Nongo Lim Ma aa ki ikom
Lonyo Me Tam: Shea Butter

Earning higher income for shea butter producers through Intellectual Property Business Strategies

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Objectives- This workbook is to celebrate the Women’s Shea Butter Initiative of northern Uganda and:

1. To summarize Intellectual Property and why it is a valuable asset for Uganda and S. Sudan
2. To describe Intellectual Property Value Capture (IPVC) Nongo Lim Ma aa ki ikom Lonyo Me Tam for Shea Butter
3. To discuss the NEXT STEPS for Ugandan shea butter producers to fully realize an IP Value Capture strategy for the long-term including:
   - Building the Brand: Building on your Intellectual Property and Heritage
   - Supply and Distribution: Changing power and the Import Company
   - Marketing: Knowing the Consumer
   - Organization: What Values best support your Brand and IP
   - Business Planning: Moving Forward

We build on the work of northern Ugandan and S.Sudan women producers of nilotica shea butter – the world’s best shea butter and the IP business strategies designed by Ron Layton and Light Years IP. This work is dedicated to finding the most effective long-term IP business strategies for you, the producers, the women and your children.
What is Intellectual Property and why does it Matter?

**Lonyo me tam** en aye ngo?

**Intellectual Property** *Lonyo me tam* is an asset. It is the right to own a product’s intangible benefits and to receive income from the Intellectual Property (*Lonyo me tam*).

**Did you know……….????**

✓ The IP or Intellectual Property (*lonyo me tam*) value of many products is GREATER than the value of the physical, tangible parts of the product
  Coca Cola, for example is a brand worth $23 trillion: 56,809,955,828,224.00 UGX

✓ Intellectual Property (*lonyo me tam*) assets are one of the most important assets of African countries

✓ Ugandan Shea butter holds valuable IP whose value belongs to the women producers of northern Uganda and S. Sudan.
Why is Intellectual Property such a Valuable Asset?

Consumers have changed!

The importance of intangible value has grown steadily. In 1982, 62% of the market value of Standard & Poor’s 500 companies (an index of the leading US companies) could be attributed to tangible assets and 38% to intangible assets. By 1998, only 15% of the assets of Standard and Poor 500 companies were tangible, while 85% were intangible. This shift in the value of assets reflects the ability of these intangible assets to generate income.

![Diagram showing intangible value and production costs]

This tie diagram just means that Intangible Value has grown in importance to consumers. People want to feel good about the products they buy and products meet more than a physical need – they meet other needs.

**PRODUCT MEETS NEEDS**

1. What needs do you think Nilotica Shea Butter meets for women consumers?
2. How can the Brand help to meet the Intangible needs?
3. What needs could Nilotica Shea Butter meet for other consumers such as the African diaspora?

**Did you Know....????**

There is a growing demand in the European Union (EU) retail sector for organic and ethically sourced products. Between 2006 and 2007, the total EU market for organic products grew an average of 10% with a steady 12% annual growth since then. Though still small, the market for ethically traded goods is growing even more rapidly, up by 29% from 2007 to 2008.

As the above tie illustration shows, consumers have changed in global markets. They increasingly want products that bring value and meaning. In this section, let’s talk about who the consumer is for nilotica shea and why she or he would be willing to pay more for the intangible value associated with fine shea butter.
Exercise 1: Consider the story of 2 well-known brands

Why would someone choose to purchase a Nokia phone?

Although Nokia began as a paper company in the 1800s, and added rubber products; it moved into electricity in the 1900s. The company was nearly bankrupt after World War I and moving into electricity saved it. This reach paved the way for later trade in phones, electronics and computers. It was not until the 1960s that it began to work in phones. By the 1990s, there was a new connection to Nokia at the rate of 15 per second or 1.3 million per day of new subscribers!

Nokia has become a well-known brand in Africa. They sell products in 150 countries with annual revenue of 38 billion GBP (4,128.28220 UGX) and are the world’s largest manufacturer of mobile phones.

Not bad for a company that started off selling paper and would have been bankrupt less than 100 years ago! Nokia owns a valuable brand and controls it in retail markets!

Toyota:

Here is another brand name you are familiar with – Toyota sells more cars than anyone else – reaching the 200 million mark in 2012. The focus is on quality; brand recognition; marketing and values in their culture such as:

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Improvement</th>
<th>Respect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>Genbutsu (Go and See)</td>
<td>Long-term thinking</td>
</tr>
</tbody>
</table>

Toyota pays a lot of attention to its marketing and logos and presentation, so that all Toyotas across the globe are represented as having similar quality. Toyota began in 1926, less than 100 years ago and was first a textile company, going into cars as a ‘risky business’ against the advice of the day.

Discussion

What lessons can we take from brands such as Toyota and Noikia that might be applied to developing an international brand platform for Nilotica shea butter? Remember – both companies started off without a lot of money.
These coffees below are selling at a western grocery store for more than commodity priced coffees, but compare the first set of coffees with the second set below.

**What do you notice about the coffees in the second set?**

These coffees are sold for fairly low prices for 12 ounces ($US 6.99 or 2,593.00 UGX)

**Distinctive Coffees v. Commodity Coffees**

However, below is a display of premium coffees that are sold on a specialty coffee website, [www.thatscoffee.com](http://www.thatscoffee.com). The prices of these distinctive coffees are sold for much more. Hawaii Kona is sold for as much as $US 50 (UGX 123,000.00).

- **Colombian Supremo**
  - Colombian Supremo La Valle Verde Coffee - Colombian coffees are generally wet-processed (the preferred method) and sold...
  - $13.95USD
  - ...more info

- **Hawaii Kona**
  - Kona Volcanic Estate Coffee from Hawaii - From Hawaii’s Kona coast we bring you handpicked Kona Volcanic Estate gourmet...
  - $50.25USD
  - ...more info

- **Jamaica Blue Mountain**
  - Jamaican Blue Mountain - With a rich, yet mild full-bodied flavor, single origin Jamaican Blue Mountain coffee beans...
  - $45.95USD
  - ...more info

- **Costa Rica Reserve**
  - Costa Rica Reserve Coffee Beans - HSB coffee beans from Costa Rica are slow to mature because they are grown at high...
  - $12.50USD
  - ...more

Notice how the distinctive coffees use the unique qualities of the coffee in their marketing to highlight how distinctive coffee is more desirable.
Lonyo me tam Case Study: Coca Cola

IP strategies are not mysterious

Consider the global brand, Coca Cola which some experts suggest is worth $US23 trillion! While estimates vary, we can all agree that Coca Cola has a remarkably successful marketing strategy. Did you know that Coca Cola is also an IP business strategy? In the early 1900s, Coca Cola expanded into the Caribbean with distribution outlets; it also set up bottling plants and distribution in Africa during WWII, all the while maintaining diligent control over its brand and quality. Now, Coca Cola is the largest employer in Africa propelling the brand of simple fizzy water from its origins at a soda fountain in Atlanta, Georgia, USA to one of the world’s most successful generators of income.

What was Coca Cola’s strategy?

1. Begin with a distinctive product – a recipe for Coke
2. Manage the brand by selling more than a drink – Coca Cola is intent on “bottling happiness.”
3. Develop Trademarks and licenses to sell
4. Own and control the distribution

IP business strategy works for fizzy water, it can work for a more distinctive product like nilotica shea!

Questions for discussion:
How important is it that Coke began with a distinctive product?
How important is it that Coke expanded its distribution beyond local markets of Georgia, USA?
How important is it that Coke managed its brand with Trademarks and licenses?
What are the Attributes of Nilotica Shea butter that are Tangible and Intangible?

What is Unique about Nilotica Shea butter?

**DISTINCTIVENESS:** *Gin ma opokke en aye ngo?*

- All shea is distinctive and superior when compared to other cosmetics ingredients such as cocoa butter or mango butter. Shea has more olein, more unsaponifiables (healing agents), and a longer history of use on the skin.

- East African *nilotica* shea has the highest portion of the olein, and is also the rarest form.

- It also contains high concentrations of Vitamins A and E that heal the skin.

This is an example of packaging of shea butter sold by the company L’Occitane. The shea butter is from western Africa and has only about 10-20% shea butter.

- Wealthy markets sometimes pay hundreds of $ per kilo for pure distinctive shea butter.

- Natural “body butters” like distinctive shea butter are the fastest growing part of the cosmetics market.

- Customers in outside markets are interested in the healing properties of quality shea butter, and its history and origins.

What do Industry reports say about Nilotica shea butter – the physical attributes?

Shea butter also contains quantities of vitamin E, which improves microcirculation, aiding in the prevention of deleterious effects from sun and environmental exposure. In addition to pharmaceutical benefits, unrefined shea butter absorbs easily into the skin, giving it a luxurious silky texture.

Nilotica Shea is Truly Distinctive! We must keep that front and center.
Determine the Difference between Distinctive And Non-Distinct Products

SHEA BUTTER ----GIN MA OPOKKE!

HOW TO DETERMINE THE DISTINCTIVENESS:

The important first step in determining whether or not a product can achieve an IP Value Capture strategy is to determine whether OR NOT the product is truly distinctive.

What is distinctiveness? What is Gin Ma Opokke?

✓ Distinctive by definition means different or unique
✓ If something is distinct it is different in some important way from commodity or generic products and likely worth more on retail markets!
✓ Ways in which something can be distinctive: quality or flavor; concentration; taste; history; origin or story of origin; quality important to a consumer OR by trade industry standards; or reputation
✓ Sometimes, distinctiveness is a recognition of the brand such as French vanilla (perceived as being French even though it is imported)
✓ Where the product is found might make it distinct such as Bordeaux wine; California film special effects; Virginia tobacco; or Maine lobster.

Nilotica Shea is DISTINCTIVE and we must keep that front and center.

FOR DISCUSSION:

Explain in your own words why nilotica shea butter is distinctive (Gin ma opokke) and therefore able to be sold for higher prices to consumers?

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How does this differ from commodity pricing? We note there are 14,000+ products with shea butter to be found on Amazon.com, some as high as $US 65.00 (169,281. UGX) per 150 ml. What is the difference?
This pie chart shows the difference between the prices of fine Ugandan vanilla pods in the final, or retail market: $US 6.00 (15,330.00 UGX) and the price of Ugandan vanilla pods in the import market $US 6.00 and what the farmer Lapur is being paid .04 (102.20 UGX). Cal eni nyutu apokapoka I kin wel ma ki catto kwede lwit acel me Vanilla ma ki puru I Uganda bot lawil leja leja I lobo ma woko, ($US 6.00=15,330.00UGX) ki wel ma Lapur onyo lacat ma catto lwit acel me Vanilla me acatta I lobo ma woko nongo ($0.4 =102.20 UGX).

Where would you want to be?

The retail market: Selling vanilla pods for $US 6.00 (15,330 UGX)

The import market: Selling vanilla pods for $US 6.00 (15,330 UGX)

The export market: Selling vanilla pods for $US 0.04 (102.00 UGX)

Producer: Lapur me Uganda Receiving $US 0.04 (102.00 UGX)

What does fine vanilla have to do with Nilotica Shea butter?

People in retail markets are willing to pay more for this vanilla because it is truly distinctive. Ugandan nilotica shea butter is truly distinctive.
The power of a brand

Here is an example of a Maasai brand. The Maasai stand for authenticity, respect, and courage. Their cultural brand is used all over the world to make money for companies who want their customers to associate their products with these same attributes.

Consider these examples: Why are consumers willing to spend money on brands associated with the Maasai?

✓ What aspects of the Maasai image are appealing?
✓ Why are these aspects appealing?
✓ What is it that consumers associate with the Maasai that they want to imitate?
✓ Massai bag ($US 2,280)
✓ (5,825, 400. UGX) Massai Barefoot Technology ($200 511,000.00 UGX)

Distinct verses Commodity products

Distinct products often have higher prices in the market because people are willing to pay more for a special brand. Also, commodity prices are very unstable and contribute to wage unpredictability. We believe nilotica shea butter can be sold on the distinctive market for higher prices.
Intangible value is the non-physical part of the product such as reputation, story of origin, or association consumers make with a product. It does not necessarily have to be some expensive material the product is made out of—rather it is something that cannot be seen. Let’s look at some examples of products with intangible value in the marketplace as we discuss branding.

Shoes...

<table>
<thead>
<tr>
<th>Brand</th>
<th>Air Jordan</th>
<th>Starter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>$149.99</td>
<td>$18.00</td>
</tr>
</tbody>
</table>

- What is the difference between these two shoes?
- Do they have a different color?
- Does one look better than the other?
- Does one function better than the other?
- Are they made out of different materials?

No. The difference between these two shoes is the BRAND NAME. Air Jordan shoes are thought to be cool. Michael Jordan, one of the best basketball players of all time, wears them. They have a good reputation. The consumer assigns intangible value to these things and therefore is willing to pay more money for the Air Jordan shoes and not the Starter shoes. People think they will be like and run like Michael Jordan, if they wear his brand of shoes.

Country Branding

Branding by country often doesn’t bring back income to producers because consumers are not familiar with or associate qualities with the country brand, unless the country is already associated with brand quality in the marketplace.

IP Value Capture is not Branding Alone. It combines branding with ownership of the supply chain. **IP Value Capture is not Fair Trade – Fair Trade keeps products on commodity markets.** Branding alone does not always give control over distribution to the owners.
Trademarks: Why IP Value Capture differs from just getting Trademarks?

Nilotica Shea Butter owners may apply for a Trademark in time to assure ownership of the brand.

To show how valuable trademarks can be, below are the economic values of some specific trademarks, as estimated in 2007 by the U.S. magazine *Business Week*.

<table>
<thead>
<tr>
<th>Top Trademark Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Coca-Cola</td>
</tr>
<tr>
<td>2. Microsoft</td>
</tr>
<tr>
<td>3. IBM</td>
</tr>
<tr>
<td>4. General Electric</td>
</tr>
<tr>
<td>5. Nokia</td>
</tr>
<tr>
<td>6. Toyota</td>
</tr>
<tr>
<td>7. Intel</td>
</tr>
<tr>
<td>8. McDonalds</td>
</tr>
<tr>
<td>9. Disney</td>
</tr>
<tr>
<td>10. Mercedes Benz</td>
</tr>
</tbody>
</table>

**NOT BY TRADEMARKS ALONE: Lonyo me Tam IS NEEDED!**

While Trademarks hold value such as these famous companies above, it is important to note that the TM alone doesn’t translate into income, rather Trademarks coupled with full IP business strategies do so. For example, note the Coca Cola TM has a value of $US 65 million.

This also has to do with Coca Cola owning distribution and maintaining control over the supply and distribution chain for Coca Cola. You or I could not sell Coca Cola on the corner, for example, without a license from the Coca Cola Company; and the income would be returned to Coca Cola.

The Mercedes Benz Model: Mercedes-Benz is a famous brand. Their cars are sold by licensed distributors only, returning the income to Mercedes-Benz who determine just how much will be returned to them. Nilotica shea butter producers can also adopt these IP business strategies to own their own import company in Europe or the UK.
What Is a Supply Chain and why leverage matters?

Finding leverage in the Supply Chain

What is the supply chain?

The supply chain is a system of organizations, people, information, and resources involved in moving a product or service from the person who first made or produced the item or service to the end product that is delivered to a customer. The supply chain can be different for each product or service. An example of the supply chain for Ethiopian Coffee is below:

Coffee Supply Chain
Shea butter in Uganda

Questions for Discussion:

What is different about this Supply Chain than the way it has been done previously?

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How do you think this Supply Chain might be of better advantage to the producers?

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Light Years IP conducted a study of 15 African distinctive products and found only about 2.5% of the retail value from those products in the foreign markets was going back to the farmers and artisans, the producers of the distinctive products.

Where are the challenges?

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Supply and Power:

The main reason African producers do not earn more from their own Intellectual Property (Lonyo me tam) for fine distinctive products is due to power imbalance.

In the Supply Chain as it is for many fine, distinctive products from Africa, the power is in the hands of the importers and retailers who control the prices, IP and marketing.

This illustration shows the power balance BEFORE an IP Value Capture Strategy:

We tend to think of producing from the supply to the consumer. We want to begin thinking of the consumer and walk back to the Supply.
The Shea Butter

Production Chain

When converting from kilograms of nuts to kernels to raw butter and finally into packaged product, the following diagram is useful. A single woman in Uganda can collect approximately 85 kilograms of nuts per year, which yields around 9.5 kilograms of raw butter, or just fewer than 200 containers of retail product (includes wastage).

Figure 4: Unit conversions

Notes: 1. Conversion from nuts to raw butter from consultation with Peter Lovett, and includes wastage.

2. Shea butter density is 0.92 grams per ml

3. Assumed 5% wasted material from pure shea butter to packaged product.
The Brand, Supply Chain and Ownership of the Import Company requires an organisational structure to support the women’s owned stakeholder organization and import company.

What type of organization structure supports the northern Ugandan shea butter initiative best?

There are many forms of organisational structure for farmer-owned brands with cooperatives and hybrid structures leading. However, whatever type of structure best supports the import company, there are principles that are relevant to all organizational structures.

These include:

- Clarity of mission
- Transparency
- Representativeness
- Inclusion
- Accountability
- Cooperation
- Clear rules
- Integrity
- Courage

**Exercise:** Consider a strong organization of which you have been a part of know of that you admire.

What are its values?
What makes it a strong organization?
What types of rules does it have?
How does it manage normal conflict?

**Case Study:** The Divine Chocolate Company — formed from a Farmer’s Cooperative in Ghana called Kuapa Kokoo is a good example of a Farmer-owned structure that brings back more income to the Producers.

**See:** [www.kuapakokoo.com](http://www.kuapakokoo.com) and [www.divinechocolateusa.com](http://www.divinechocolateusa.com)
Kuapa Kokoo, the Ghanian Cocoa Farmer’s Cooperative produces their own brand of chocolate bar and sells it in Western Markets such as the USA and the UK.

1. Based on efficient operating methods — training its members to weigh and bag the cocoa to avoid corruption.

2. All decisions are made by the farmers in a democratic manner.

3. The Farmers Union: Made up of village societies that elect society committees and representatives at regional levels who in turn elect representatives to the national Kuapa Kokoo Farmers Union with a: Trading Arm; Farmers Trust to distribute the money and a Credit Union for banking.

4. Values include: Increased power and representation; social, economic and political empowerment, enhanced women’s participation and environmentally sustainable production.

List out here, the principles that you feel are the 3 most important principles that should govern the shea butter stakeholder organization learned from Kuapa Kokoo.

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Compare with a colleague and let’s see what principles should guide the organization and be part of whatever form the organization takes.

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Organizational stages:

Values ---► ---► ---►

At the beginning of the formation of an organization, how it should run, who should lead, what the direction is going to be, and what the goals are critical, but what are the values that will always guide the company, its by-laws, rules; and direction will follow.

Two Key Points:

1. How the organization lines up with your brand and who you are

2. Rules for operating: On a daily basis, rules for operating help to avoid many conflicts.

The organization being formed is women-owned and gives control to the producers of shea butter. This, of course, differs from many organizations that put power and control into managers who are often remote from the operations.

Questions to consider:

1. Who owns the nilotica shea company?
2. How does the ownership and structure support the brand?
3. How does the brand support the ownership?
4. What are basic rules for operating?
5. What are the 5 most important values?
Case Study  Sunkist Oranges:

IP Value Capture strategies are not really new. About one hundred years ago, a group of low income farmers in California, in the United States decided to do something about the very low prices they were receiving for their oranges. No one thought they could succeed because they were used to paying a few pennies for oranges. The story of Sunkist Oranges is to the left.

1. How did the Sunkist Orange become more than just another Orange? It is now a Trademark!

2. What type of trademark is the orange?

3. What value could we attribute to the trademark?

4. Why would consumers purchase products (about 600 different ones) named Sunkist although many have nothing to do with an orange?

What does this success story have to do with Nilotica Shea Butter?

What can we take away from this example from poor farmers from 1893?
The projected growth for Nilotica Shea Butter

In recent years, the growth of the consumer market for high quality, natural beauty products has grown to be a multi-billion dollar market!

As the business plan indicates, the projected sales volume for the nilotica shea import company looks like this with progressive sales volume in the first five years. The second diagram indicates projected profits for the shea butter company in the first 5 years.
Why do we predict growth of the nilotica shea butter market?

- Growth of the skin care and natural beauty products market at 12% per year.
- Personal care industry is projected to reach $333 billion by 2015, with Europe and the US leading this growth.
- Skin care leads this industry, accounting for more than 25% or about $90 billion annually.
- In skin care, Europe has a 32% share (about $29 billion/year).
- “Natural beauty care” in which nilotica shea butter falls is predicted to have sales of roughly $7.4 billion by 2015, and natural skin care about $3.2 billion.

Market growth for nilotica shea, a natural beauty product with healing properties, rich in Vitamins A&E fits this market beautifully as women (and men) increasingly seek such products, coupled with increased life expectancy and ever growing interest in seeking anti-aging skin products.

The draft business plan assumes that a new import company will sell the following volumes of high quality distinctive shea butter per year.

![Growth of shea butter volume (kg)](image)

This is very fast growth - in Year 5 the company is projected to sell ten times as much shea butter as in Year 1! To expand this quickly, stakeholders and owners of the company must plan ahead - assigning leaders, signing up and training gatherers, setting up quality control, and communicating progress on a regular basis. The best approach is to establish a strong base in the testing year (Year 0), and then to expand in a carefully planned way. (Chris McCormick, Light Years IP)

**Questions for Discussion**

If we assume this level of growth and income, what should we plan for in the organization?
Implications for the women’s owned stakeholder organization:

What skills and structure will the women need to manage the organization at various stages?

**Formation stage:**

1. Ensure women’s ownership
2. Representative structure – roles and responsibilities shared
3. Clear leadership
4. Rules of inclusion: Membership agreements
5. Careful accounting
6. Rules to protect the Mo’Yaa brand
7. Other ___________________________

**Launch stage:**

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**Early distribution stage**

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**Success and growth: The import company**

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**Questions for Discussion**

✓ Why should the women’s stakeholder group plan for launching in the UK market?

✓ What factors make this a sensible idea?

✓ How should the women’s stakeholder group structure itself to plan for both a European or UK launch and predicted growth?
Summary:

This workbook has presented the concepts of Intellectual Property and Intellectual Property Business strategies called IP Value Capture ([Nongo Lim Ma aa ki ikom Lonyo Me Tam The goal is for northern Ugandan and S. Sudan to:

✓ Recognize that they own a distinctive product.
✓ Capture the IP value by creating an international brand that becomes widely recognized on the world market – assisted by world class global brand managers.
✓ Acquire the legal tools of a trademarked ad branded product and company.
✓ Create a women’s owned import company that will enable more control over the supply chain, where most of the value of their product is currently taken from them, but which they must control.
✓ Design and sustain an organizational structure with rules; membership; a constitution; positions in accounting, and leadership with legal contracts capable of managing the brand and income.
✓ Purpose to create an IP business strategy that will change their income and that of the next generation, capable of attracting and sustaining impact investing.
✓ Look forward to a world class income from a world class product!!!!!!

Frequently Asked Questions:

What is Intellectual Property? See pages 2 -- 4

Lonyo me tam en aye ngo?

Nongo Lim Ma aa ki ikom Lonyo Me Tam" - "Nongo" is translated as finding or capturing: "Lim" would mean Value or Wealth, and "Lonyo me Tam" would be "Intellectual Property".

The value or wealth exists already! People pay more for the product in foreign, retail markets when it is carefully branded and ownership of the supply is managed well.
**What is Intangible Value?** Products have physical parts and non-physical

Lonyo ma pe pore ki wang en aye ngo? Jemi acatta ducu tye ki lonyo ma pore, ki lonyo ma pe pore ki wang. See pp. 11-13

**What is Distinctiveness?** See pp. 8 and 10

**Gin ma opokke** en aye ngo?

- What is distinctive about Shea butter? EVERYTHING 😘 and p. 7
- Ngo ma opokke I kom moo yaa?
- How does Intellectual Property translate into higher income?
- Lonyo me tam lokke doko lim nining? See pp. 4, 5, 10
- Why do people spend more for Distinctive products?
- Pingo dano culu cente ma dit mukato pi jemi ma opokke?

What is one Case Study that the Trainers could discuss?

(See the Case study on brands that started small and are in 150 countries such as Toyota and Nokia (p. 4 and Sunkist Oranges p. 20)

Think of a brand you know of that: Starts with a distinctive product and has expanded it to include IP Tools (Trademarks and Licenses) + Ownership of the brand + control of the Supply Chain.

Repeat after me: “If it works for ___________ (fizzy water; oranges; cars; etc. – it can and will work for nilotica shea butter producers!)

How will this be different from regular production and sales?

Man bi bedo ma pat nining ki ikom jemi acatta ki chatto wil ma jwi?

**Summarize how the combination of:**

1). Distinctive product + 2)IP tools + 3)Control of the brand + 4)Control and ownership of more of the supply chain = Higher Income for women.

2) Describe the structure of the new organization and how its rules and values will support the new initiative, in our own words.
NOTES:

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