

HOW NESTLÉ USED SHARED VALUE CONCEPT IN AGRICULTURE SECTOR TO SUPPORT SMALL FARM ENTREPRENEURS

¹kherchi ishak , ²Haddou Samira Ahlem
Hassiba Benbouali University of Chlef (Algeria)

Received: 13/10/2019

Accepted: 07/12/2019

Published: 31/12/2019

Abstract:

This paper presents a new approach to support small entrepreneurship in agricultural sector using shared value concept, in addition to that we aim to provide a theoretical and practical contributions that ground understanding the concept of creating shared value. The authors analyze a single case study of Nestlé company. We found that all three pillars of shared value concept used by Nestlé company support small farm entrepreneurship achieving social and business value simultaneously. This single case study provides an entrance to support small entrepreneurship business; however, more research is needed to find other entrances to support small entrepreneurship. The paper has practical implications that relate to the design of shared value model. We provide new practical and useful concepts that support small entrepreneurship.

Key words: *Creating shared value, small entrepreneurs, agricultural sector, creating shared value, Nestlé company.*

Jel Classification Codes : *M14, M53, L84*

Introduction:

Small entrepreneurs all around the world need, technical assistance, information, training and financial help. In most cases government brings these resources to support small entrepreneurship business created by small entrepreneurs, in few cases Non-governmental organizations help small entrepreneurship business.

Despite the effort of government and non-governmental organizations small entrepreneurship business we still have so much trouble to deal with business problems, because the complexity, size and scale of these challenges require a role for business.

Because most of the resources are in business; business can support small entrepreneurship especially within the concept of shared value creation, where we can create shared value for small entrepreneur and for the business company. Nestlé supported small entrepreneurship business all around the world using shared value concept as a business model.

The fundamental problem of this study is related to the way Nestlé supports small entrepreneurship using shared value concept, so the question is:
How Nestlé used shared value concept to support small entrepreneurship?

Few researchers have addressed the subject. Most of the literature available focused on addressing social problems. There is still a need to discuss the relation between entrepreneurship

* kherchi ishak, i.kherchi@univ-chlef.dz

and shared value concept. This paper presents a new approach by providing theoretical and empirical research on supporting small entrepreneurship using shared value concept by Nestlé company.

This paper is organized as follows; the first chapter contains three sections: The first section gives a brief overview of Shared value and entrepreneurship, the second section examines the process to create shared value and the third section examines the level of shared value. In the second chapter a case study is presented.

Methodology:

We used the qualitative research. The qualitative research can be defined as an approach that seeks to describe, decode and translate phenomena in terms of meaning rather than frequency. Qualitative research allows the researcher to gather information and do an in-depth exploration of issues, and therefore follows a less structured format with fewer respondents than quantitative methods.¹

Furthermore, qualitative research uses words, sentences and paragraphs rather than numbers. Unlike the quantitative methods used to test a theory and make generalizations about populations, qualitative methods are used for gathering deep and rich information.

This qualitative research approach is appropriate for our study because this kind of study required a lot of information and high understanding for the situations, initiatives and social activities of nestle company. In addition to that there are a lack of studies and research on this topic when it comes to creating social and business impact in entrepreneurial activities.

Within the qualitative research, we use a case study approach to investigate the idea of shared value in supporting entrepreneurial activities of small farmers. We aim to provide a theoretical and practical contribution to enhance the understanding of how shared value concept support small farm entrepreneurs.

We collect data and information based from nestle reports, Skype and telephone calls with nestle responsible, and observations; the authors analyze a single case study of nestlé company. The objective is showing how shared value concept support small farm entrepreneurs.

This paper presents a new approach to support small entrepreneurship using shared value concept, in addition to that we aims to provide a theoretical and practical contributions that ground understanding the concept of creating shared value. The authors analyse a single case study of Nestlé company. The objective is describe how shared value creation support small entrepreneurship business. This single case study provides an entrance to accompany and support small entrepreneurship business; however, more research is needed to find other entrances to support small entrepreneurship. In this study we provide a unique view of supporting small entrepreneurship using shared value concept.

This paper is organized as follows; the first chapter contains three sections: The first section gives a brief overview of Shared value and entrepreneurship, the second section examines the process to create shared value and the third section examines the level of shared value. The forth section examines entrepreneurial accompaniment using shared value concept. In the second chapter a case study is presented.

I- Shared value and entrepreneurship

I-1- Shared value and entrepreneurship definitions:

I-1-1- Creating shared value:

Creating shared value the value comes from an economic and societal benefits compared to costs. In shared value, companies and communities join to create this value. The idea is

integrated to the company's strategy and therefore, it is one way to compete. Social issues are not seen as separate issues but as a way to increase profits, and therefore, they affect to the whole budget of the company².

Shared value creation basically has nothing to do with 'responsible' behavior, since it is seen as the 'new' or 'only' way to go, for a company in order to maintain its competitive position and be profitable in the long run³.

Porter E & Kramer.M ; defined Shared value as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates⁴. Shared value creation focuses on identifying and expanding the connections between societal and economic progress.

Creating shared value entails embedding a social mission in the corporate culture and channeling resources to the development of innovations that can help solve social problems⁵.

The concept of shared value creation link the nonprofit and for profit sector. By developing the business model, entrepreneurs are able to develop new business models to solve issues and problems in society previously not seen as economically viable. Developing the business model has thus enabling businesses to create and deliver value in novel ways while minimizing costs and risks⁶.

Share value creation focuses on meeting societal need while simultaneously enhances a firm's competitiveness. It involves creating and delivering social benefits while simultaneously creating business value and building a sustainable firm⁷.

We consider creating shared value as new concept in business that support small entrepreneurship creating social value while simultaneously moving business forward and leading to a competitive business.

I-1-2- Defining Entrepreneurship:

Entrepreneurship as emancipation to the processes through which entrepreneurs and those they serve can be emancipated from constraints of both ideology and their own past behavior⁸. Entrepreneurship is all about the implementation of a new and/or innovative business model, entrepreneurs actually face greater uncertainty than is generally common in more established business practices, which hold the benefit of learning from their longer experiences⁹.

Entrepreneurship is a process activity. It generally involves the following input; an opportunity, one or more proactive individuals, an organizational context; risks, innovations and resources. It can produce the following outcomes; a new venture or enterprise; value; new products or processes; profit or personal benefit; and growth¹⁰.

I-2- Steps to create shared value:

According to Porter and Kramer there are three key ways in how organizations can create shared value opportunities which are: reconceiving products and services, Redefining productivity in the value chain and Enabling local cluster development:

I-2-1 Reconceiving products and markets.

This refers to identifying the growing unmet need in society, needs for improvements in help for the aging, healthcare, housing, nutrition, financial opportunities and the environment. These needs can be a source of opportunities which businesses today with confidence can pursue in search of growth. The main reasons for this are that after decades of work revolving around analyzing, manufacturing and meeting demand, many businesses have lost focus, losing track of what customers actually needs¹¹.

I-2-2- Redefining productivity in value chain

The value chain is affected by externalities, such as water use, working conditions and fair treatment, which can enhance the costs of production. Taking into account societal issues permits companies to redefine their concept of productivity from a shared value perspective. For instance rethinking logistics systems in the shared value perspective means improving energy utilization through technology investments, such as reducing shipping distances, recycling. All these practices help companies transform the value chain, cutting costs and reinforcing the mutual relationships with partners and stakeholders¹².

I-2-3- Enabling local cluster development

Finally, shared value can be created by enabling local cluster development. Clusters are geographical concentrations of actors (suppliers, logistical infrastructures, institutions, universities, service providers, trade associations and so on), which support a company and its processes. Firms can create shared value and improve their productivity, by building local clusters and addressing their gaps in specific areas such as logistics, training or market organization. Managerial practices driven by transparency and openness principles create favourable conditions for building clusters, which enhance the benefits for companies and their competitiveness¹³.

We see that reconceiving Products and Markets allows to develop products regard to society's needs and this what rise the demand on these products, in the same time redefining productivity in the value chain allows to save energy, water, cost and create value for both society and business, then, enabling local cluster development which help to provide infrastructure around creating shared value.

I-3- Creating shared value and supporting small entrepreneurship:

Because shared value creates economic and business value, we have to make it clear with other terms:

I-3-1- Entrepreneurship and Social entrepreneurship

The main differences between a social entrepreneur and a commercial entrepreneur. The first has to do with the innovation category, as both parties are pursuing an opportunity using innovation and resources that are not in their control. In the social entrepreneur's case, whether non-profit, for-profit, or public sector, her innovation category will mainly be the creative destruction innovation (Schumpeter). The majority of social entrepreneurs will disrupt the current market, creating pattern breaking social change, whereas the majority of the commercial entrepreneurs will use methods of incremental innovation to create value, and a selected few will be able to disrupt the market. Commercial entrepreneurs are concerned with value capture, and able to measure the financial value that they are creating by selling products or services, he market area that the social entrepreneur is undertaking deals with the disregarded problems in society which involve positive externalities.

Social entrepreneurship is about creating business activities to meet the broader needs of the society rather than individuals. It is also known that, social entrepreneurs, as individuals or organizations prioritize socio-environmental gains over economic and financial achievements¹⁴.

Social entrepreneurship is an entrepreneurial action for addressing societal problems. More precisely, we can define it as "an act of addressing a social problem by organizing various resources in an innovative way¹⁵".

Shared value is to create both social and business value with no priorities for one of them while social entrepreneurship focus more on social problems value and gives more important and priorities to social value rather than business value.

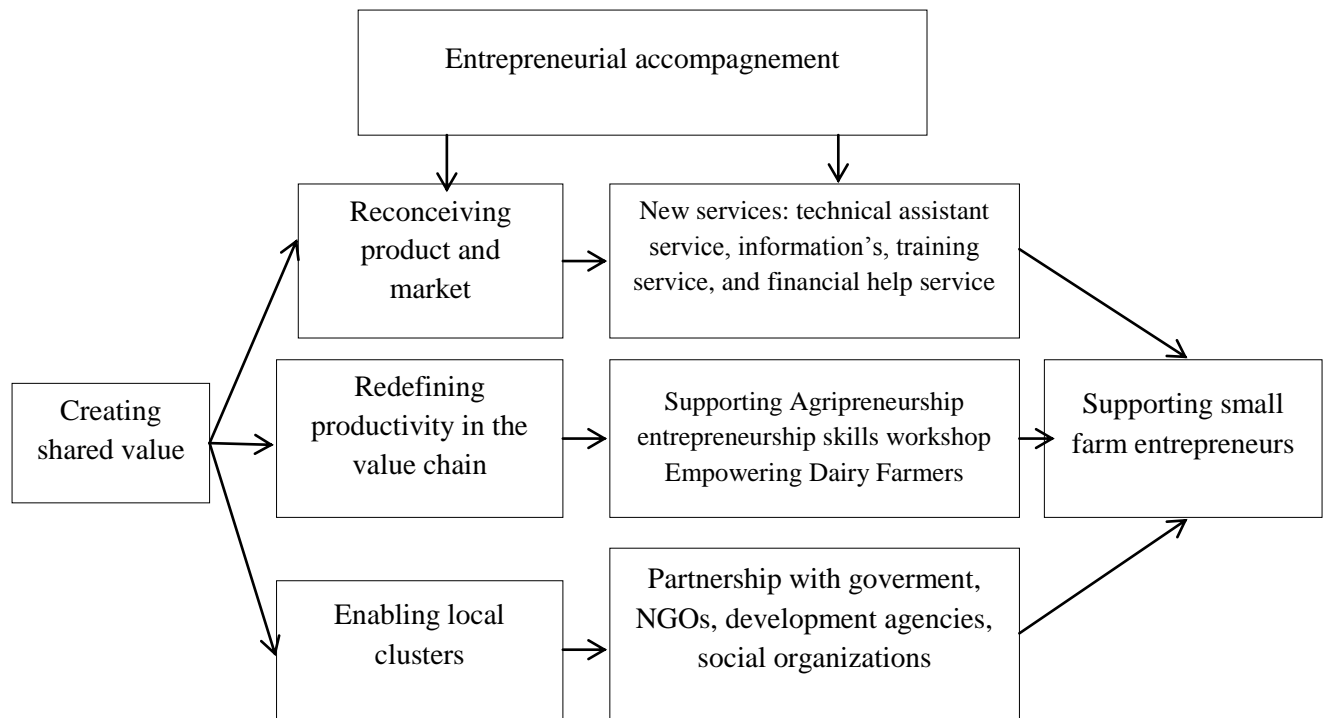
I-3-2- Shared value and supporting small entrepreneurship:

We concenter Small entrepreneurship as a privately owned project, that have fewer employees and less annual revenue than a regular-sized business or corporation. This small entrepreneurship need to apply for government support

According to (Welter et al., 2017). Small entrepreneurship research has conventionally focused on ‘wealth creation’ as the fundamental objective of entrepreneurial activities¹⁶. This what shared value concept also brings to small entrepreneurs, both concept focused on wealth and value creation. Shared value concept can support entrepreneurship to create wealth and value.

Shared value concept support small entrepreneurship by motivating more entrepreneurs to engage in solving social and environmental problems and make profit in the same time. This could be done through providing new products in new market, redefining productivity through the value chain, and by making partnership with small entrepreneurship business.

Figure n°1: Conceptual framework



Source : authors (2019).

As we see in figure 1, reconceiving product and market could provide new services to small entrepreneurs such as: technical assistant service, information’s, training service, and financial help service, while redefining productivity in the value chain considering small entrepreneurs as a driving force for productivity within the business company value chain, in other words; in order to ensure value chain supply, business companies should help small entrepreneurship business to grow their business and profit from them, this what create shared value for both parts. Shared value also supports small entrepreneurship business by enabling local clusters through partnership with government, non- government organizations to help small entrepreneurship project.

II- Nestlé model in agriculture sector

I-1- Who is Nestlé?

Nestlé is a Swiss transnational food and drink company headquartered in Vevey, Vaud, Switzerland. It has been the largest food company in the world, measured by revenues and other metrics, for 2014, 2015, and 2016. It ranked No. 33 on the 2016 edition of the Forbes Global 2000 list of largest public companies, Nestlé is the world's largest food and beverage company. Nestlé have more than 2000 brands ranging from global icons to local favourites, and present in 191 countries around the world¹⁷.

Nestlé purpose:

Nestlé's purpose is enhancing quality of life and contributing to a healthier future. Nestlé want to help shape a better and healthier world. Nestlé also want to inspire people to live healthier lives. This is how Nestlé contribute to society while ensuring the long-term success of the company¹⁸.

Nestlé ambitions:

Nestlé defined three overarching ambitions for 2030 which guide our work and support the achievement of the UN Sustainable Development Goals¹⁹.

Nestlé history:

Nestlé want to shape a better and healthier world. This was how Nestlé started more than 150 years ago when Henri Nestlé created an infant cereal that saved the life of a child²⁰.

Nestlé values:

Nestlé values are reflected in the way its do business, always acting legally and honestly with respect both for our own people and those Nestlé do business with²¹.

II-2- Nestlé created shared value to supported small entrepreneurship business:

In order to support small entrepreneurship business, Nestlé used the shared value concept doing its business, through three main steps; supporting entrepreneurship by providing new services to small farmers entrepreneurs, supporting entrepreneurship by redefining productivity in value chain through rising small entrepreneurship productivity, and supporting entrepreneurship by partnership with other effective parts in business.

II-2-1- Reconceiving products and markets:

II-2-1-1- Coaching young entrepreneurs farmers:

The Next Generation Programme coaches young farmers on dairy industry politics, advanced farm management, financial management and effective communication. All help the farmers of the future to build the practical tools and confidence to step forward and take a lead²².

II-2-1-2-Global youth initiative: Nestlé needs YOUth

Nestlé have helped to prepare hundreds of thousands of youth for work; trained and supported over 4 million farmers around the world and developed the business skills of 2 million women²³.

II-2-1-3- Employment and employability:

From 2014 to 2016, 20 517 job opportunities and 12 385 traineeships or apprenticeships were provided for young people below 30 years of age in Europe. In 2016 alone, Nestlé offered 6778 permanent and temporary positions and 4206 traineeships or apprenticeships. Around

200 companies have joined the ‘Alliance for YOUth’ initiative, launched by Nestlé, which has helped more than 62 000 young Europeans find jobs or training opportunities²⁴.

From 2015 to 2016 in the Americas, 16 185 job opportunities and 7601 traineeship and apprenticeship opportunities were provided to young people under 30 years of age. With the launch of the initiative in the Middle East, Africa, Asia and Oceania in 2016, Nestlé is now in a position to make a global commitment covering all its three Zones, including the Americas, from 2017 onwards²⁵.

II-2-1-4- Helping young people getting skilled and getting hired

Last year, more than 6,000 young people gained full- or part-time jobs with Nestlé under the initiative. Nestlé recently took the scheme worldwide with the launch of our Global Youth Initiative. More than 50,000 young Europeans also received help to find jobs or training during the first year of the Alliance for YOUth. Nestlé started this industry initiative in 2014, and it now has around 200 member companies²⁶.

II-2-1-5- Training and technical assistance to coffee farmers

Nestlé committed to training farmers on the techniques and guidelines that comprise our Nescafé Better Farming Practices. In our direct sourcing programmes, Nestlé provide technical assistance and training to thousands of coffee farmers every year, including training in various aspects of our Supplier Code. Trained 134 078 farmers in 2014 – way in excess of our target of 10 000 a year. At the end of 2014, the cumulative total of farmers and farm workers trained since the inception of the Nescafé Plan in 2010 reached 302 267²⁷.

Value for Nestlé and society

Through training in better agricultural and environmental practices, distributing high-yield plants and supply chain traceability, Nestlé can improve the profitability of our suppliers and help secure a long-term supply of high-quality coffee for our business, while addressing issues such as women’s empowerment and youth unemployment in the coffee sector. Nestlé long-term ability to source the right quality and quantity of coffee for our major brands depends on the sustainability of coffee farming. Ageing trees, plant diseases, declining yields, volatile prices and climate change are just some of the threats to the livelihoods of coffee farmers, the vast majority of whom are smallholders. Coffee growing is also being challenged by alternative crops, considered by growers as better commercial prospects²⁸.

II-2-1-6- Nestle committed to supporting youth entrepreneurship in Nigeria:

Nestlé Nigeria has restated its commitment to support young people by boosting youth entrepreneurship and inspiring the talented ones through providing training and job opportunities. Nestlé Nigeria’s youth empowerment initiatives include a training programme at its Technical Training Centre in the company’s Agbara Factory Complex in Ogun. The programme helps to develop and train young technicians for the world of work²⁹.

Nestlé supported small entrepreneurship business by reconceiving product and markets; Nestlé provide new service that address some business and social needs for small farmers such as: Coaching young entrepreneurs farmers, following Global youth initiative: Nestlé needs YOUth, , Helping young people getting skilled and getting hired, Training and, technical assistance to coffee farmers, supporting youth entrepreneurship in Nigeria.

II-2-2- Redefining productivity in the value chain:

II-2-1-1- My own business: The coffee shop that comes to you

The 'My own business' scheme - known locally as MYOWBU - encourages people in Central and West Africa to develop a career and gain financial independence. The initiative,

led by the company's out-of-home business Nestlé Professional, is helping to provide thousands of people with the chance to head their own street-vending business, employing and managing their own street vendors. All vendors are supplied with Nescafé, cups, flasks and the other kit needed to sell coffee on the street. They sell it and get to keep a portion of the profits. According to the United Nations' Global Youth Unemployment report, 11% of young people living in Sub-Saharan Africa were unemployed in 2016 and this figure is expected to increase. The MYOWBU scheme has already helped more than 4,500 young people start their own micro-enterprises. Nearly 1,000 of these are women³⁰.

II-2-2-2- Agripreneurship

Agripreneurship is an approach Nestlé have formalised to accelerate the development of farmers to nurture their farming skills, competencies and business management. Agripreneurship particularly addresses farmers who are operating in our Farmer Connect and direct sourcing operations. Agripreneurship applies to both large- and small-scale farmers – what is more important is having an entrepreneurial mindset and attitude, and a proven record in farm management. Our aim is to accelerate the development of agripreneurs – capable, willing and ambitious farmers running profitable businesses and complying with Nestlé's quality, safety and responsible sourcing standards Nestlé help equip the next generation of agripreneurs by supporting and assisting young farmers to improve the economic returns from their crops and become leaders in agriculture. They are the farmers who will grow the raw materials that Nestlé need to make products³¹.

- in Côte d'Ivoire, 175 women farmers were supported by the setting up of two new women's forums to give them a voice and address grievances³².
- In Ecuador, 30 participants, mostly women, were trained in chocolate making, enabling them to gain new skills and develop an additional income source; and
- Also in Ecuador, 26 farmers, including 22 women, participated in a project to develop agritourism on their farms to create a new income stream³³.

II-2-2-3- Entrepreneurship:

Nestlé leverage entrepreneurship by identifying and nurturing business talent in young people. They will help us reach out to new markets and consumers. They are the innovators who will find the solutions to the business challenge of the future³⁴.

II-2-2-4- Empowering Sri Lankan Dairy Farmers:

Nestlé plays a significant role in the development of the local dairy industry, which commenced its partnership with local dairy farmers in 1984 with the establishment of its production factory in Pannala, Kurunegala. To date, the company purchases over 200,000 kilograms of fresh milk on a daily basis from 18,000 dairy farmers, making a significant impact on the rural economy. The company's efforts to support and develop the local dairy industry positively impact the lives of its dairy farmers every day, helping them generate their own income and have a better quality of life³⁵.

For Nestlé, the successful conversion of fresh milk into high quality finished products is celebrated whenever a consumer purchases any of Nestlé's products bearing the 'Empowering Sri Lankan Dairy Farmers' CSV dairy logo, assuring them that they are giving their family nothing but the best.

II-2-2-5- Nestlé hosts entrepreneurship skills workshop for Kenyan youth:

Nestlé marked the Africa Youth Day by hosting eighty Kenyan youths to a workshop meant to prepare them for employment and entrepreneurship. The workshop was part of the company's global initiative dubbed Nestlé Needs Youth through which it aims to help 10

million young people around the world have access to economic opportunities by 2030. The second pillar focuses on ‘supporting women and young farmers become leaders in agriculture’ while the third one focuses on encouraging entrepreneurship and nurturing business talent in young people. Nestlé also provides entrepreneurship opportunities through its own initiatives like the MYOWBU (My Own Business) project where the company recruits and train youth to start Nescafé coffee selling business in busy market areas³⁶.

Nestlé supported small entrepreneurship business by redefining productivity in the value chain; Supporting agripreneurship, identifying and nurturing business talent in young people, Empowering Sri Lankan Dairy Farmers, Nestlé hosts entrepreneurship skills workshop for Kenyan youth.

II-2-3- Enabling local cluster development:

II-2-3-1- Women's empowerment in cocoa-growing communities:

Supported by Nestlé and our partner the Fair Labour Association (FLA), the association helps women in nearby villages increase their incomes by teaching them entrepreneurial skills – from farming to how run a business. More than 1,100 families in Côte d’Ivoire now benefit from income-generating activities and greater female empowerment, through our³⁷.

II-2-3-2- Supporting sustainable coffee production in Nicaragua:

Nestlé and ECOM Atlantic, an international supply chain management organization, are working with 175 small- and medium-sized coffee producers to enhance sustainable coffee production. Producers have attended training seminars on farm administration, accounting, farm business plans and budgeting, crop diversification and crop certification. Crop diversification includes a forestry programme to restore the natural environment and protect water sources³⁸.

II-2-3-3- Supporting entrepreneurship by partnership:

In Senegal, the GREAT Entrepreneur project is a partnership between the British Council, the British Embassy and Nestlé. The programme encourages young people to start thinking innovatively about business, and rewards them for ideas that have business and social value. Young entrepreneurs present their business ideas on television, which are then judged by local business experts and the public, who can vote via SMS. From 2013–14, the show reached over five million young people through television, mobile phones and social media³⁹.

II-2-3-4- Nestlé Pakistan-IBA to promote agriculture entrepreneurship:

Nestlé Pakistan has entered into a partnership with the Institute of Business Administration (IBA) for the promotion of agricultural entrepreneurship in Karachi. The Entrepreneurship Development Programme is being launched in October for those keen on developing their skills in agricultural entrepreneurship and management. It will comprise a weekend certificate programme which will be spread over 4 months. A batch of 40 students will be trained each year for three years. The technical knowledge and skills that they acquire will enable them to make use of modern and innovative agricultural and business management practices comprising on-farm and off-farm value addition, innovation and growth⁴⁰.

II-2-3-5- Nestlé SA to bring more business to entrepreneurs:

Nestlé and the Department of Small Business Development have signed a memorandum of understanding (MOU) that’ll see the creation of more than 600 jobs. The partnership between Nestlé SA and the Department of Small Business Development will see a recruitment of 200 microdistributors from 2017 to 2020. The distributors would then be required to recruit at least three permanent staff, this, in turn, will create over 600 jobs. The partnership will provide the distributors with financial support as well as upskill them in various areas of sales,

warehouse management, financial management and merchandising. The micro-distributors will also be provided with vehicles⁴¹.

II-2-3-6- Nestlé Ghana inspires young agri-business entrepreneurs:

The bootcamp, organised by the Diaspora Angel Investment Network (DAIN) in 2014, was sponsored by Nestlé Central and West Africa. It aimed at teaching young entrepreneurs how to build sustainable agri-businesses. Participants were also invited to pitch their venture idea to a panel of judges, made of investors as well as agribusiness and Nestlé representatives. Nestlé's support to young agri-entrepreneurs is part of the company's commitment to strengthen farming as a business and livelihood of choice that offers an attractive income and opportunities for societal advancement. The company wants to help retain the brightest talent within farming communities⁴².

Nestlé supported small entrepreneurship business by enabling local cluster development; supporting Women's empowerment in cocoa-growing communities, Supporting sustainable coffee production in Nicaragua by partnership with ECOM Atlantic, partnership between the British Council to Support entrepreneurship, Nestlé Pakistan-IBA to promote agriculture entrepreneurship by partnership with the Institute of Business Administration (IBA) for the promotion of agricultural entrepreneurship in Karachi, inspires young agri-business entrepreneurs, Nestlé SA to bring more business to entrepreneurs by partnership with , Department of Small Business Development .

Conclusion:

We have found an innovative entrance to support small entrepreneurship, our work has led us to conclude that Creating shared value concept is useful tool to support and help small entrepreneurs to running their business, shared value support small entrepreneurship through three main steps; supporting entrepreneurship by providing new services to small farmers entrepreneurs, supporting entrepreneurship by redefining productivity in value chain rising small entrepreneurship productivity, and supporting entrepreneurship by partnership with other effective parts in business.

Our case study have important implications for solving small entrepreneurs problems. Nestlé used shared value concept to support small entrepreneurship farmers in three different areas; the first one is reconceiving product and market providing new services: Coaching young entrepreneurs farmers, Global youth initiative, Helping young people getting skilled and getting hired, Training and technical assistance to coffee farmers.

The second area is redefining productivity in the value chain by providing thousands of people with the chance to head their own street-vending business, employing and managing their own street vendors, accelerate the development of farmers to nurture their farming skills, competencies and business management, identifying and nurturing business talent in young people, Nestlé hosts entrepreneurship skills workshop for Kenyan youth, Empowering Sri Lankan Dairy Farmers.

The third area is enabling local clusters by partnership with the Fair Labour Association (FLA),

To empower women's in cocoa-growing communities, partnership with ECOM Atlantic, an international supply chain management organization to Support sustainable coffee production in Nicaragua, entering into a partnership with the Institute of Business Administration (IBA) for the promotion of agricultural entrepreneurship in Karachi, organising camps to inspires young agri-business entrepreneurs.

In addition to that; Nestlé programs improve small farmers entrepreneurship productivity, this lead to higher production and sustainable agriculture and in the same time create more

business value for Nestlé. In other terms value are gained by Nestlé, small entrepreneurs and environment.

References:

- ¹Bellenger, DN, Bernhardt, KL & Goldtucker, JL 1989, 'Qualitative research techniques: Focus group interviews', in *Focus group interviews: A reader*, eds TJ Hayes & CB Tatham, American Marketing Association, Chicago.
- ² Ilmarinen.P (2017): Creating shared value in Banking Case Savings Bank Group, thesis,School of Business,university of applied science,p 36.
- ³ Avenhuis.E (2013):Responsible Business by Dutch entrepreneurs in South African agriculture, Thesis International Development Studies, Utrecht University, Geography Department MSc International Development Studies, p13.
- ⁴Porter .M.E & Kramer.M (2011): Creating Shared Value, Harvard Business Review ,P66.
- ⁵ Pfitzer.M, Bockstette.V, Stamp.M (2013): Innovating for Shared Value Companies that deliver both social benefit and business value rely on five mutually reinforcing elements, Harvard business review;p4.
- ⁶ Goitom.M (2015): Shared value in social businesses: A business model approach, School of Business and Engineering, p6.
- ⁷ Ibid, p16.
- ⁸ Chandra.Y (2017): Social entrepreneurship as emancipatory work,Journal of Business Venturing Volume 32, Issue 6, November 2017, Pages 657-673.
- ⁹ Lins.F.A, Doktor.R (2014): A Theory of Entrepreneurial Opportunity Discovery, Knowledge Creation, and Decision-Making ,Business and Management Research Vol. 3, No. 1;p20.
- ¹⁰ Morris, M. H., Lewis, P. S., & Sexton, D. L. (1994). Reconceptualizing Entrepreneurship: An Input-Output Perspective. *Srtm Advanced Management Journal*, Winter, 29-30.
- ¹¹ Goitom.M (2015), op, cit, p17.
- ¹² Brønn.P.S, Romantis,Zerfass.A (2016): Book Series: Advances in Public Relations and Communication management, Emerald Group Publishing Limited, p 189.
- ¹³ Ibid, p 190.
- ¹⁴ Information Reso Management Association (2017): Entrepreneurship: Concepts, Methodologies, Tools, and Applications, 4 volume,p336.
- ¹⁵ Ibid,p337.
- ¹⁶ Welter, F., Baker, T., Audretsch, D.B., Gartner, W.B., 2017. Everyday entrepreneurship—a call for entrepreneurship research to embrace entrepreneurial diversity. *Entrep. Theory Pract.* 41 (3), 311–321.
- ¹⁷ Available at: <http://www.nestle.com/aboutus> (accessed 05 may 2019).
- ¹⁸ Available at: <http://www.nestle.com/aboutus> (accessed 11 may 2019).
- ¹⁹ Available at: <http://www.nestle.com/aboutus> (accessed 29 may 2019).
- ²⁰ Available at: <http://www.nestle.com/aboutus> (accessed 30 may 2019).
- ²¹ Available at: <http://www.nestle.com/aboutus> (accessed 02 june 2019).
- ²² Skype and telephone calls with walmart responsible, 05/06/2019.
- ²³ Nestlé annual report (2016): Nestlé in society Creating Shared Value and meeting our commitments, p42.
- ²⁴ Skype and telephone calls with walmart responsible, 07/06/2019.
- ²⁵ Youth employment, Our commitment: Roll out the Global Youth Initiative across all our operations (2017)
- ²⁶ Helping young people getting skilled and getting hired (2017): Available at: <http://www.nestle.com/csv/case-studies/allcasestudies/youth-employment-york-uk> (accessed 08 june2019).
- ²⁷ Nestlé annual report (2016), p42.
- ²⁸ Nestlé Cocoa Plan (2017): <http://www.nestle.com/csv/case-studies/allcasestudies/cocoa-plan-venezuela> (06/01/2019).
- ²⁹ Nestle Nigeria Restates Commitment to Youth Entrepreneurship (2017): available at <https://www.ladesignatory.com/nestle-nigeria-restates-commitment-to-youth-entrepreneurship> (accessed 27 june 2019).
- ³⁰ My own business (2017): The coffee shop that comes to you, available at <http://www.nestle.com/stories/nescafe-coffee-entrepreneurship-careers-west-africa> (accessed 08July 2019).
- ³¹ Farm economics (2017): Our commitment: Improve farm economics among the farmers who supply us , available at <http://www.nestle.com/csv/communities/farm-economics> (accessed 18 july 2019).

³² Farm economics (2017): Our commitment: Improve farm economics among the farmers who supply us , available at <http://www.nestle.com/csv/communities/farm-economics> (accessed 19 july 2019).

³³ Farm economics (2017): Our commitment: Improve farm economics among the farmers who supply us , available at <http://www.nestle.com/csv/communities/farm-economics> (accessed 20 july 2019).

³⁴ Global youth initiative (2017) Nestlé needs youth, available at <http://www.nestle.com/csv/communities/global-youth-initiative-nestle-needs-youth> (accessed 22 july 2019).

³⁵ Empowering Sri Lankan Dairy Farmers for three decades (2017): available at <http://www.nestle.com/csv/case-studies/allcasestudies/dairy-development-sri-lanka>, (accessed 28 july 2019).

³⁶ Anyuolo .L (2017): Nestlé hosts entrepreneurship skills workshop for Kenyan youth, available at <https://www.hapakenya.com/2017/11/03/nestle-hosts-entrepreneurship-skills-workshop-for-kenyan-youth/> (accessed 29 july 2019).

³⁷ Women's empowerment in cocoa-growing communities (2017) available at <http://www.nestle.com/csv/case-studies/allcasestudies/women-empowerment-cocoa-growing-communities> (accessed 29 july 2019).

³⁸ Supporting sustainable coffee production in Nicaragua (2017) available at <http://www.nestle.com/csv/case-studies/allcasestudies/supporting-sustainable-coffee-production-nicaragua>, (accessed 29 july 2019).

³⁹ British Council (2017): Partners for change, Skills and Entrepreneurship Sub-Saharan Africa,p5.

⁴⁰ Nestlé CSV report (2016): Nestlé in Society EXCELLENCE THROUGH VALUES,p33.

⁴¹ Matthew Alexander (2017): Nestlé SA to bring more business to entrepreneurs, available at <http://ventureburn.com/2017/04/nestle-sa-bring-business-entrepreneurs/> (accessed 05 august 2019).

⁴² Nestlé Ghana inspires young agri-business entrepreneurs (2017) available at <https://www.nestle-cwa.com/en/media/pressreleases/nestl-ghana-inspires-young-agri-business-entrepreneurs> (accessed 15 august 2019).