreciated in domestic markets and generates important revenues. Their innovative production methodology contributes also to the creation of new employment. Besides the need to develop new production channels, it is also necessary for this group to establish business networks with the producers of filters and biodegradable boxes. To reduce its operating costs, the Project OVOP supports the company in the acquisition of a milling machine for the processing of Bissap calyxes. This support helps to better control

the quality of the raw material used. To ensure friendliness of the product towards the consumers, the EIG should also consider adding a string of the tea bag as it is customary with most herbal infusions.

- **Jappo Liggey**

As stated above, under the OVOP Project support program, the company benefitted from a grinder and a poly-cereal husker. It is noteworthy that the absence of machinery remains the main weakness of this group. It is noted that in the processing that the raw material was taken out of the production site on 2 occasions: a first time for the husking and another for the grinding. Under such conditions the company could not claim a certain quality of its products when one considers all the risks of contamination that are involved. The acquisition of adequate equipment helped the group to provide services for the processing of cereals to individuals and thus generate revenues that would significantly impact on their productivity. The procurement of such equipment should be done in parallel with the improvement of the quality of the product itself. Indeed, feedback collected from Boutique OVOP revealed that cereal products in general are often subject to the presence of mould and insects well before their expiration date. An updating training session in local cereal processing techniques seems to be the appropriate solution to this problem.

To maximize its advantages, it is necessary that the company undertakes to move its production site to somewhere it can properly observe the “forward going” principle which is recommended in food processing, to reduce the risks of contamination. The company can at the same time plan to set separate rooms for the storage of finished products and raw materials. Although minimal, the Jappo Liggey faces competition at the local level. The

company should first enlarge and strengthen its local distribution network before considering an expansion to other regions. To do that, the company would gain from investing in the customization of its packaging to ensure a better physical appearance of its product.

5.2.2 Analysis of Questionnaire Survey Results

a) Background of OVOP Entrepreneurs

Most of the business groups or SMEs in Senegal are registered under EIG, which is a grouping / association of people conducting non-profit economic activities. The survey reveals that 50% (3) of the OVOP Entrepreneurs are business groups (Figure 5.17). Family Businesses make up 33% (3), and Self-owned contribute 17% (1). In business groups, the board is opened to all members, an internal rule is applied, and financial management is transparent, while in family business the board consists of family members only, and management is mostly centralized around the Chairperson who most of the time is the head of the family.

Type of Companies

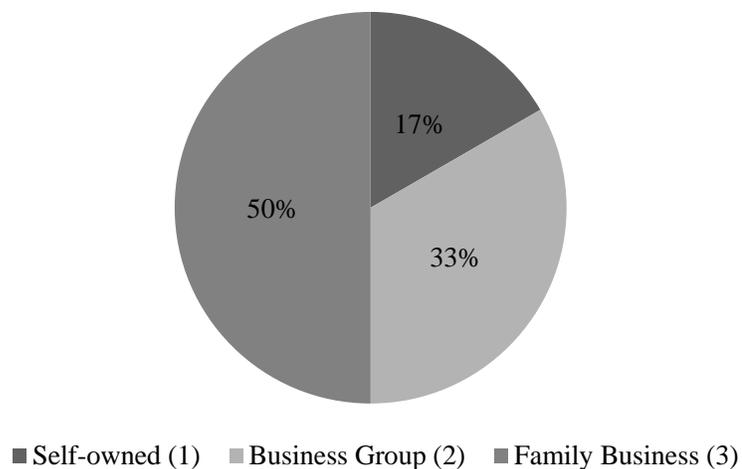


Figure 5-15: Background of OVOP Entrepreneurs

b) Type of business activity

83% (5) of OVOP entrepreneurs are involved in Food and Drinks Processing while 17% (1) makes handcraft products (Figure 5.18). View the natural potentialities of both regions in terms of agriculture: peanut, hibiscus, ginger, baobab and cereals, most entrepreneurs are specializing in food processing. This represents a good opportunity for local citizens to develop their own geographical products, but on the other hand it affects sales and products differentiation, hence most entrepreneurs are producing similar products individually or within their groups without any value addition to differentiate themselves from others. Handcraft activities are well developed, especially in resort areas where foreign visitors highly appreciate the Senegalese souvenirs made from traditional fabrics, leather, and woods.

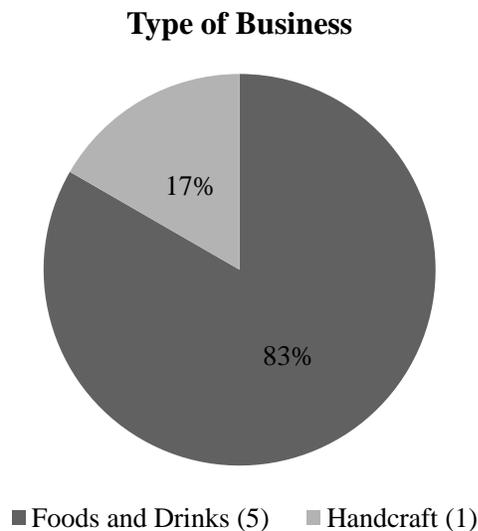


Figure 5-16: Distribution of Respondents by Type of Company and Business Activity

c) Financial situation of respondents

Figure 5.19 presents the financial situation of OVOP entrepreneurs from 2013 to 2015. Though the analysis cannot be done based on the total annual amount due to the fact that OVOP entrepreneurs produce different categories of products with various prices in different areas, the graph shows that in total 4 groups of entrepreneurs are keeping an upward trend - namely the Farmers' Union of Ouadiour, BPMS, Jappo Liggey and the Female Communal Union of Foundiougne. This trend can be explained by the various supports these companies benefitted from during the OVOP Project to upgrade their business activities. On the other hand, EBY which was one of the best groups in terms of sales performance at the OVOP Shop, recorded a significant drop in sales due to some exogenous factors related to: 1) the Ebola virus which did not affect Senegal directly, but did the Republic of Guinea Conakry, a neighbouring country. However, on July 2016, the World Health Organization (WHO) officially announced the end of Ebola virus in the Republic of Guinea and Liberia; 2) World terrorism, which again does not so far directly affect Senegal but some neighbouring countries such as Mali, Mauritania and the biggest terrorism hub in Western Africa namely Nigeria; and 3) On top of that, tourism industry in Senegal which used to be a pioneer of this sector in Africa is declining because of lack of policies to concretely promote the sector. As for Katama, this company used also to record the best sales of at the OVOP Shop, but one year after the OVOP Project completion, the company encountered some internal management issues which impacted on its business performance.

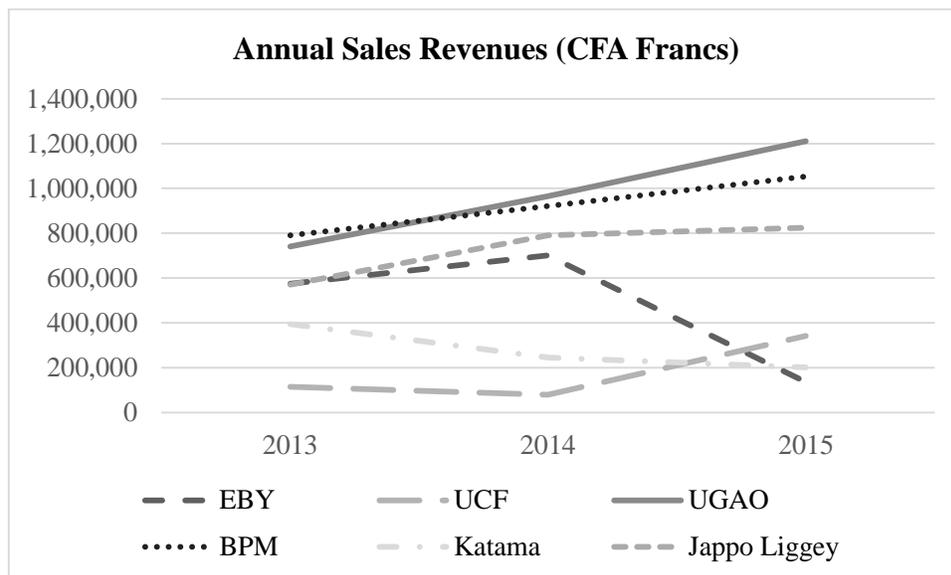


Figure 5-17: Financial Situation of Respondents

d) Business problems encountered

Technical problems related to production, product development, packaging, and equipment top the list of encountered problems (Figure 5.20). These difficulties can be explained with regard to entrepreneurs' lack of technical expertise and access to appropriate equipment.

Commercialization is the second listed encountered problem. Issues related to commercialization are lack of access to potential markets like Dakar, or to participation to regional and international fairs. Problems related to raw material availability, collection problem and employment rank third in the list of respondents having problems.

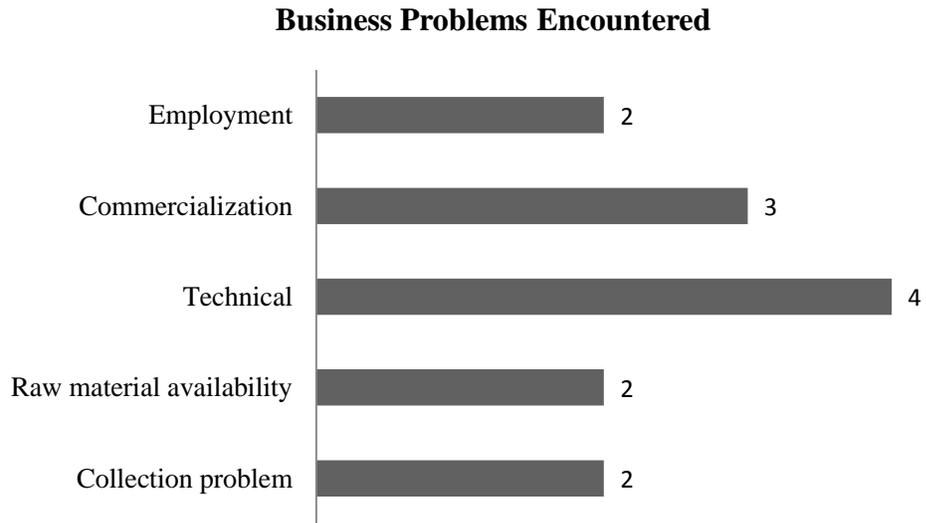


Figure 5-18: Business Problems Encountered (multiple choice answers)

e) Funding sources

With regard to funding sources, personal contributions are the main seed money (Figure 5.21). Most of the surveyed entrepreneurs established their business by using their own funds. For business groups, the sources of funding originated from the membership fees. Bank loan response is very small due to the difficulty for entrepreneurs to get loans from banks or micro financial institutes. Additionally, interest rates of these institutions are very high. The above issues related to access to credit are the main impediment for OVOP entrepreneurs to conduct continuous business operation growth.

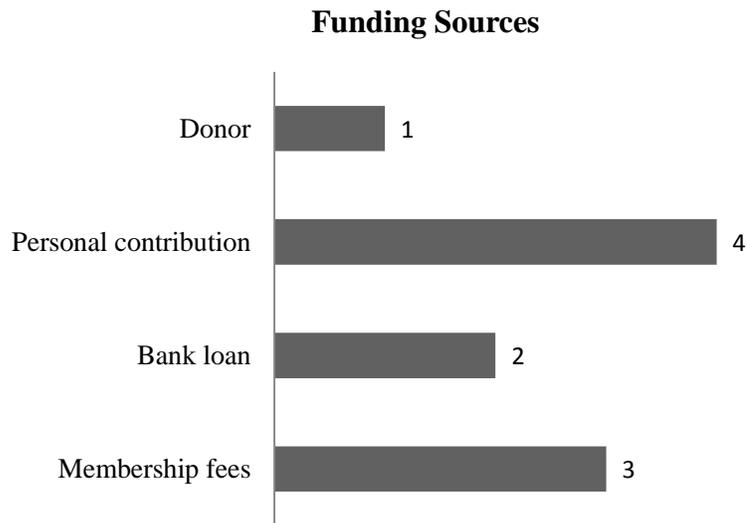


Figure 5-19: Funding Sources (multiple choice answers)

f) Promotion strategies

Direct marketing ranks first on the list of promotion strategies with 46% (Figure 5-22). Direct marketing is conducted through mouth to mouth, this translates the entrepreneurs' lack of knowledge on promoting their products, and to include promotion strategy budgets in their annual planning. The use of flyers records 27%, while internet and fairs are 18% and 9% respectively. Promotion strategy on the internet is done through Facebook. However, most of the time, the Facebook page is not frequently updated. Entrepreneurs face also difficulties to access to internet or even possessing personal computer. Thus, OVOP entrepreneurs need to be trained in information and technology communication as well as acquiring computer which can significantly help them to design and print logos and labels by themselves, and also to further promote their products by using social media networks.

Promotion Strategies

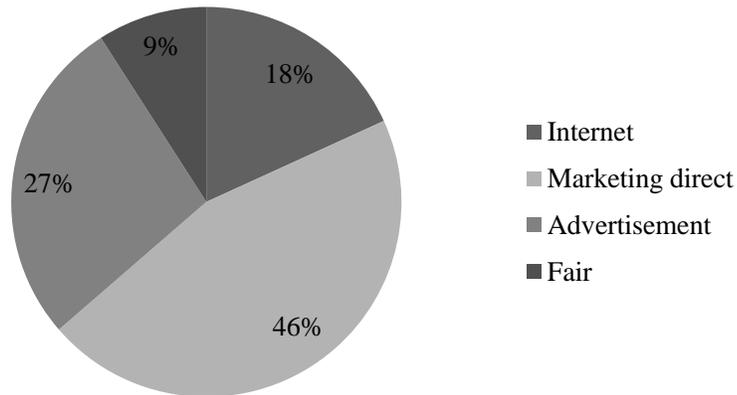


Figure 5-20: Promotion Strategies (multiple choice answers)

With regard to capacity building as part of building human capital, it should be pointed out that Project OVOP invested heavily to help OVOP entrepreneurs to benefit from the comprehensive training package. According to the survey all respondents received training in Accounting, Marketing and Business Management from 2012 to 2013. Also, all respondents reported disseminating this learned knowledge with company members. Apart from the OVOP Project, the GIZ (German Development Cooperation) and USAID (United States Agency for International Development) provided similar training to 2 of the Kaolack region entrepreneurs; namely Baboc Pressing Multi Services and Jappo Liggey.

5.3 Revised Hypothetical Model of Critical Success Factors

Based on the analysis of the OVOP Project in Senegal using the Case Studies and the Questionnaire survey, we evaluated the eight critical factors of the research hypothetical model (Table 5.1).

Critical Factors		Study Findings	Factor Importance Evaluation
Internal Factors	Organizational capabilities	Findings of the analysis confirmed that OVOP entrepreneurs succeeded in implementing good organization and management methods within their respective companies. However, business networking and experience sharing with other OVOP companies within or outside the locality needs further implementation for more efficient business activities.	Average
	Marketing Capabilities	They still represent a major impediment for OVOP entrepreneurs. The study revealed that OVOP entrepreneurs need marketing training that includes both theoretical and practical cases that would better help them to value and market their products and services.	High
	Technical and Financial Capabilities	Technical capabilities of OVOP entrepreneurs are still low if they plan to compete with industrial products or export their products abroad. Two major issues have been identified, namely lack of means to acquire the right equipment, and production and raw materials management. The financial capabilities of OVOP entrepreneurs are high. All 6 surveyed companies have updated financial related reports which include appropriate accounting records.	High
	Entrepreneurial Traits	Case studies and questionnaire survey results revealed brave entrepreneur experiences despite several hurdles and challenges. Further development of creative and innovative mindsets would significantly help them to upgrade their business activities.	Average
External Factors	Government Support (Finance and Subsidies)	The majority of OVOP entrepreneurs suffer from lack of capital and subsidies to conduct adequate business activities. Access to finance significantly contributes to growth and prosperity for companies. Lack of access to credit is a major impediment inhibiting the growth of micro-enterprises.	High
	Information and Technology	I&T are critical paths to the improvement and sustainability of OVOP entrepreneurs' technological capabilities. "Efforts to increase value addition can be done through the use of technology in every business activity, so the competitive advantage of the company can be formed by creating excellence in one or several chain business activities" (Porter, 1990).	High
	Competitive	Substantial efforts have been made by the Senegalese	Low

	Environment	government to smooth the SME business environment. In this respect, the World Bank Doing Business 2016 report on Senegal ranked the country among the world's 10 top business improvers for the second consecutive year.	
	Social Infrastructure	The Senegal Emerging Plan by 2035 implemented by the government with the support of international donors has achieved some conclusive results in terms of infrastructure construction in urban and rural areas.	Low

Table 5-1: Evaluation of 8 Critical Success Factors

Following the analysis of OVOP Projects in Senegal based on the case studies prepared by JICA and the Questionnaire survey developed for this study, the following factors describe the first revision of the hypothetical model of critical success factors. In total 6 critical success factors pertaining to Government Function and the OVOP Entrepreneurs Mission have been identified following the analysis (Figure 5.23):

1. **Exploration and development of local resources** relies on the need to use the local potentials, add value to them, and promote them as products which reflect the pride of the locality;
2. **Market Development** aims at creating a market system development to provide marketing models;
3. **Marketable and innovative products making** aims at consolidating the expansion of existing businesses and fostering the spirit of competitiveness through the development of innovative products to upgrade business levels;
4. **Financial Support** means access to finance that includes both public and private funds, and to identify and implement programs to bridge financing needs, to involve access to financing, financial brokering, financing forum and donor forum / consultancy;

5. **Human Resources Management** emphasizes the need to nurture OVOP entrepreneurs through various capacity building activities to work as pillars of local economy revitalization; and
6. **Enhancement of Managerial Capabilities** relies on the need to upgrade the entrepreneurs' managerial capabilities through formalized structures in the organization, a recognized reward system, the ability to make decision, cooperation under the organization, and meeting gender balance and information sharing.

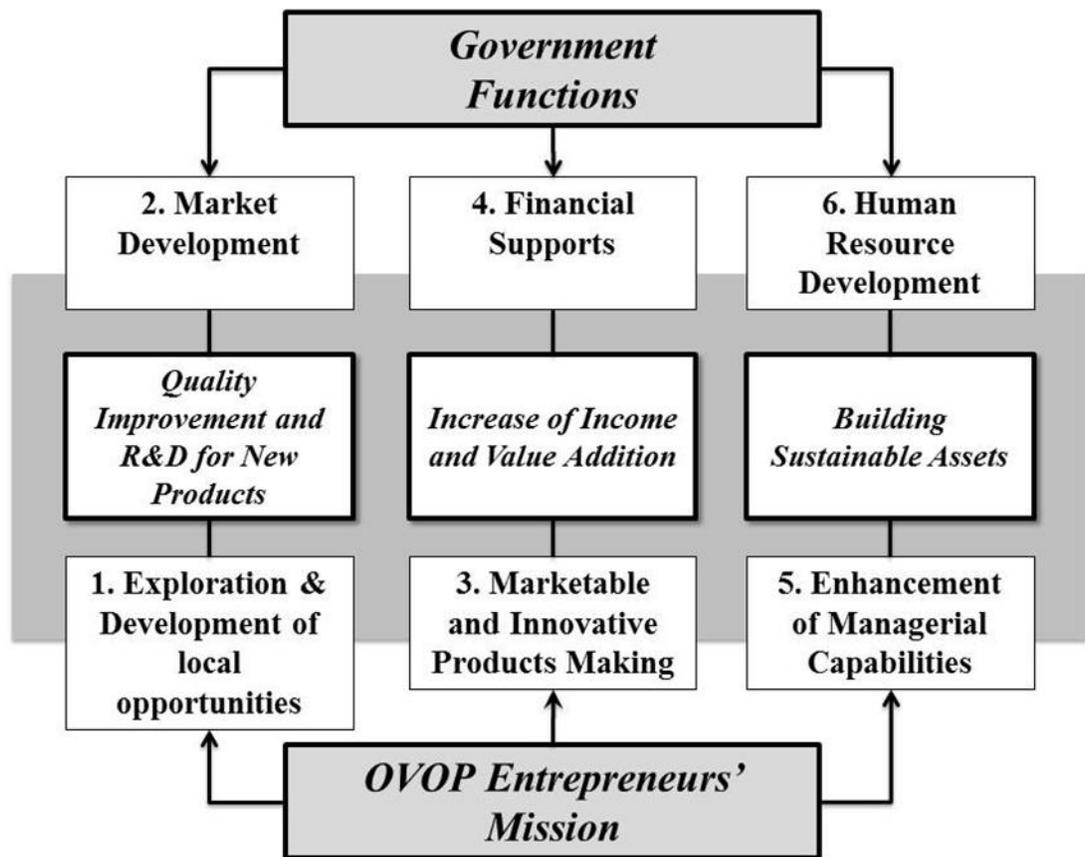


Figure 5-21: First Revision of Hypothetical Model of Critical Success Factors

CHAPTER 6

ANALYSIS OF DESIGN THINKING PROJECTS

This Chapter is an analysis of Design Thinking Projects (Figure 6.1). Subsequent to the analysis of OVOP case studies and the related entrepreneur questionnaire survey in the previous Chapter and the findings, we show here that the analysis of Design Thinking Projects conducted by IDEO.org aims at mainly introducing design thinking as a value adding tool to improve OVOP Projects. By comparing the two models in this study (the OVOP Project and Design Thinking Projects) allows us to draw comparisons, and gain insight and learning. The findings of this analysis will finally result of presenting the second revised model of hypothetical critical success factors.

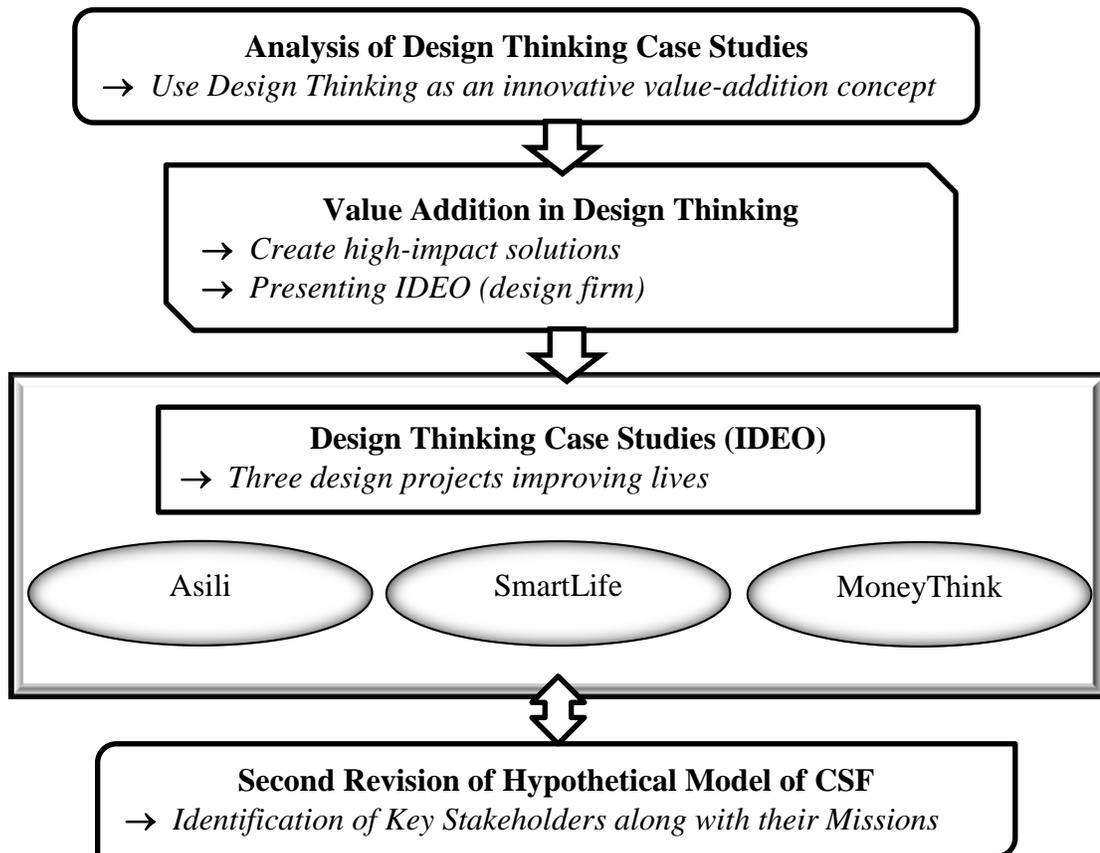


Figure 6-1: Framework of Chapter 6

6.1. Design Thinking as a Value Addition Approach

The most successful projects are the ones where the end-user had a say in the final solution, co-creation leads to user engagement and ownership to the product. That necessity is the mother of ingenuity is a known cliché; for thousands of years mankind has been crafting tools to make tasks easier. In developing countries people are making do with what they have to solve problems at hand: a rubber tire become shoes and a roadway sign become a roof (Strømstad, 2004).

For development aid focused on long-term solutions, commitment from both local communities and international organizations are important. The locals can contribute with extensive knowledge and outside sources the resources and tools to develop projects. However, for a great impact, the solution has to be viable in terms of the potential for locals to follow up the changes by themselves. Acting as a communicator, facilitator and creative problem-solver the designer can contribute to create a stronger connection between the different stakeholders (Strømstad, 2004).

Traditionally, designers focused their attention on improving the look and functionality of products. Classic examples of this type of design work are Apple Computer's iPod and Herman Miller's Aeron chair. In recent years, designers have broadened their approach, creating entire systems to deliver products and services. Design thinking incorporates constituent or consumer insights in depth and rapid prototyping, all aimed at getting beyond the assumptions that block effective solutions. Design thinking inherently optimistic, constructive, and experiential addresses the

needs of the people who will consume a product or service and the infrastructure that enables it (Brown, 2010).

Businesses are embracing design thinking because it helps them be more innovative, better able to differentiate their brands, and faster to bring their products and services to market. Non-profits are beginning to use design thinking as well to develop better solutions to social problems. Design thinking crosses the traditional boundaries between public, for-profit, and non-profit sectors. By working closely with the clients and consumers, design thinking allows high-impact solutions to bubble up from below rather than being imposed from the top (Brown, 2010).

6.1.1 Presenting IDEO

IDEO, the design firm, was established in 1991 as a merger between David Kelley Design and ID Two. The first cited firm was the creator in 1982 of Apple computer's first mouse, while the second designed (also in 1982) the first laptop computer. IDEO's expertise focused initially on works based on traditional design for business, and designed products such as the Palm V personal digital assistant, Oral-B toothbrushes, and Steelcase chairs. These are the types of objects that are displayed in lifestyle magazines or on pedestals in modern art museums. By 2001, the design firm was increasingly being asked to tackle some problems that looked outside traditional design. Among other projects, IDEO design works are helping a health care foundation to restructure its institution, a century-old manufacturing company which wanted to further understand its clients, and a university which hoped to establish alternative environments of learning to traditional classrooms.

Design services took IDEO from designing products for consumers to designing experiences for consumers.

6.2 Three Design Projects Improving Lives

These IDEO.org projects launched since 2011 have resulted in the implementation of 64 design projects in twenty three countries around the world, in various fields relating to water and sanitation, financial opportunities, farming, early-stage childhood education, and reproductive health. Diving deep into its portfolio focusing on the three case studies projects, the achieved outputs reflect the successes and failures during the design thinking process. Under the projects' process of implementing their impact activities, the firm understood the need to collaborate with a good partner, when the firm needs to step up its designers' games, and the type of work IDEO.org should be doing to improve the related sector. The three stories presented below dig into the communities IDEO worked with, and show outcomes achieved through design and the processes that support how IDEO and its partners are contributing to people's life improvement.

The three stories presented below dig into the communities IDEO worked with, outcomes achieved through design and processes on how IDEO and its partners are contributing to people's life improvement.

Asili

Project name	Asili
Location	Province of Bukavu, Democratic Republic of Congo (DRC)
Timeline	3 months of design, Launching time 11 months
Project description	A community-designed social enterprise
Partners	American Refugee Committee

1. Project Presentation

This project was implemented by ARC with the support of IDEO.org and took place in the Democratic Republic Congo, a country affected by years of war and poverty. The project's purpose was to design a better health care system for young children in the DRC. Asili, the project outcome, resulted in sustainable business activities offering farming services, clean water, and a health clinic to its members. IDEO.org supported its partner to achieve positive impacts in an entire community by tackling the needs of the whole ecosystem, from drinkable water to improved quality of seeds to greatly better health care system for less than five years old children.

2. The Design Thinking Process

a) Inspiration

The inspiration process was achieved through immersion in the environment: the design took place to investigate people's lives. The main diseases which cause the deaths of 20% of children less than 5 years old are malaria, diarrhea and pneumonia. However, the design team focused firstly on trying to further understand the social problems related to the current health system, and then figured out the way to provide the best health care

services for children. Through interviews and discussions with Bukavu's residents, the design team perceived core solutions to design the Asili project.

b) Ideation

A "co-creation session" was organized subsequent to interviews with people, to better learn about the community's needs and to test more ideas. Through this phase, which inserted the members of the community in the heart of the design process, the design team could understand more of the context than it could have by simple interviews. The information about Bukavu's community social dynamics were used to improve power balances within the community and implement sustainable community services. After designing the whole system, business, services, and so on, the design team submitted to its partner ARC a roadmap of the Asili project.

c) Implementation

The design team in collaboration with its partners designed a comprehensive and sustainable business system tailor-made to fit day-to-days people realities in the DRC (Figure 6.2). The design package included a launch plan, a staffing structure, and business model, along with the whole services components. A human-centered approach was devised to implement the concept for Asili. ARC through a tight collaboration with IDEO.org, thus further grasping the ways to carry out, direct and develop Asili as a multi offer service clinic.

3. Project Outcome

Asili now has two enterprise zones, with plans for two more each: a plug-and-play system that offers clean water, a health clinic, farming cooperatives, and whatever else might best serve the local population. It's already distributed 1,337,243 liters of clean water, seen 1,147 people in its clinics, and had some farmers report a six-fold jump in revenue.

Asili was initially devised to combat under-five mortality among Congolese children. One in five perishes from preventable maladies like malaria, diarrhea, and malnutrition. But it swiftly became clear to IDEO.org and ARC that the only way to beat a broken system was to design one that works. So, they looked beyond children and started to explore economic opportunity, nutrition for everyone, water, and services that build healthy kids and healthy communities. That meant going deep with the community and going deep with your partner. Best of all, this deep relationship with ARC, and a long-term vision for what Asili could mean to the future of the DRC, has allowed ARC and IDEO.org to continue working together. They're on the verge of a second engagement to refine Asili, to push the business model, and learn more about what the community wants and needs. ARC plans to open four zones (clinic, agriculture, water) by 2017, serving a community of 40,000 Congolese, and its ambitions are borderless: Asili's plug-and-play service model has potential to work across sub-Saharan Africa.



Figure 6-2: Asili Entrepreneurial Platform
Source: (ARC, 2017)

SmartLife

Project name	SmartLife
Location	Nairobi, Kenya
Timeline	2 months
Project description	Designing a Scalable Water and Hygiene Business
Partners	Water and Sanitation for the Urban Poor, Unilever, Global Alliance for Improve Nutrition and Aqua for All

1. Project Presentation

The Smart Life project took place in Nairobi, the capital city of Kenya. Recently, Nairobi is experiencing a boom in its entrepreneurship and technology sectors thanks to high speed internet connectivity. Nevertheless, Nairobi as many other big cities in developing countries faces major challenges, such as a lack or inefficient access to safe water, and a high rate of child mortality. Despite the fact that various organizations are supporting the fight against the above-mentioned issues, solutions that are adopted happened to be complex, inadequate and unsustainable. The IDEO.org design team along with its partners implemented SmartLife as social enterprise which aimed at improving access to safe water, health education and personal care products.

2. The Design Thinking Process

a) Inspiration

During the inspiration phase, the design team relied on swift iteration and collecting real time feedback from low income customers in Nairobi. The team also lent on its existing database of knowledge describing the social issues Nairobi is facing. Some weeks after a field trip, the team designed three entrepreneurial concepts with their prototypes. One of the business concepts was called “Live Well”.

b) Ideation

The team was divided into groups. The first one conducted the field interviews and discussions with local people about their needs related to their water and health care issues, commercial value, and seasonal variations in production. The second group swiftly designed and launched the prototype of the business idea “Live Well” for one-day test. Feedback from the supporting translator was a key outcome, and helped prepare the consequent revision of the idea. The Live Well was a strong brand revealed to inspire trust from the population. The subsequent version of Live Well named SmartLife was launched by the team three days later in new locality in Nairobi. The results were positive; people ordered drinking water cans at the kiosk and also paid for their delivery. After the completion of the market trial, the design team paid a visit to all clients who had paid in advance for the delivery to refund this, hand out free safe water cans for joining the testing, and inform them that that the business was not launched yet but it would be soon.

c) Implementation

Back from San Francisco, the design team revised the service branding and business model. Finally, the design team delivered to its partners a detailed design of the business concept including branding, strategies and business model. Nairobi’s first SmartLife store was opened six months later.

3. Project Outcome

Following an exhaustive period of prototyping at the field, in Nairobi; the design team succeeded in launching SmartLife. The business concept consists of an expandable

retailing business and branding which offers safe water, sanitary products and health (Figure 6.3). SmartLife is currently operating successfully in various areas throughout Nairobi.



Figure 6-3: SmartLife Social Enterprise
Source: (IDEO.ORG, 2017)

Moneythink Mobile

Project name	Moneythink Mobile
Location	Chicago, United States
Timeline	Six weeks for design, 1 month for development
Project description	Designing Digital Tools to Build Financial Literacy
Partners	Moneythink, CauseLabs, IDEO.org

1. Project Presentation

Moneythink is an innovative mobile application which provides financial mentorship strategies such as budgeting, saving and building credit for high school students. The idea came from the students of the Chicago Booth School of Business. In this project, IDEO.org and its partner CauseLabs collaborated to develop a mobile application for students when they plan to make real life financial decisions and better consolidate their learnings outside the classroom.

2. The Design Thinking Process

a) Inspiration

During a six-week period, the design team twice went into the field with the objective to observe the coaching program of Moneythink, and to further their understanding on experiences of students at school and home. The interviews pointed out to the students, using their phones, which applications they liked and what they can learn by heavily usage of the social media. The omnipresence of selfies as primary sharing mode, and popular preferences of apps such as Snapchat were witnessed by the design team. Under this process, one of the key insights of the team was that students did not have

proper income sources. Thus, it would be difficult for them to follow traditionally-adopted financial methods such as planning a monthly-basis budget.

b) Ideation

By exploiting the first interview data, the design team came to understand that, without including a social aspect, students would not be especially interested. In this phase, a better flexible platform was created where students would be able to challenge financial lessons. The format used was like the Instagram app style.

c) Implementation

With regard to the evaluation of user engagement, the design team used two different types of challenges. One of the challenges, called “Business Selfie,” was designed to support students to dress properly for job interviews. Through this idea, the app enabled students’ experiences to be fun, personal and interactive. The app design’s key element was: navigating from inside-classroom to inside-context, from theory to practice, and from mentoring to peering.

3. Project Outcome

By tightly working with students, IDEO.org and its partner Causelabs succeeded in creating an interactive and social mobile app which spurs its members to monitor and to share their financial performance (Figure 6.4). The comprehensive app experience had been launched since Fall 2014 for the “iOS option” and the existing “Android version,” with the aim to reach a wider audience of organizations and schools.

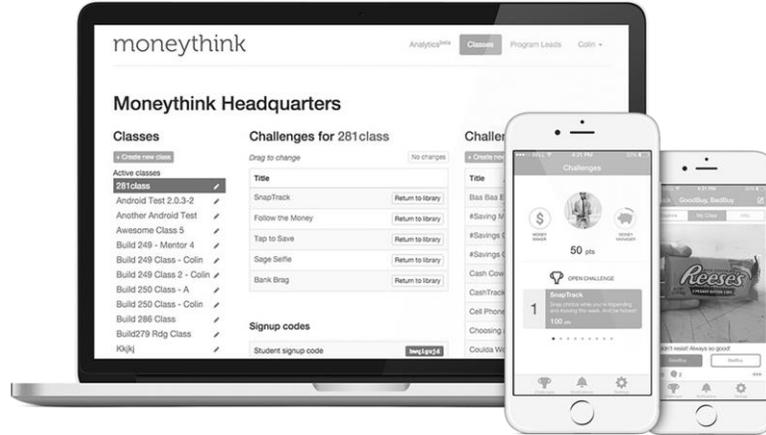


Figure 6-4: Moneythink Pilot App
Source: (CauseLabs, 2017)

6.3 Analysis of Design Thinking Projects

The three case studies have revealed that design thinking as a discipline aims at creating positive impacts, and delivering better life conditions, thanks to whatever new product, service, or experience the design team, its partners and the beneficiaries are working on. The three design case studies reflect on IDEO.org's portfolio of work as a design firm. They highlight success stories and the learning from successes and failures along the way, and the sustainable outputs that design thinking as a human centered approach plays in people's lives, especially in developing countries where vulnerable communities are still facing high infant mortality, food security issues, and lack of access to safe water among other problems. One of the key results in terms of fruitful collaboration is the way the design team is sharing ongoing solutions with its partners to then map the way to move forward. In tight cooperation with its partners, the design team attempted to formulate a way to know and understand the outlying effects and unintended consequences of what they have designed and introduced into the world.

Working closely with impact-minded partners, those dedicated to mapping the lifespan of a swiftly evolving design are critical. Ultimately, the IDEO team relied on the implementing prowess of its partners, and the recipe for serious impact includes working with organizations who make designs real, rigorously track their impact, and are ready to pivot based on what the data tells them. IDEO.org is thus playing a leadership role in integrating human-centered design with strategy and social science, to challenge the most challenging social issues of the world. Its adaptive, non-ideological approach, coupled with its transparency about failures and willingness to learn from them, provides a model for others in the field. Innovation happens when diverse groups work together to develop

solutions in a well-managed way. And the way they run Amplify gives them the freedom to do just that (IDEO.ORG, 2016).

Social sector development stands as a crucial factor in the improvement of vulnerable populations' lives, and the IDEO case studies have shown that to commit to the innovative approaches the sector needs; it is necessary to get human-centered design into the hands of all the stakeholders working on the issues of poverty eradication. From the first day, the design team has to be working to assist practitioners and funders, nonprofits and entrepreneurs, to become even more creative problem-solvers. The following key takeaways have been drawn from the case studies:

- Due diligence on prospective partners is crucial. Look for red flags and take them seriously;
- It is utmost importance to make sure that the design team and its partners are squarely focused on the needs of the poor;
- Your partner's team on the ground is as important as the one at headquarters;
- By starting a project already locked into a solution, you may prevent yourself from designing what people needs;
- A good solution must be feasible and viable for your partner to implement;
- Long-term projects need smart phasing. Get feedback and test the viability of your design along the way;
- Don't be afraid to borrow and evolve the stuff that works already;
- Design the solution your partner is excited about and capable of implementing; and
- Often, unlocking your partners and getting them prototyping can be the path to an effective design (IDEO.ORG, 2016).

The Table 6.1 below presents each case study in OVOP Project and Design

Thinking Project to show the identified factors through the analysis.

Case Studies	Companies	Objective	Uniqueness	Issues	Outcome
OVOP Project	<i>Espace Beauté Yagora</i>	Value-addition of cultural heritage	Recycled and fashioned craft products	Business mainly relies on tourism	Improvement of product quality and increase of business networks
	<i>Female Communal Union of Foundiougne</i>	Promotion of female entrepreneurship	FRA Certification which enables high recognition of the product in domestic and international markets	Because of its hemmed-in position difficulties to reach potential markets, Poor usage of technology	Establishment of business collaboration with other OVOP groups in same area
	<i>Farmers' Union of Ouadiour</i>	Promotion of female entrepreneurship	Self-production of raw material and Production of organic hibiscus syrup	Need of more value added features due to competitive environment, Poor usage of technology	Increase of business networks
	<i>Katama</i>	Development of local resources which commercial potentialities are still untapped	Use of organic hibiscus and innovative packaging	For products friendliness, filters need to be improved, Poor usage of technology	High recognition of product at domestic level
	<i>Baboc Pressing Multi Services</i>	Fighting against malnutrition and contribution to environmental sustainability through the development of Moringa	Moringa is a high-valued plant.	No self-owned land, Poor usage of technology	Improvement of product quality and increase of business networks
	<i>Jappo Liggey</i>	Contribution to the local economy through the value-creation of cereal based products	Limited production and no owned farms	Fluctuations of raw materials prices, Poor usage of technology	Increase of business networks
Design Thinking Projects	<i>Asili</i>	Development of a sustainable community owned health, farming and water business	Opportunity to build out a multi service offer with a community	Area affected by wars and poverty	Supporting the community at its own clinic, water point and farming center

	<i>SmartLife</i>	Designing a scalable water and hygiene business	Creation of a social enterprise that would improve access to clean water, personal care products and health education	Access to clean drinking water is limited	SmartLife is now in several sites around the Nairobi.
	<i>MoneyThink Mobile</i>	Designing digital tools to build financial literacy	Innovative teaching tool	Create a technological tool which is appropriate and engaging for young users	Creation of an interactive, social mobile app that encourages participants to track and share their financial behaviors

Table 6-1: Factors Presentation of OVOP Project and Design Thinking Projects

Table 6-2 below summarizes the above findings between OVOP Project and Design Thinking Projects. In addition some key recommendations drawn from Design Thinking Projects are proposed to improve OVOP entrepreneurs' business enterprises.

Case studies	Factor Comparison			
	Value		Action	
	Strategy and goals	Innovation	Implementation process	Technology usage
OVOP Project	Existence of general strategies and goals such as “promotion of female entrepreneurship”, “fight against poverty”..., no specific goals or evaluation procedures to monitor their achievements	Lack of innovative approach in business model, product design and commercialization and in promotion strategies.	Obsolete implementation process: lack of user’s involvement, prototype, test, experimentation...	Poor usage of technology (internet, social medias...) to communicate and promote their business

Design Thinking Projects	High attribution of specific strategies and goals in DT projects	Innovation approach is embedded in DT methodology.	Existence of detailed process procedures in the 3 stages (inspiration, ideation and implementation)	In DT projects, the usage of technology is crucial to achieve expected outcomes through innovative ideas.
Recommendations to OVOP Entrepreneurs	<ul style="list-style-type: none"> • Though the OVOP groups have shown good efforts in terms of management (well-structured organizations, transparent management, existence and application of internal rules, active participation of group members), some issues were identified and DT projects revealed ways of improvement namely by focusing on developing higher value products, e-marketing, strong management policies.... • The application of social innovation through DT is a key tool to create change in developing countries • International organizations, governments' agencies, social entrepreneurs need to re-design their development system approach by focusing more on beneficiaries needs while involving the latter in all steps of project implementation with the aim to create effective and sustainable impacts. • The DT projects highlighted that long term projects need smart phasing. The OVOP entrepreneurs need to always improve their business by collecting feedbacks and testing the viability from team members and customers. • With regard to a better appropriation of OVOP, the concept should be more customized in Senegal OVOP entrepreneurs' realities and not to be a replication of Japan's OVOP. Thus the DT projects have revealed the need for donors to design the solution their partners/beneficiaries are excited about and capable of implementing. 			

Table 6-2: Summary Table between OVOP Project and Design Thinking Projects

6.4 Second Revised Hypothetical Model of Critical Success Factors

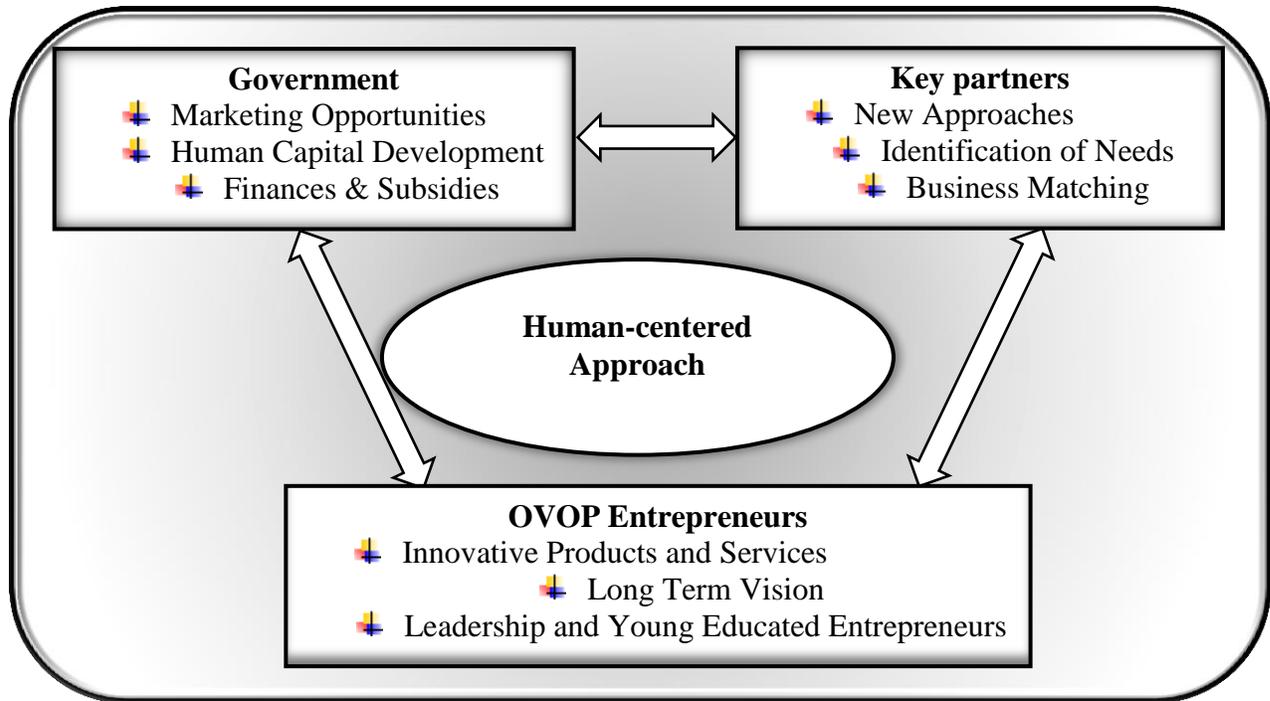


Figure 6-5: Second Revision of Hypothetical Model of Critical Success Factors

After these insights from the Design Thinking Projects analysis, Figure 6.5 presents the second revision of the hypothetical model of critical success factors:

- **Government support** consists of marketing, training, finances and subsidies;
- **OVOP Entrepreneurs mission** is to provide innovative products and services, have long term vision and foster leadership and involvement of young educated leaders in the business management;
- **Key partners** are devoted to the development and implementation of new approaches, the identification of needs, business matching and monitoring; and
- **Human centered design** is a creative approach to problem solving and the backbone of projects in IDEO.org, as illustrated in the case studies.

CHAPTER 7

DISCUSSION OF FINDINGS AND PRACTICAL IMPLICATIONS

This Chapter discusses the research findings and practical implications based on the results of the analysis of OVOP Project case studies and Design Thinking Projects conducted in the previous two Chapters.

7.1 Research Findings

This study aimed to determine and assess the CSF of OVOP Projects in Japan and other countries including Senegal, then identify learned lessons from OVOP implementation, and finally develop a new OVOP concept model through Design Thinking and Entrepreneurship approaches suitable for Senegal OVOP Entrepreneurs.

The study's main findings are presented in sequence. First, the as follows:

The hypothetical model developed in this study was built based on the literature review of the OVOP movement; covering related theoretical concepts, its history and development and experiences, and lessons from Japan and some South East Asian countries. The findings focused on eight critical success factors highlighting the internal and external aspects that significantly impact OVOP projects. Determinants of business success consist of internal and external factors. Internal factors relate to the features of the entrepreneur or business owner and business activity; while external factors deal with factors that are beyond control of the entrepreneur. The internal factors were identified as organizational capabilities, marketing capabilities, technical and financial capabilities, and entrepreneurial capabilities, whereas the external factors pertained to government support, information and technology, competitive environment and social infrastructures. Issa (2014) has identified

nine main success factors in OVOP in Oita Prefecture: land, labor, capital, technology, marketing opportunities, networking, local government involvement, mass media, natural environment, international exchanges, and local diplomacy. The government should assist the commercialization of OVOP products by periodically organizing fairs / product exhibitions and further promote campaigns of local production / consumption (Issa, 2014). Human resources development is the third principle of the OVOP movement. Local entrepreneurs are urged to produce unique specialty products and nurture innovative human assets who will be endowed to challenge to explore new business and untapped markets.

To test the thesis's hypothetical model, six case studies presenting the company profiles of Excellent OVOP Entrepreneurs in Senegal from JICA, and a questionnaire survey to related entrepreneurs were developed. The case studies revealed the mode of business management, business goals, situation and prospects, products and major problems of the six OVOP Entrepreneurs. The questionnaire survey to related entrepreneurs was prepared to investigate the marketed goods and services, company growth, internal and external management system, and the company's post OVOP Project performance. Accordingly, in the analysis of the case studies and the questionnaire survey, the eight critical success factors of the initial hypothetical model were evaluated to finally come up with the first proposed revision of critical success factors (to six).

This framework consists of six critical success factors pertaining to two main stakeholders, the OVOP Entrepreneurs mission focusing on the exploration and development of local opportunities, the making of marketable and innovative products, the enhancement of their managerial capabilities, and the Government function that is aimed at market development, financial supports and human resources development. Through the

implementation of these critical success factors, the expected outcomes are quality improvement and research development for new products, an increase in entrepreneurs' incomes and in value added products, and the development of sustainable assets.

The analysis of design thinking case studies exposed new solutions and successful implementation tools in the field of social entrepreneurship. As such, the results of the analysis led to the second and final revision of the hypothetical model of critical success factors. After evaluation of the first revised hypothetical model, the key partners were newly introduced to stakeholders and critical success factors were finally identified around the core implementation of a human centered approach. The OVOP Entrepreneurs missions consist of making innovative products and services, adopting a long-term vision, and having leadership and young educated entrepreneurs within the company. As for the government mission, it focuses on providing marketing opportunities, nurture human capital and support in finance and subsidies, while the key partners should come up with new development approaches, identify beneficiaries' needs, and provide business matching opportunities.

IDEO.org's goal through the case studies project is to improve lives through design. This could be translated by the fact that the design firm is designing for sustainable and positive impact, building fruitful partnerships with institutions that are looking to implement innovative solutions to life problems, and pursuing the quality of products, services, and experiences which the design firm expertise provides. Though IDEO strategy to problem solving solutions starts small, the design firm relies on optimism and tracks all solutions as they evolve in their steady itinerary of improving people's lives, empowering communities, and contributing to brighter futures.

Improving the lives of people in developing countries has traditionally been a responsibility undertaken by official development aid and non-profit organizations. These organizations run on funds and donations given by individuals, companies and governments in developed countries. Designing products for distant markets is a difficult and complex task, which often ends up with decisions based on assumptions about the needs of the end-user, rather than facts and observation. It is important to consider that even though a product or service has a social mission with good intentions; it does not mean that the product itself is great.

Several business and design strategies have been launched in order to develop successful products and services for local users in developing countries. The analysis of customers' value chain, designing for the base of the pyramid, design for micro-entrepreneurs, design for the other 90%, and design for emerging markets are examples. These methods are based on a user-centred approach, where the emphasis is on identifying the different stakeholders and mapping their needs through systematic research and observation (Strømstad, 2004). Innovation is an application of a new, better and more efficient solution that meets new requirements in the market. It may be an idea, method, device or process (Strømstad, 2004). One of the most fundamental lessons that the design thinking analysis has revealed is that understanding user needs according to his or her possibilities are the core of the solution.

Design for small-scale enterprises emphasizes the end user as a small-scale entrepreneur, and focuses on the creation of products that boost small-scale enterprise performance. Stating that, the most sustainable and long term solution towards helping people getting a better life, is to empower them by using design as a tool for productivity

and income generation. The main success factors in this method are related to a product's ability to generate revenue and grow with the user as their business grows, reliably, or that the product is easy to maintain and consideration of multi-functionality (Austin-Breneman, 2013).

The businesses IDEO.org invests in necessitate continuous creative ideas and problem-solving approaches. Thus, the design thinking concept is revealed to be a true success factor for serving the base of the economic pyramid. Design thinking tools can inspire lots of ideas, and at long last, unique solutions for the world that lead to better results for organizations and the communities they assist.

7.2 Practical Implications

SMEs stand as the driving force of Senegal's economy. In rural areas where large companies barely exist, brave small scale entrepreneurs shape their lives through the value creation of local unique products. While, these entrepreneurs face several hurdles related to marketing, product development and improvement, limited capital and lack of access to financing, capacity building training, limited access to large markets, the study has revealed that the OVOP Senegal Project provided considerable support to selected enterprises in the project target areas for these companies to establish strong long run business and become self-reliant.

Given the growing numbers of small scale business and rural and urban areas in Senegal and the major role they play in boosting the local economy, we can argue that government policies intended to foster growth of small business sector and key partners (donors) strategic role in information and finance are crucial to promote and support these

companies. Three years of implementation in two pilot areas gave birth to positive outcomes for OVOP Entrepreneurs in terms of product quality improvement, development of sales networks, and capacity building among beneficiaries. On top of that, the Un Village Un Produit Project has enabled OVOP Entrepreneurs to develop sustainable business partnerships and experience sharing between themselves, and the program has also contributed to female entrepreneurs' empowerment.

The OVOP Project implemented under JICA's technical assistance has drawn the path for other donors intervening in similar fields. Indeed, the project never provided funds to its beneficiaries (except for allowances and transportation during seminars or fairs), instead the project support focused on full package training, marketing opportunities, a sales showcase in Dakar (OVOP Shop) to reach potential markets, adequate equipment for Excellent OVOP Entrepreneurs, and the promotion of OVOP Entrepreneurs and OVOP products in Leaflet "Stories". These provided a support framework highlighting the three core principles of the original OVOP discussed in the research that are the underlying factors in Oita OVOP success.

The Design for micro-enterprise model emphasizes the end-user as a micro-entrepreneur and focuses on creating products that foster micro-enterprises. Stating that, the most sustainable and long-term solution towards helping people getting a better life is to empower them by using design as a tool for productivity and income generation. The main success factors of this method are related to a product's ability to generate revenue and grow with the user as their business grows, or that the product is easy to maintain and consideration of multi-functionality (Austin-Breneman, 2013).

The three design case studies reflect on IDEO.org's portfolio of work, their learning from successes and failures along the way, and the lasting impact that human-centered design is having on the lives of people in poor and vulnerable communities. Design as a discipline has always been about impact; about delivering on a better version of life thanks to whatever new product, service, or experience being worked on.

Based on the research results, analysis and findings; four mainstream recommendations are suggested to actors such as government, donors, or small scale business managers who aim to foster a better business environment in the SME sector, and wish to apply Design Thinking for innovative business:

#1 The keywords to success: Governor Hiramatsu, who was the spearhead of the OVOP movement in Japan, spotlighted some keywords to success for OVOP projects: (1) the awareness of local residents of their own potential and their area's treasures (resources, culture, and environment); (2) power is in continuity; (3) delivery of high value-added products; (4) strong social infrastructure; and (5) development of human resources. The analysis highlighted that the OVOP approach drew interest from small scale entrepreneurs in both rural and urban areas, and from actors trying to combat poverty.

#2 The main lessons learned from OVOP in Japan and other countries for future Senegal OVOP Entrepreneurs: for regional/community revitalization, visionary local leaders are the capstone of the success and sustainability of the business enterprise. Local specialties (products, services, cultural assets, tourism) should be developed and promoted as the flagship brand of the area. OVOP has revitalized rural economies by leveraging local specialties and local cultures in Japan. It has symbolized each community's uniqueness,

and raised local people's pride and their own identity even in rural small communities. OVOP has spread all over Japan (Issa, 2014). Under the OVOP Project in Senegal, one significant issue in the selected companies' management was the lack of younger generations within the group, and especially as board members. As the latter participate in most training, workshops, seminars and fairs organized by government, donors or NGOs, this might be an impediment to the dissemination of learned knowledge or information sharing with the other group members. Thus, we highly recommend business groups to choose and empower young educated members. Their support can be considerable in terms of innovation, fresh mindsets, and technology.

Regarding self-reliance of the group, initiatives should come from local entrepreneurs and the local authority should act as a facilitator. Albeit one subsequent implication could be the involvement of political affairs within the group as a consideration of the received assistance. Thus, taking into consideration that OVOP is a social movement, business leaders should pay attention to their relationships with political leaders. Training for prospective entrepreneurs is better performed based on success and failure stories of the existing enterprises, rather than on the basis of some standard text or lecture by learned academicians (Nishizawa and Kabir, 2005).

#3 The design thinking project should be unique: this Thesis studied the critical success factors of OVOP Projects, and by using the design thinking approach through project case studies attempted to propose a new framework of OVOP concept suitable for Senegal OVOP Entrepreneurs. By examining the application of design thinking in social and educative projects, the study came up with nine critical factors around the adoption of a

human centered approach for a successful implementation of the OVOP project. Compared with the traditional practices conducted in other projects, it should be underlined that the design thinking project is unique because of its processes, designers' mindsets, environment, tools, innovativeness and the optimistic character of the approach. There are three spaces to keep in mind: inspiration, ideation, and implementation.

The design thinking goal is the implementation of systematic change through innovative led ideas with special focus on new mindset. This includes an empathy mindset, the need to break down traditional walls among stakeholder groups, and a focus on the experiences and needs of clients. Design thinking culture also emphasizes thinking outside the box, progress through trial and error, and a commitment to changing traditional policies, structures, and practices. The process relies on prototyping and recognition that failure is valued as part of a continuous cycle of improvement (Rice, 2011).

Creativity: is the generation of new ideas, either in new ways of looking at existing problems, or of seeing new opportunities, perhaps by exploiting emerging technologies or changes in markets. Innovation: is the successful exploitation of new ideas. It is the process that carries them through to new products, new services, and new ways of running the business, or even new ways of doing business. Design: is what links creativity and innovation. It shapes ideas to become practical and attractive propositions for users or customers. Design may be described as creativity deployed to a specific end (Cox, 2007).

#4 The design thinker as an entrepreneurial leader: the study revealed that good leadership is a key success factor in the design thinking project. According to Manu (2007) a new type of leader emerges in the process of fitting business to imagination: a leader who

knows how to discover and learn, and how to manage and inspire discovery and learning in others, a leader who knows how to identify and validate ideas, and transform them into growth opportunities, a leader who nourishes and triggers the imagination of individuals in teams, and can transform the result into sustainable innovations that strategic sectors such culture, society and business would be significantly impacted.

Design Thinking teams operating (Badke-Schaub, 2010) in organizations might be influenced by the leadership style of their principals as they operate closely together. Innovation is essential to developing the breakthrough ideas and practicable solutions that contribute to social progress (Khan, 2013). Experienced leaders know that innovation is necessary to further social progress, and successful innovators know that the challenges and paradoxes inherent in the endeavour cannot be avoided (Khan, 2013). As such, leadership is seemed to be an important factor for SMEs. The right leadership behaviours are needed to channel the energy and motivation of the employees in the right direction, to set the right goals and strategy, and be able to instil trust and respect among employees in the company. These attributes will influence positive attitudes from the employees, and later contribute towards the success of the firm (Arham, 2013).

CHAPTER 8

CONCLUSIONS

Based on the above analysis and results, the following section offers the research conclusions of the study. The chapter ends with the description of several research limitations and some points of directions and recommendations for future study.

8.1 Research Conclusions

This study attempted to determine and assess the CSF of OVOP projects in Japan and overseas in countries like Thailand (OTOP) and Malaysia (ODOP), and then determine the learned lessons of the concept implementations through the literature review; with the final aim of developing a new OVOP concept model through the Design Thinking and Entrepreneurship approaches suitable for OVOP Senegal Entrepreneurs. The study has revealed that small scale enterprises emerge as key players of economic growth in developing countries. They stand as the main driving force for poverty alleviation, income generating activities development, and job creation.

As a successful model of rural development and community based approach concept, the OVOP movement originated in Oita Prefecture Japan, and has recorded convincing results. The literature review showed that the OVOP fruitful implementation supported the development of local industries, empowered the community and revitalized rural areas. The key factor of OVOP success is that its policy stresses community self-reliance and endogenous development. Community development must be carried out by members of the community themselves to be sustainable rather than relying on assistance from outsiders. The focus relies on the use of resources within the community while aiming

for community benefit, so that there exists a direct link between local resources development and community development. As a model based on endogenous development, the OVOP concept is a strategic movement for local people to identify local resources of which they are proud, and to develop them into competitive products through value addition in both the domestic and global market. Such value-added local products are expected also to significantly contribute in reinvigorating the local economy and empowering the community.

However, the achievements seem to be less than expected in other countries, where the model had been advocated due to different development approaches, country background, stakeholder involvement, and understanding of the concept. As for Senegal, the span of implementation was only about three years in two regions out of fourteen throughout the country. This situation highlights major issues related to the sustainability of the project in targeted areas, and the lack of nationwide policies to expand the concept to other areas.

Thus, the literature review in OVOP covering the theoretical concepts, its history and development, and the experiences and lessons in Japan and some South East Asian countries spotlighted the critical success factors highlighting internal and external aspects that significantly impact on OVOP projects growth. The internal factors were identified as organizational capabilities, marketing capabilities, technical and financial capabilities, and entrepreneurial capabilities, whereas the external factors pertained to government support, information and technology, competitive environment and social infrastructure. The exploration in the literature review section of entrepreneurship, rural entrepreneurship, entrepreneurial characteristics, leadership and SME success factors has also significantly

helped to further our knowledge of small business systems, and to build the hypothetical model of critical success factors for this research. To test the thesis's hypothetical model, six case studies presenting the company profiles of Excellent OVOP Entrepreneurs in Senegal from JICA and a questionnaire survey to related entrepreneurs were developed. The case studies revealed the mode of business management, business goals, situation and prospects, products and major problems of the six OVOP Entrepreneurs. Moreover, the questionnaire survey investigated marketed goods and services, company growth, internal and external management systems, and the company's post OVOP Project performance. According to the analysis of these case studies and the questionnaire survey, the initial eight critical success factors were evaluated to finally come up with a first proposed revision of the hypothetical model of critical success factors. The framework of this model consists of six critical success factors pertaining to two main stakeholders; namely the OVOP Entrepreneurs mission focusing on the exploration and development of local opportunities, the making of marketable and innovative products, and the enhancement of their managerial capabilities, and the Government function aimed at market development, financial support and human resource development. Through the implementation of these critical success factors, the expected outcomes are quality improvement and research development for new products, an increase in entrepreneurs' incomes and value-added products, and the development of sustainable assets.

On the other hand, the Design Thinking approach pays attention to local and regional development as well as products and business development. As a result, businesses are embracing this problem solving approach, since it enables them to be more innovation oriented, further differentiates their brands, and delivers their products and services to

market more swiftly. In this respect, three of the case studies presented in Chapter 6 dig into the communities the firm IDEO worked with, the outcomes achieved through design and processes, and how IDEO and its partners contributed to community life improvement. The analysis of design thinking case studies exposed new solutions and successful implementation tools in the field of social entrepreneurship. As such, the results of the analysis led to the second and final revision of the hypothetical model of critical success factors. After evaluation of the first revised hypothetical model, the key partners were newly introduced to stakeholders and nine critical success factors were finally identified around the core implementation of the human centered approach. The OVOP Entrepreneurs mission consist of making innovative products and services, adopt a long-term vision, and have leadership and young educated entrepreneurs within the company. As for the government mission, this focuses on providing marketing opportunities, nurturing human capital, and supporting with finances and other subsidies, while the key partners should come up with new development approaches, identify beneficiaries' needs, and provide business matching opportunities.

In the light of this, design thinking has been revealed to be a real success factor for serving the base of the economic pyramid. Design thinking tools can inspire hundreds of ideas and, at long last, real solutions for the world that lead to better results for organizations and the communities they support.

8.2 Limitations and Direction for Future Study

In this sub-section, some limitations are discussed relating to the study's overall method, data collection in the field, and population sampling. This study attempted to identify and assess the critical success factors of OVOP Projects in Japan and overseas, determine the lessons learnt about OVOP concept implementation, and finally develop a new OVOP concept model through the Design Thinking and Entrepreneurship approaches. Some major limitations were experienced and presented below.

The first of these was that there was no opportunity to conduct field visits in Oita to meet OVOP entrepreneurs, view current achievements, and review the situation of OVOP in Oita. And even if there had the opportunity, the language barrier would a major constraint in Oita. However, this was offset by the discussions I had with Professors Kiyoshi Miyashita (Faculty of Economics of Oita University),) and Natsuda Kaoru (Ritsumeikan Asia Pacific University) to further my knowledge about the current situation of OVOP in Oita. For future research, it would be interesting to investigate OVOP in Oita, to assess its sustainability under the present Oita governor's leadership.

Another limitation is related to data collection and population. Due to the academic calendar, I was not able to conduct the questionnaire survey by myself. Another colleague who has experience with OVOP entrepreneurs supported the questionnaire survey. Being able to interview OVOP entrepreneurs for myself would have enabled the collection of more qualitative and quantitative data. Also, only 6 OVOP entrepreneurs (3 from the Fatick region and 3 from Kaolack) were surveyed, based on their performance under the Senegal OVOP Project and production plant accessibility. This was because some OVOP entrepreneurs' production plants are in remote areas, and because the questionnaire survey

schedule overlapped with the rainy season in Senegal. Ideally the best formula to collect data and assess the OVOP entrepreneur's business performance post OVOP Projects would be to select the top 20 Excellent OVOP projects of 2011 and 2012 (10 from the Fatick region and 10 from the Kaolack region), as these benefitted from the most comprehensive of all the OVOP Project support packages (training, equipment, marketing opportunities).

Future research should thus target the top 20 Excellent OVOP entrepreneurs of 2011 and 2012 to survey their business performance post the OVOP Project. Additionally, though it would require some investment (time and finance), the idea of organizing a full day design thinking workshop to initiate the concept and investigate their willingness to adopt the new OVOP concept developed in Appendix 1 would be a major achievement to deepen our knowledge on how to improve and sustain the OVOP concept. Finally, I encountered difficulties in finding design thinking case studies related to small and medium-sized enterprises. With regard to the Senegal OVOP entrepreneurs' business activities enhancement; design thinking case studies addressing the same field would provide more instructive insights. However, the selected case studies in this research happened to be inspiring stories of innovation and impact that highlight how the human centered design approach produces real outputs.

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APPENDIX 1

A New OVOP Concept Project Proposal

1.1 Outline of the new OVOP Concept

This model is a combination of the OVOP success factors discussed in the literature review and analyzed through OVOP case studies and Design Thinking projects. Though the OVOP concept in Japan has been successful, in overseas situations, including Senegal, the adoption of the concept should be developed based on country realities, identified local treasures, relevant stakeholders, and local economic policies and orientations. The new OVOP Concept model developed under this study aims at:

- Boosting the economic level of SMEs;
- Promoting the local consumption and exportation of Senegalese local products;
- Developing a sustainable local model that will ensure self-reliance and strong human capital within local small sized entrepreneurs.

1.1.1 Definition of promising market

A niche market can be considered as promising insofar as it fulfills a certain number of technical, economic and social criteria, and is likely to be maintained and developed over a relatively long period. In this analysis, it is considered that a niche is promising if it achieves several of the following six objectives:

1. Creation of value addition,
2. Economic / financial profitability,
3. Creation of sustainable and gainful employment,

4. Value addition of natural resources or local know-how;
5. Economy / currency contribution; and
6. Integration with other sectors that create jobs and added value.

1.1.2 Identification of promising market niches

Under the framework of SMEs activities, business sectors can be grouped into 3 main categories:

1. Farming and vegetable farming sectors;
2. Animal resources (livestock and fisheries) sectors;
3. And crafts (production, art and services).

1.2 New OVOP Concept Development

1.2.1 Concept 1: What can I do by myself from now?

This first concept relies mainly on one of the three core principles of OVOP, which is “self-reliance and creativity”. This concept mainly aims at fostering the empowerment of OVOP SMEs (Figure 1.1). Also through the review of the critical success factors of OVOP Programs in Japan and some other countries like Thailand or Malaysia, the bottom-up approach is revealed to be determinant for small business success factors.

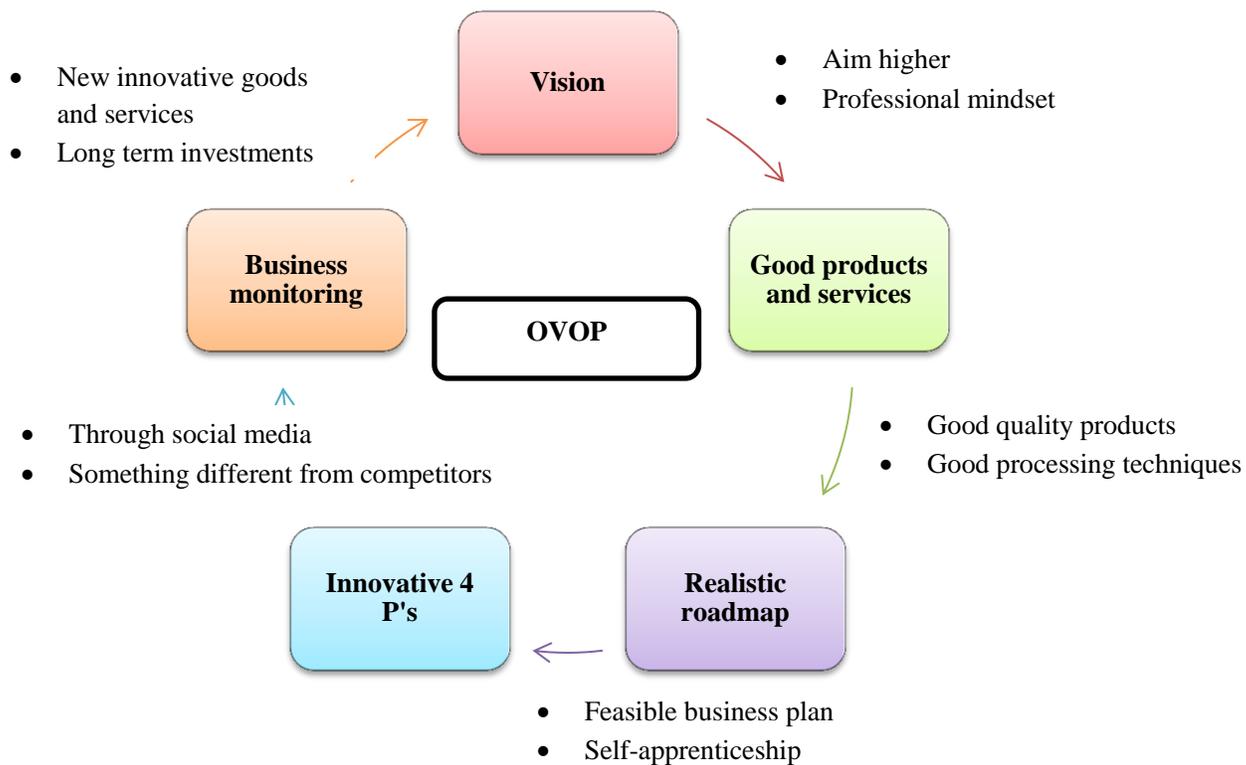


Figure 1-1: Implementation Framework Concept 1

1.2.2 Concept 2: What can we do for our locality by ourselves?

Building on Concept 1, this concept is oriented to the community development based approach (Figure 1.2). As presented in Concept 1, and once the SME's manage to capitalize on their assets and upgrade their business level, and under the spirit and willingness to contribute to the development of their locality, OVOP entrepreneurs are encouraged to gather into a Federation which will focus on empowering the community and building a sustainable heritage for future generations.

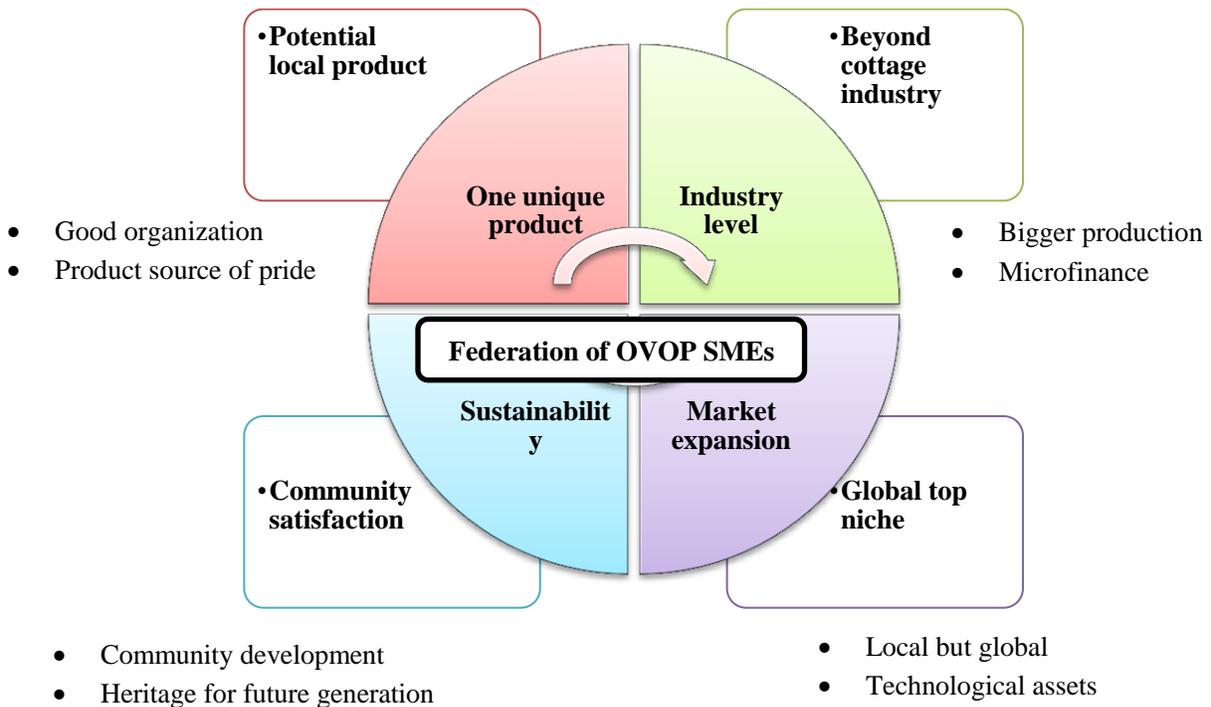


Figure 1-2: Implementation Framework Concept 2

1.2.3 Concept 3: One Department One Industry: Development Policy of OVOP Entrepreneurs Federation

Concept 3 is then proposed as a national strategy to support and disseminate the OVOP Entrepreneurs Federation business activities. Though the original OVOP is bottom-up approach, this top-down approach which is proposed in this concept is expected to be a national long-term project with the main objective of increasing gross national satisfaction. Table 1.1 presents the list of 3 potential products per region in Senegal. Given that each region is comprised of 3 departments, Product 1 relates to the main department city most of the time (which is more developed than other cities and accounts for the main economy of the region), and Products 2 and 3 relate to the 2 remaining departmental cities. Figure 9.3 illustrates the products and their distribution per region and department.

N°	Region	Product 1	Product 2	Product 3
1	Dakar	Halieutic products	Fabrics/Clothing	Craft products
2	Thies	Basketry / Palm tree products	Fruits / Vegetables	Leather products
3	Diourbel	Coffee	Pottery	Soump (Balanites Aegyptiaca) Syrup
4	Louga	Leather skins production	Dairy products	Water melon
5	Matam	Rice	Mining products	Dyeing
6	Saint-Louis	Sea foods	Tomato / Onion	Organic Dyeing
7	Fatick	Halieutic products	Mangrove Honey	Baobab Syrup
8	Kaffrine	Tea and Syrup (Kinkeliba, lemongrass)	Moringa products	Local based products soaps
9	Kaolack	Peanut based products	Cereals	Hibiscus based products
10	Tambacounda	Banana based products	Cotton	Baobab based products (powder and oil)
11	Kedougou	Shea butter	Honey	Fonion
12	Ziguinchor	Mango based products	Palm oil	Cashew nuts
13	Kolda	Wooden products	Dairy products	Cereals
14	Sedhiou	Sesame based products	Fruits based products	Palm oil

Table 1-1: List of Potential Products per Region

Institutional Framework

As our findings revealed, SMEs are faced with a number of needs; ranging from the qualification of managers and company members, the organization of their business, the quality of products and works, the search for markets and information, the management of their business and, above all, the financing which is required to grow their business. As in Japan, where the local government under the leadership of Morihiko Hiramatsu took the initiative to monitor the OVOP concept; in Senegal it is proposed that OVOP entrepreneurs are under the umbrella of city hall administrations. In Senegal, Act 3 on Decentralization was officially adopted by Decree in April 2013, will organize the country into viable,

competitive and sustainable territories by 2022. In this regard, the overall objective is to develop a new national decentralization policy that will establish viable and competitive territories that are conducive to sustainable development. In this administrative change, city halls represent the best channels to collaborate with SMEs. Thus, the following institutional framework that has been proposed in Figure 1.3 includes the OVOP entrepreneurs' secretariat which is managed by city halls, with regional committees at the regional level and as national committees at the central level program scheme for OVOP program implementation.

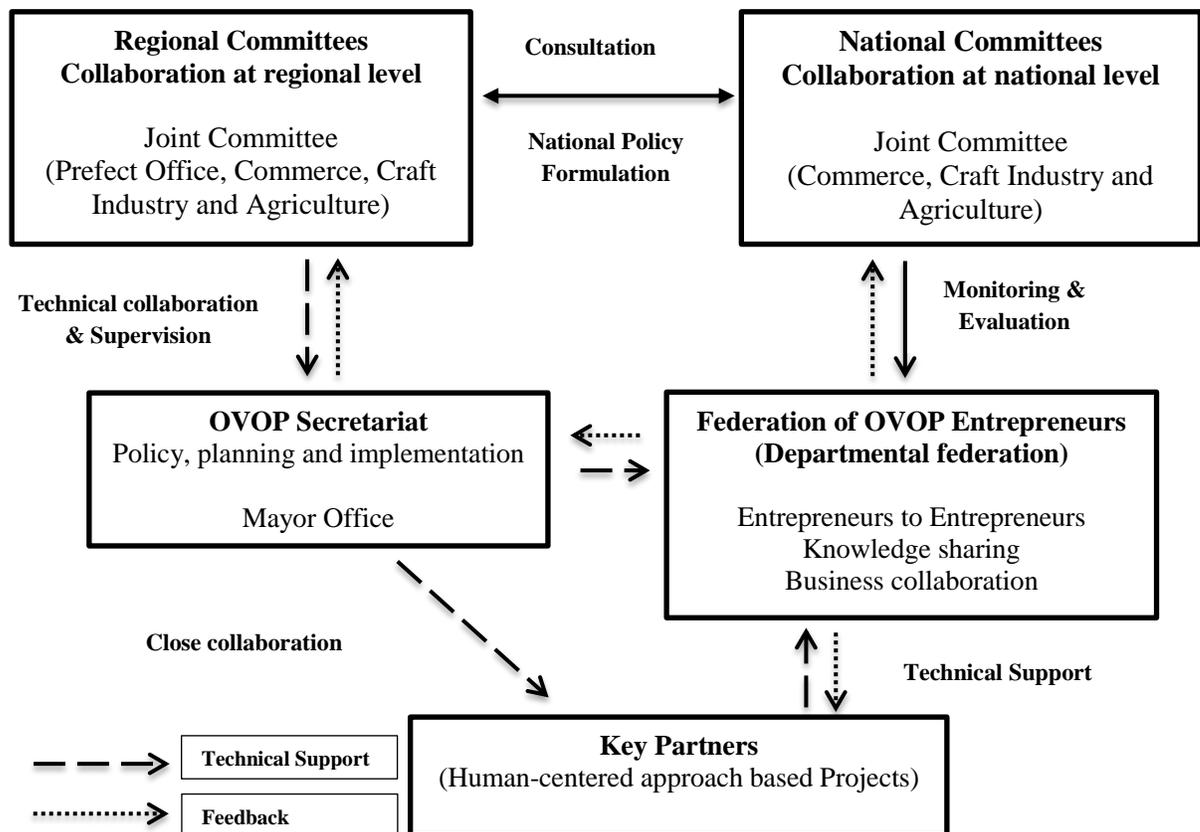


Figure 1-3: OVOP National Program Institutional Framework

APPENDIX 2
Questionnaire aux Entrepreneurs Excellent OVOP

Entreprise	
Année de creation	
Nombre de membres / employés	
Produit OVOP	
Président	

A. Profile de l'Entreprise

1. Quels produits et/ou services offrez-vous sur le marché?

2. Disposez-vous d'un document stratégique de référence (plan d'affaires ou d'actions)? Si Oui, veuillez préciser sa date d'élaboration et son niveau de mise en œuvre.

3. Si Non, quelle stratégie envisagez-vous pour accroître votre chiffre d'affaires dans un horizon de 3 à 5 ans?

4. Selon vos propres mots, qu'est ce qui fait la particularité de votre entreprise et/ou produit (originalité produit / service et avantage compétitif)?

5. Quels sont les sources de financement de vos activités (cotisations, appui de la collectivité locale ou autre partenaires ou personnes ressources etc.).

B. Développement de l'Entreprise

6. Veuillez renseigner sur chaque étape de votre entreprise.

- ✓ Démarrage de votre entreprise (chances, opportunités, environnements)

- ✓ Phase de croissance (problèmes liés à la gestion de l'entreprise et vos solutions)

- ✓ Phase actuelle (entreprise commerciale, gestion)

--

7. Avez-vous déjà eu à expérimenter des moments difficiles / échecs ayant trait à vos activités entrepreneuriales? Si Oui, Comment avez vu gérer ces moments?

	Difficultés rencontrées	Solutions adoptées	Résultats ou échecs
Organisation	1. 2. 3.	1. 2. 3.	1. 2. 3.
Production	1. 2. 3.	1. 2. 3.	1. 2. 3.

8. Quelle est la situation financière de votre entreprise durant les trois dernières années:

2013			2014			2015		
Chiffre affaires	Nombre employés	Nombre membres	Chiffre affaires	Nombre employés	Nombre membres	Chiffre affaires	Nombre employés	Nombre membres

9. Quels sont les facteurs qui justifient ces tendances?

	2013		
	Chiffre affaires	Nombre employés	Nombre membres
Tendance			

	2014		
	Chiffre affaires	Nombre employés	Nombre membres
Tendance			

	2015		
	Chiffre affaires	Nombre employés	Nombre membres
Tendance			

C. Gestion et Marketing

10. Disposez-vous d'un règlement intérieur? Est-il appliqué?

--

11. Quelle est la fréquence de l'organisation de vos réunions? Quels sont les principaux points débattus lors de ces réunions? Y'a-t-il un suivi des conclusions et décisions retenues lors de ces réunions?

12. Quel est le niveau de transparence dans la gestion de l'argent (comment les recettes des ventes et/ou services sont-elles gérées)?

13. Quels sont les formations en renforcement de capacité que vous avez eu à bénéficier? Vous ont-elle été bénéfiques? Les connaissances ont-elles été partagées entre les membres du groupement / employés?

<i>Formations</i>	<i>Année</i>	<i>Applicabilité*¹</i>	<i>Partenaire</i>	<i>Restitution</i>
<i>Comptabilité</i>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/> <input type="checkbox"/>
<i>Marketing</i>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/> <input type="checkbox"/>
<i>Gestion entreprise</i>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/> <input type="checkbox"/>

**1 il s'agira de voir est-ce que les notions apprises en formation ont pu être appliquées dans la gestion de l'entreprise.*

14. Quels sont les outils et stratégies de promotion (publicité) de vos produits/services?

15. Quels sont les résultats enregistrés?

16. Quels sont vos systèmes de livraison en cas de commande?

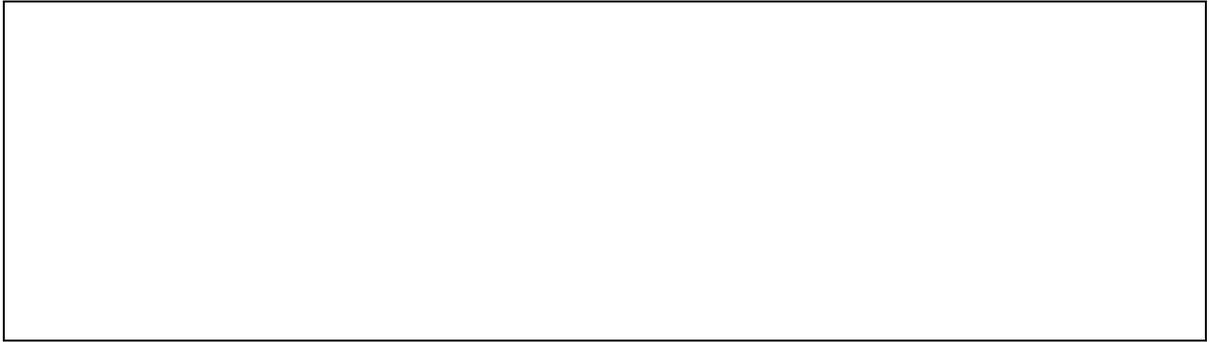
17. Disposez-vous d'une comptabilité?

18. Si, Oui, est-elle mise à jour?

19. Quel type de comptabilité disposez-vous?

- Simple registre des ventes
- Registre détaillé sur les intrants et extrants
- Application de comptabilité

20. Quels sont selon vous les principaux avantages de la tenue de comptabilité?



Merci de votre aimable collaboration

APPENDIX 3
Questionnaire Survey to Excellent OVOP Entrepreneurs

Company name	
Establishment year	
Number of members / employees	
OVOP Product	
Chairperson	

A. Face information

1. What products and services do you provide in the marketplace?

2. Do you have a reference roadmap (business or action plan)? If Yes, please specify its preparation date and its implementation level?

3. If No, what kind of strategies do you plan to achieve your sales revenue growth in 3 to 5 years?

4. By your own words, what are the unique points in your business and product (uniqueness of service and product/competitive advantage)?

5. What are your activities funding sources (contributions, support from the local authority or other partners (donors) and resources persons?

B. Business Development

6. Please provide detailed descriptions of each below stages of your company.

- ✓ Startup (chances, opportunities, environments)

- ✓ Growth phase (management problems and how to solve them)

- ✓ Current phase (business, management)

--

7. Have you ever experience difficulties/failures under your business activities? How did you manage them?

	Experienced difficulties	Advocated solutions	Success or Failures
Management	1. 2. 3.	1. 2. 3.	1. 2. 3.
Production	1. 2. 3.	1. 2. 3.	1. 2. 3.

8. Please provide the managerial and financial situation of your company in the last 3 years.

2013			2014			2015		
Sales revenue	Number of employee	Number of members	Sales revenue	Number of employees	Number of member	Sales revenue	Number of employees	Number of members

9. Please list the main factors which justify these trends.

	2013		
	Sales revenue	Number of employees	Number of members
Trends			

	2014		
	Sales revenue	Number of employees	Number of members
Trends			

	2015		
	Sales revenue	Number of employees	Number of members
Trends			

C. Management and Marketing

13. Do you have internal regulations? Is it applied?

14. What is the frequency of organizing meetings? What are the main points to be discussed? Is there a monitoring/follow up of conclusions or final decisions approved during those meetings?

15. What is the transparency level in your financial management (how the sales revenues / services are managed)?

13. What kind of capacity building training did you receive? Is the knowledge disseminated with all group members? Please provide related information in the below table.

<i>Formations</i>	<i>Year</i>	<i>Applicability*¹</i>	<i>Partner</i>	<i>Disseminated</i>
<i>Accounting</i>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/> <input type="checkbox"/>
<i>Marketing</i>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/> <input type="checkbox"/>
<i>Corporate management</i>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/> <input type="checkbox"/>

**1 this point is intended to check whether the concepts learned during the trainings have been applied in the corporate management.*

14. How do you promote your products/services? (tools and promotional strategies)

15. What are the recorded results?

16. How do you deliver your products or orders to your customers?

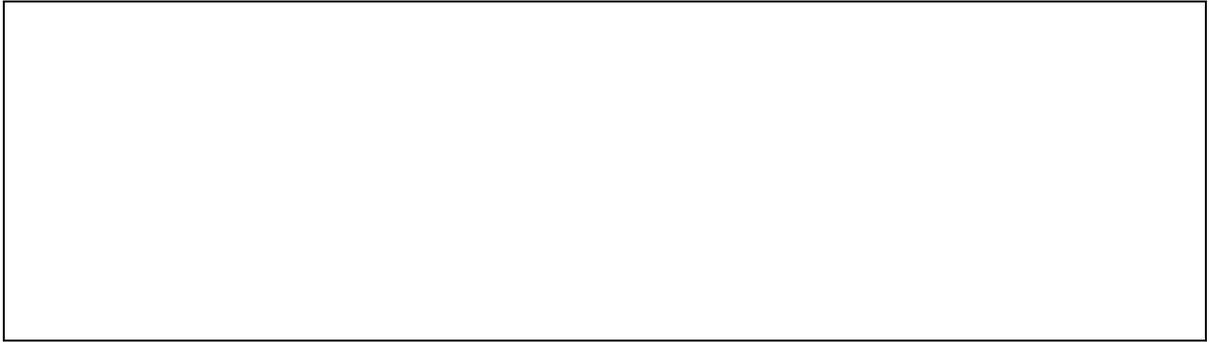
17. Do you have bookkeeping?

18. If Yes, is it updated?

19. What kind of bookkeeping do you have?

- Simple sales report
- Detailed sales register with inflow and outflow
- Bookkeeping application

20. What are the main benefits for holding bookkeeping?



Thank you for your kind collaboration