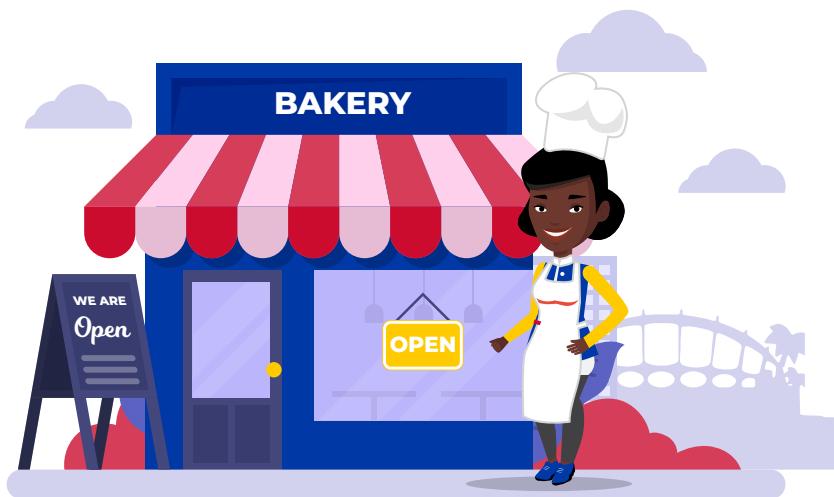


Setting Up a CAKES & Desserts Business



DEVELOPED FOR



BY



Building a CAKES & Desserts Business



DEVELOPED FOR



BY



Copyright © 2020 Lagos State Employment Trust Fund (LSETF)

All rights reserved. This book or any portion thereof may not be reproduced or used in any manner whatsoever without the express written permission of the publisher except for the use of brief quotations in a book review.

Produced in Nigeria.

Table of Contents

Chapter 1 - Introduction

- 1.0 Overview of the Cakes and Dessert Business Industry in Nigeria

Chapter 2 - Getting Started

- 2.0 The Business of Cakes and Desserts: Critical Factors to Consider
- 2.1 Choosing the right location
- 2.2 Knowing your target market
- 2.3 Defining Your Niche
- 2.4 Equipment required for a Cakes and Desserts business
- 2.5 Startup costs for setting up a cakes and desserts business
- 2.6 Registration and Licensing requirements

Chapter 3 - Setting up and managing your cakes and desserts business

- 3.0 Managing your cakes and desserts business
- 3.1 Adopting the right marketing/advertising channels
- 3.2 Getting your pricing strategy right for your cakes and desserts business
- 3.3 Putting together a team for your cakes and desserts business
- 3.4 Defining and communicating your company policy and culture
- 3.5 Record Keeping and Accounting

Chapter 4 - Expanding your cakes and desserts business

- 4.0 Expansion strategies for your cakes and desserts business
- 4.1 Additional Products/Service Offerings to consider for your Cakes and Desserts business

Appendix

- 1.0 Entrepreneurship Test
- 2.0 Business Plan Workbook
- 3.0 Successful Cake Business Stories in Nigeria
- 4.0 Glossary of Terms



Chapter 1



Introduction



1.0 Overview of the Cakes and Dessert Business Industry in Nigeria

The cake industry in Nigeria dates as far back as the 60s and 70s. Known for hosting grand parties and celebratory events, Nigerians have typically served cakes for guests to indulge in at these occasions. Back then, the buying culture was different as customers bought from bakers they knew personally. It was not uncommon to find people driving long distances to buy specifically from bakers they knew. Today however, you can pick up a cake from the shelf in any shopping mall or cake shop.

The Cakes and Desserts industry today is a vibrant and huge market with opportunities for players to come in at different entry points regardless of budget constraints.



The Cakes and Desserts industry today is a vibrant and huge market with opportunities for players to come in at different entry points regardless of budget constraints. This means whether you are working from home and using social media platforms like Instagram to reach your customers or running your cakes and desserts business on a large scale from a brick and mortar store, there is room for everyone including international companies looking to invest.

Opportunities to explore within the Cakes and Desserts value chain include cake making, dessert making, sale of raw materials, delivery of cakes and desserts, cakes and desserts business consulting, training and mentoring, financing, business support and advisory etc. Smart entrepreneurs today are identifying what aspect of the value chain plays to their strength and capitalizing on it.

With a large population that is predominantly youthful, the future of the cakes and desserts industry in Nigeria looks bright. Players in the space can build a lasting career in the cakes and desserts industry by consistently deploying creative strategies that cater to changing buying attitudes, cultures and mindsets over time.

How has the Industry evolved?

Looking at the Nigerian cakes and desserts industry today, it has evolved significantly over the years in various ways:

Perception: Back in the day, cake making and/or dessert making was often considered more a hobby than a business and when people engaged in it as a

business, the perception was that it was a last resort when all other career paths failed. Today, the story is different. We see smart and accomplished professionals building successful careers in the cakes and desserts industry much to the admiration of the younger generation of bakers.

Moreso, there is the science of baking which involves understanding the process of developing recipes, cake architecture, developing and adopting the right proportions and ratios with recipes etc. which requires brains and smarts.



Moreso, there is the science of baking which involves understanding the process of developing recipes, cake architecture, developing and adopting the right proportions and ratios with recipes etc. which requires brains and smarts. Also, unlike back in the day when cakes were optional at events, today, cakes are used to mark even the smallest of events and celebrations giving rise to the popular saying 'a no cake event is no event'.

Number of Players in the space: Over the years, the industry has grown from just a handful of bakers to thousands of bakers, spurring diversity and creativity within the space.

Cake making Style: Back in the 80s, the most common cakes were the fruitcakes made with royal icing. Today, the style of cake frosting and fondant cakes is quite different as there is a more deliberate focus on sharp edges and a clean finish. Cake makers also have a lot more pre-cut designs and style molds to adopt which eases the process and gives customers an array of options.

Also, many bakers no longer use regular shortening buttercream even though it still exists, instead American style, French style and Italian style buttercream options are more the trend. This also emphasizes the influence of the international cakes and desserts industry on the Nigerian industry.

New Tastes and Habits: Over the years, customer tastes and habits have changed leading to the introduction of products to suit these lifestyle changes. For instance, between 2005 and 2006, there was a wave of desserts which took the industry by storm with endless creative options to appeal to different taste buds.

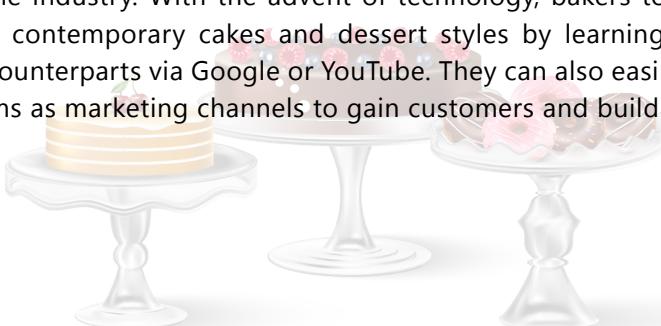
This era which appears to have been driven by a number of returnee bakers who had gained exposure in international climes forced other bakers in Nigeria to push the envelope, think outside the box, and come up with new offerings.



Today, we have an array of sugar and chocolate desserts and bakers are developing sauces and all sorts of treats to give customers a lavish experience.

Niche Market: In more recent times, we are seeing a rise in niche markets such as the healthy cakes and treats market catering to the growing number of health-conscious Nigerians and fitness lovers. Bakers today are creating sugar-free cakes, wheat cakes and wholesome treats.

Technology and the internet: The internet has also played a huge role in the evolution of the industry. With the advent of technology, bakers today can be self-taught on contemporary cakes and dessert styles by learning from their international counterparts via Google or YouTube. They can also easily use social media platforms as marketing channels to gain customers and build their brands.



Chapter 2



Getting Started



2.0 The Business of Cakes and Desserts: Critical Factors to Consider

2.1 Choosing the right location



If you are just starting a business, it is advisable that you start where you are e.g. start from your house except you are buying a franchise and there is an existing structure on ground.

If you are just starting a business, it is advisable that you start where you are e.g. start from your house except you are buying a franchise and there is an existing structure on ground. It is a lot cheaper to work from home than to acquire a brick and mortar setup especially as a startup.

While you bake from home, you can easily set up shop online and reach your customers through social media. You can also provide delivery services at a charge or have your customers pick up at their convenience.

You should however ensure that you set the proper foundation for your business to grow by establishing structure, getting your processes right, using free marketing tools and building your clientele from home.

As your business grows, naturally, you will need to expand but by this time you would have built the financial capacity to rent or build a physical store and you will also have the clientele to continue in business.

When thinking of a location for your business, ensure to consider these key factors:

Proximity: The best location to consider is the 'high street' which is usually the main street in a town bristling with commercial activities as it offers you visibility to new customers different from your social media audience who could be passers-by noticing you for the first time and/or customers who have heard of you via word of mouth.

While you may not be buoyant enough to afford the rent or outright purchase of place on the high street, keep in mind that whatever your location, it should be easily accessible and within reach of your target audience. Accessibility is key as you want

Accessibility is key as you want your customers to locate you easily or have products ordered delivered as fast as possible in pristine condition.

your customers to locate you easily or have products ordered delivered as fast as possible in pristine condition. If you are located right where your customers are, you reduce occurrences and complaints of cake smudging or crumbling in the process of being transported over long distances. For long distance or out-of-state deliveries, be sure to invest in proper packaging and cooling wraps and also communicate the amount of time needed for delivery to your customers.

Another advantage to locating your store where your customers are, is reduced delivery fees for your customers. You don't want your delivery fee to be higher or almost the same price as your products. Also, you need to be in an area that appeals to the target audience you are trying to reach e.g. If you are located in a lowbrow area and you try to cater to the high-end market, chances are that they may not perceive you as capable of delivering on their request and your surrounding neighbors will consider your products as too pricey.

When considering a physical store, draw up a budget and list your criteria e.g. proximity to target audience as discussed above.



Rent: When considering a physical store, draw up a budget and list your criteria e.g. proximity to target audience as discussed above. Then go in search of options that match your budget and criteria.

As a startup, you may not be able to afford the rent on the high street except you already have a property situated there which is understandable. Your best bet will be to find a location that is central, possibly situated around the high street axis and matches your budget.

Infrastructure: If you are considering a physical store just for product sales, you may not require much infrastructure and space as you will probably need display area and a waiting lounge. If you are however looking to set up your production area and walk-in store in the same location, you will need a spacious outfit that can fit all the machines and staff, good drainage system and good water supply.



SELF-ASSESSMENT

What are the Key things to consider before you get a location for your Cakes and Desserts Business and why?

- (A) _____

- (B) _____

- (C) _____



2.2 Knowing Your Target Market

Marketing is simply the art of meeting your customers' needs profitably. Now to define your target market, you need to firstly understand the industry and find out the key players within the space. Who are the major competitors?

What are their strengths and weaknesses? This will help you understand the gaps in the industry and how you can position your business to play differently. Once you are clear on how you want to play in the industry, next step is identifying your customers. Who are they? What is their taste and preference? Where are they mostly located? What is their age-range and lifestyle? How much are they willing to pay for your product? What are the marketing channels to reach them etc?

When it comes to your product offering, it should be tailored to fit the gaps you have observed in the industry. You can choose to deliver luxury high quality cakes and desserts to high-end customers or deliver cakes and desserts at more affordable prices to the low-end market which is usually a larger market in size than the high-end.

High-end Customers: These are customers who typically purchase luxury products and are willing to spend more if they feel a product is worth it. If you are targeting these customer types, be prepared to cater to their exquisite taste and translate their fantasies into reality. To attract customers in this category, focus on the exclusivity of your cakes and desserts, demonstrate the value you are offering and use the right marketing channels to reach them such advertising in high society wedding magazines etc.

Low-end Customers: These are customers who are not willing or able to spend large amounts of money. With these customer types, affordability is a major concern and your cakes and/or desserts should be designed to suit their buying power. If you are targeting customers in this category, you will need to devise creative avenues to design quality cakes and desserts that can be sold at affordable rates.

*Marketing is simply
the art of meeting
your customers'
needs profitably.*

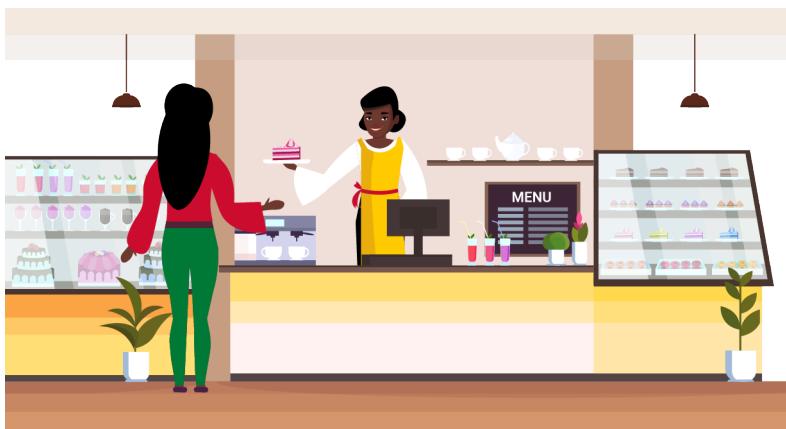
“



The “Middle” Customer: We coined this term to describe upwardly mobile customers who are aspirational and somewhat caught in the “middle”. They want a bit of luxury but can’t afford to pay the premium price and do not want the low-end cakes and desserts. If you are targeting customers in this category, you will also need to demonstrate value to woo them to pay more.

Catering to all three Customer types: While the customer types highlighted above may have varying tastes, lifestyles, buying power etc, your business can target all three if it is structured efficiently. In other words, you can have cakes and desserts designed to suit each customer category so that there is something for everyone. You are however better off starting with one category and expanding to include the other categories as you grow. Typically, most confectioners start off targeting customers in the “middle” category and grow to cater to high-end and low-end customers. A good place to start when determining what category to target first will be to look at your network and people within your sphere of influence.

A good place to start when determining what category to target first will be to look at your network and people within your sphere of influence.



SELF-ASSESSMENT

How do you define your target market?

What are the different identified market segments you can cater to as a Confectioner?



2.3 Defining Your Niche

A niche refers products or services that appeal to a small, specialized section of an entire market or industry. With the dizzying rate of growth and change within the Nigerian cakes and desserts industry, new entrants might find it challenging to gain visibility. This is why defining your niche early on is a key step. Defining your niche will help you set yourself apart from the competition, target your specific customers, stay focused and maximize profits. You can choose to specialize in Fondant/Sugarpaste modelling, Wedding cakes, Birthday cakes, Cupcakes, Desserts and Sweets etc.

How do you define your niche?

- Study your target market or industry and identify gaps
- Take stock of your strengths or what you are good at e.g. butter icing, desserts, ice cream, chocolates, fondants, sculpting, modelling/creating gigantic pieces of floral artworks or African art etc.
- Identify your core strength that aligns with a gap you have observed and hone that skill
- Devise a means to stay in touch with the changing needs of your target market
- Stay abreast of the competition by consistently improving your mastery

The cakes and desserts industry in Nigeria is huge so while you are encouraged

A niche refers products or services that appeal to a small, specialized section of an entire market or industry.



***Study your
target market***



SELF-ASSESSMENT

How do you define your Niche?

What are the different aspects of the Cakes and Desserts you can be proficient in?



2.4 Equipment Required for a Cakes and Desserts Business



If you are starting a Cake Business, you will need:

- a) **An Oven:** A domestic oven preferably one with a 6-burner top because it is usually much wider and can accommodate pans that are bigger than 12 inches. This should serve you during your startup phase. As your business expands, you can get a locally fabricated oven to make more cakes at a time although it comes with the challenge of regulating the heat. Alternatively, you can acquire an industrial oven instead.
While it is recommended that you acquire an industrial oven when you expand, you can acquire an industrial oven at the startup phase if you can afford it. You can pick up a small one and trade it in for a bigger one as your business grows since it has strong second-hand value.
- b) **A mixer:** The mixer eases the process of production. It is best to invest in a good one.
- c) **A refrigerator:** This is necessary to store your creams and butters and cool cakes before decorating
- d) **Work Table:** You'll need a good work surface
- e) **A Camera/Smart Phone:** You need a good camera to take quality pictures of your products for advertising and publicity. Where you cannot afford a camera, invest in a good smart phone.

- f) **Utensils:** Pans, turntable, electric scale, measuring spoons, cups, bowls, spatula, pallet knife, basic decorating tools etc.
- g) **Raw materials:** When it comes to buying raw materials, it is usually better to buy just enough raw materials for each production and then you plough back the profits after sales into the business. Do not buy materials in bulk especially when you do not have orders as this will tie down your funds unnecessarily.

Please note that if you want to focus on other pastries and desserts like donuts, the equipment required are the same as you would use for cakes except that you may need to add some specialized pans and cutters. If you are however starting an Ice cream business, the equipment required is different.

If you are looking to start a desserts business, e.g. Ice Cream, here is what you will need:

- 1) If you are producing your ice-cream from scratch using fresh milk and cream to make your ice cream mix for commercial purposes the equipment you will need include:
 - a) Pasteurizer
 - b) Batch freezer: this freezes the ice cream without hardening. It gives it a soft serve texture
 - c) Hardening freezer: It is advisable to purchase freezers that can maintain their cool temperature for long hours without power supply
 - d) You will also need a backup freezer
 - e) You will need steady power supply (Install a Generator)



- 2) If you are not producing your ice-cream from scratch and instead you will be using pre-mixes which a couple of companies supply, the equipment you will need include:
- a) Batch freezer
 - b) Hardening freezer
 - c) Backup freezer
 - d) Steady power supply. (Install a Generator)

Another option you can explore when starting out your cake business on a lean budget is to liaise with someone that already has an existing bakery – take your cake mixes to the bakery and bake them for a fee. This can potentially help you understand the cake business a bit more as you will be exposed to challenges involved in running the business while also figuring out solutions as you do.

*Set daily targets for yourself e.g.
decide on the number of cakes you
want to bake and sell daily.*



A good suggestion to remember is - Don't invest money in expensive equipment when you start out – start small and grow. Set daily targets for yourself e.g. decide on the number of cakes you want to bake and sell daily. Work to surpass your goals daily and as you grow and increase your customer base, you will have the capital to invest in more efficient work equipment.



SELF-ASSESSMENT

What are the basic equipment you need as a Cakes and Desserts Business startup?

What are the basic equipment you need as an Ice Cream Business Start Up?

If your niche is pastries and desserts, what equipment do you need to start your business?



2.5 Startup cost for setting up a Cakes and Desserts Business:

The cake business is a low entry business that you can start with as little as N68,000 (Sixty-Eight Thousand Naira) especially if you have a domestic oven and a smart phone. Please find below a range of capital requirements for a Cakes and Desserts Business:

Item	Estimated Prices (₦)		
	Low Price	Medium Price	High Price
Domestic Oven (You don't need to buy one if you already have one at home)	60,000	175,000	300,000
Mixer	7,000	63,000	160,000
Work Table	30,000	100,000	145,000
Smart Phone (You don't need to buy one if you already have one)	40,000	72,000	100,000
Turn Table	4,000	7,500	15,000
Utensils - Pans, electric scale, measuring spoons, cups, bowls, spatula, pallet knife, rolling pin etc.	12,000	25,000	32,000
Raw Materials – Butter, Cream, Flour, Eggs, Sugar, Flavors etc	15,000	30,000	50,000
Total	168,000	472,500	802,000

Please note that if you want to focus on other pastries and desserts like donuts, the equipment required are the same as above except that you may need to include some specialized pans and cutters.

If you are looking to start an Ice Cream business, the equipment required is different and on the expensive side. Most companies who supply Ice Cream equipment however also supply used equipment so you can start out by purchasing used equipment. Ensure you buy from a certified company who offer warranty and after sale services. Please find below a range of the capital that you will need:

Item	Estimated Prices (₹)		
	Low Price	Medium Price	High Price
Pasteurizer (You don't need to buy one if you are using pre-mixes)	700,000	1,200,000	2,000,000
Batch Freezer	730,000	1,700,000	2,153,000
Hardening Freezer	250,000	300,000	365,000
Generator	70,000	160,000	250,000
Raw materials (Fresh milk, Cream, extracts, gelatin, toppings, pre-mixes)	40,000	70,000	100,000
Total	1,790,000	3,430,000	4,868,000

SELF-ASSESSMENT

How much estimated capital do you need to start a Cakes and Desserts Business?

Low: _____

Medium:_____

High:_____

How much capital do you need to start an Ice Cream Business?

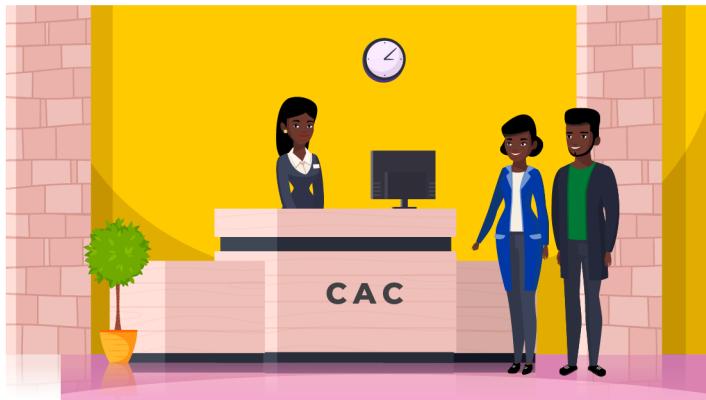
Low: _____

Medium:_____

High:_____



2.6 Registration and Licensing Requirements



The licensing requirements for a cakes and desserts business include:

I. Registration with the Corporate Affairs Commission (CAC)

You need to register your business name with CAC. Before you adopt a business vehicle e.g. Business Name or Limited Liability, ensure you understand the tax implications and filing requirements for both before you make a selection. To register a business name in Nigeria, take the following steps:

STEP 1

Choose and Reserve a Name: Decide on what name to use to register your business then visit the Corporate Affairs Commission (CAC) website <https://services.cac.gov.ng/> to conduct a public search in the CAC database to be sure that your intended name is not in use neither is there a similar name existing. If the name is available, click on **New Name Reservation**, fill the necessary column, pay the necessary fee and wait for 24hrs for a response from CAC officials. If successful, ensure to print out the **"Approval note"**. CAC will reserve the name for a 60-day period. During this period, it is expected that you will complete the registration process for your business.

STEP 2

Complete the Business Name Registration Forms: As with step 1 above, this can also be completed online. The information required to be completed includes:

- Approved Name of the Business

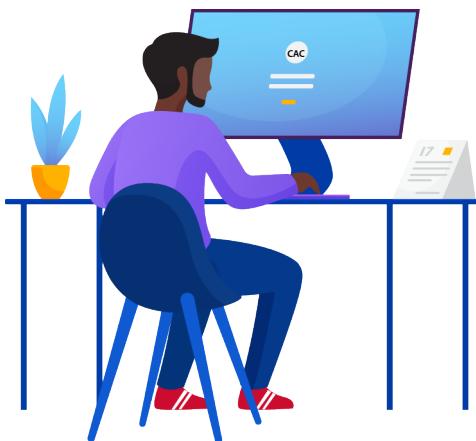
- General Nature of the Business
- Address of the Business
- Name, Address, Occupation and other details of the Proprietors of the Business
- Signature of the Proprietors

STEP 3

Payment of CAC Filing Fees: The payment of the fees can be done online or in a bank. The CAC official filing fee for the registration of business name in Nigeria is N10,000 (Ten Thousand Naira Only). However, where the applicant engages an accredited agent, the agent will also charge a professional fee for the services.

STEP 4

Submission of Form: Once the payment has been approved, you may then submit the forms online, CAC will review your documentation and if all is in order, you will be notified that your application has been approved, and your Business Name Certificate is ready for collection. The entire process should ideally take about 1 to 2 weeks, depending on the workload at the CAC office at the time.



But if you want to register a Limited Liability the steps are a bit different

STEP 1

Choose and Reserve a Name: Same process as above

STEP 2

Register the Details of the Shareholders: Under Nigerian law, a private company must have a minimum of 2 members, and can only have a maximum of 50 members. The founding members must not be – under the age of 18 years old (unless at least 2 other members are over the age of 18), of unsound mind, an undischarged bankrupt, or disqualified by CAMA from being a Director.

The information which you will need to present include:

- The name of the shareholders,
- Residential address,
- Occupation,
- Email address and mobile phone number.
- You will also need to provide a recognised identity document e.g. international passport, drivers licence, national identity card etc.

STEP 3

Prepare the Documentation

The information which you will need to present include:

- Memorandum and Articles of Association
- Notice of registered address of the business
- List, particulars, and consent of the first Directors of the company
- Statement of compliance by legal practitioner

Under the new CAC process, individuals are able to get all the required documentation from the CAC portal. However, please note that with respect to the Memorandum of Association and Articles of Association, the CAC portal only provides templates, and therefore if your line of business is one which requires special documentation, you should consider getting these drafted professionally by a lawyer.

STEP 4

Payment of CAC Filing Fees: Once you make the relevant payments online (the amount depends on the share capital of your company), you can upload all the documents and your submission is finalized. After submission, the CAC will contact you if there are any queries. If there are no queries, the CAC will inform you once the registration is complete, and then you can go to their office to pick up your certificate of incorporation.

II.

Food

Handlers

Test

The food handlers test is designed to ensure that those tasked with handling food do not pose any risk to others. Hence, you are required to conduct a food handlers test for your staff who handle and interface with food, drinks and confectioneries. This test should be done every 6 months with a government approved medical laboratory or hospital and you will be given a certificate for it. The test covers relevant past medical history, physical examination and Laboratory examination.

III. Lagos Health Inspection

Once you set up your business in a location, the Lagos state ministry of health (<https://health.lagosstate.gov.ng/>) comes to inspect your property – They check for your source of water, fumigation, fire extinguisher, gas cylinder location etc.

They also check to ensure that your work area is hygienic with nets on the windows to prevent flies from coming into your work station. When you pass the inspection, you will be given a written confirmation showing you passed the inspection.

If you are working from home, you may not need this inspection. You however want to take all precaution as you will have to contend with these officials if a case of food poisoning is reported against you.

IV. National Agency for Food & Drug Administration (NAFDAC) Certification

If you are customizing cakes and selling to individuals, you will not be needing NAFDAC certification.

“



If you are customizing cakes and selling to individuals, you will not be needing NAFDAC certification. If you are packaging cakes to supply to stores however, NAFDAC certification becomes necessary.

The process of getting NAFDAC registration number has been simplified to the following steps:

- 1) Visit the NAFDAC website <https://www.nafdac.gov.ng/>
- 2) Click the product registration link <https://www.nafdac.gov.ng/our-services/product-registrationevaluation/>
- 3) Get the application forms, fill in the requirements, submit and book an inspection date.
- 4) Provide NAFDAC with the relevant information and description of the facility for inspection.
- 5) Your business premises will be visited within 2 weeks of your submission and NAFDAC officials will verify your documentation and take samples of the products you want registered with NAFDAC for laboratory analysis.
- 6) Ensure all payments are made as at when due (There are guidelines for tariffs and fees on NAFDAC website).
- 7) Once your products are certified and approved from the laboratory, your products will be vetted by a panel which meets once a month after which you can commence using your NAFDAC number. This process takes about 2 to 3 months.

V. Other Licenses

There's a laundry list of levies and licenses you are supposed to pay and get, some of which you are listed here. Usually, once you set up shop, these regulatory bodies come forward to request registration and inspection. As much as you can, ask questions to understand their obligations and responsibilities as well as payment modalities to avoid making double payments or paying to the wrong authority.

The levies are usually zoned but sometimes the zoning process might be unclear so do your research as much as possible to avoid multiple payments across different local governments. Some of the identified levies you will need to pay include:

- Taxes – LIRS, FIRS <http://www.lirs.gov.ng/tax-information/tax-types>
- Ministry of Environment <https://moelagos.gov.ng/>
- Lagos State Environmental Protection Agency (LASEPA)
<https://www.lasepa.gov.ng/>
- Lagos State Signage and Advertisement Agency (LASAA)- Sign Board
<http://www.lasaa.com/>

- Radio/TV License
- Business Premises Development Levy

- Taxes – LIRS, FIRS
<http://www.lirs.gov.ng/tax-information/tax-types>
- Ministry of Environment <https://moelagos.gov.ng/>
- Lagos State Environmental Protection Agency (LASEPA)
<https://www.lasepa.gov.ng/>
- Lagos State Signage and Advertisement Agency (LASAA)-
Sign Board <http://www.lasaa.com/>
- Radio/TV License
- Business Premises Development Levy



As a startup, you are better off operating online and from home pending when your business is buoyant enough to accommodate these overhead costs.



SELF-ASSESSMENT

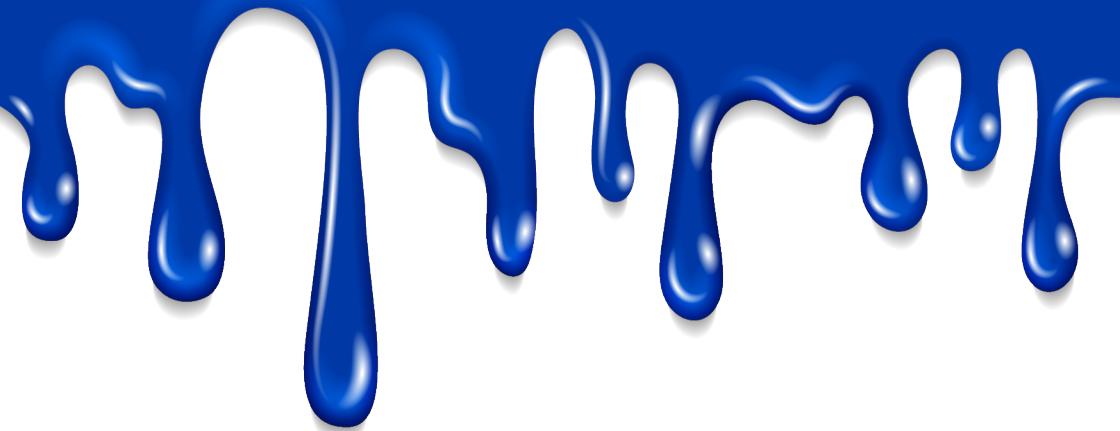
What are the registration and licensing requirements you need as a Cakes and Desserts Business startup?

When do you need NAFDAC?

Do you really need a shop at the startup phase of your cakes and Desserts Business?



Chapter 3



Setting up and Managing your Cakes and Desserts Business



3.0 Managing your cakes and desserts business

3.1 Adopt the right marketing/advertising channels

Now that you have established your cakes and desserts business and probably your niche, what channels do you adopt to get your products in the faces of your target customers? This is where you need to get creative as the industry you are stepping into is huge and the competition is keen.

Here are some options to consider:

- a) **Word of Mouth:** This is probably your cheapest and biggest avenue to attract new customers through referrals. Word of mouth is old idiom that describes information that is passed orally from person to person in an informal manner. Now how will word of mouth translate to new customers for you?



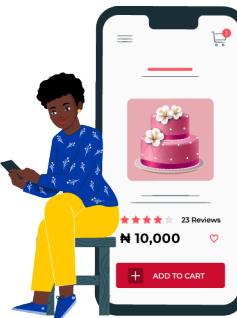
If your cakes and desserts are top quality and you match that with a great customer experience, you leave your customers with an impression they will remember. This plays to your advantage when the subject of cakes and/or desserts comes up in conversations with family, friends and colleagues as your business readily comes to mind. This channel helps you retain customers while also getting you new ones.

Here are some tips to get this channel to work for you:

- **Do not overpromise and under deliver:** Always come through on your promises and on time. This is an easy way to build trust with your customers.
- **Focus on giving your customers an unforgettable experience:** If you have a store, invest in creating an inviting ambience and if you operate online, your manner of approach and prompt delivery should be key considerations.



- **Be courteous and polite:** This applies to you and your staff. You should consider training your staff so that they know how to maintain your standard of courtesy and politeness even when dealing with irate customers.
 - **Be consistent with the quality of your product:** Consistency is key to surviving in the cakes and desserts business. Ensure you maintain your standards with your recipes.
 - **Pay attention to details:** Regardless of whether you are targeting high-end, low-end or middle customers, attention to details with your products and particularly around getting delivery details and delivering on schedule will always play to your advantage.
- b) **Digital Marketing:** Social media is currently the cheapest and a readily available means of marketing for businesses today, you should use it to your advantage. Like the popular saying “people eat with their eyes first”, audience members on social media, mostly Instagram and Facebook, tend to see and savor cakes and desserts seen online before even making enquiries.
If you are not on both platforms, ensure you open up business accounts immediately and invest in a good camera or smart phone to take good pictures. You can also record short videos to show the making of your products. This brings your audience into your world and builds a feeling of trust.
Also invest in social media promotions and acquire knowledge on how the platforms work so that you are able to turn likes into clicks and eventual purchase.
- c) **Website:** A website gives your business credibility and establishes your presence online. A website is like having an office online.



While customers are able to see some of your products on Instagram, Facebook or Whatsapp and you can make sales, a website gives customers an overview of all your offerings, prices, payment options, contact information etc. and just gives an extra layer of credibility.

- d) **Email/SMS Marketing:** If you can and if your customers are willing, collect email addresses and numbers to build a database to maintain consistent communication particularly when you have new offerings and/or have promos and special packages during festive seasons. You can also send your customers birthday and anniversary wishes on their special days if you have that information.
- e) **Packaging:** Every time you send off or deliver your products, you have a marketing opportunity you can leverage with your packaging. You want your customers and those sharing in their celebration to be wowed by the packaging even before they have a taste of your product, leaving them with a great experience. Chances are they will be talking about your product long after the event.
- f) **Complimentary Gifts:** Customer birthdays or anniversary celebrations and festive periods are a good time to send complimentary gifts to your customers. Gifts could be from what you produce or could be simple things you know your customers will value that can accompany their deliveries. With gifts, always tread with caution and be sure you have costs covered with no adverse effects on your business accounting-wise.
- g) **Magazines:** You can advertise your cakes and desserts in bridal or wedding magazines.
- h) **Location:** If you have a physical location, your signage is a form of advertisement announcing your presence in that vicinity and communicating what you offer to passers-by.
- i) **Flyers:** You can make flyers and distribute or place at strategic locations especially during festive periods.



SELF-ASSESSMENT

What are the Marketing Strategies you can use to market your Cakes and Desserts?

Why is word of mouth very important?



3.2 Getting your pricing strategy right for your cakes and desserts business

Often times, confectioners just starting out are at a loss as to how to set the price for their products. Before you set the price for your cakes and/or desserts, there are a couple of things to consider: .

- **The cost of raw materials** – the cost of raw materials will largely determine price of the cake or dessert
- **Man power** – the number of working on making the cake or dessert will also influence the price of the cake or dessert
- **Staff salaries** (including yours)
- **Rent, electricity, water** etc.
- **The time involved** (If you spend more time on a cake the price would be different)
- **The expertise involved** (if you spend time translating someone's dream to reality, the price will be impacted)
- **Profit** etc.

Calculating and setting your price

- **Use profit margin and markup on**

cost of production: First calculate the cost of producing the product. If for example you buy flour in the open market, you can multiply the cost per gram by the total number of grams used in your recipe do the same for all the ingredients used to bake the cake. When the cake is ready with the number of layers requested by the customer, weigh it, add the cost of cream, packaging, cake board, decorations and toppings etc. to get the actual total cost of the product. Next add your profit and markup. There is a general rule of thumb in pricing products

that says 1/3 of your cost of production should be your profit.

Using this principle, you can calculate 1/3 of your cost of production and add your markup. Most confectioners suggest that you mark up by 200% meaning you multiply your cost of production by 2.



For example, if you spent N120 to produce an item

$$\text{Profit} = 1/3 \text{ of } 120 = 40$$

$$\text{Mark up on cost of production} = 120 \times 200\% = 240$$

$$\text{Cost of Production + Profit + Mark Up} = 120 + 40 + 240 = 400$$

By this calculation, you will be selling the product at N400.

- **Discretionary Pricing:** You can also adopt a discretionary pricing approach. For instance, you can bill a high-end customer based on the premium quality and value of the product you will produce to suit his or her high sense of taste while you give an affordable budget to a low-end customer who does not have as much disposable income and just wants a simple cake. It is however safer to calculate using the profit/markup approach in either case.
- **Competitor prices:** In setting your prices, you also want to consider competitor prices. How much are your competitors selling similar cakes? You do not want your prices way above that of your competition as you may likely lose customers before you get them. The exception to this is that you are offering a niche product with commensurate value to the price. You also do not want to price your products way below your competitors as you may not be making enough to cover your costs.

Whatever approach you adopt to calculate your price, ensure you are running a business meaning you are breaking even and making profit at some point. You can also hire the services of an accountant to guide you through the process of setting prices for your products. Alternatively, you can explore accounting tools like Peachtree, Cake Boss etc.



3.2.1 Increasing the Price of your Products

As a business owner, you will find yourself considering price increase for your products either because of an increase in price of raw materials or change in government policies. It might also be because after running your business for some years, you have a better grasp of your business and you realize you have been underpricing your products.

Whatever your reason for a price increase, your best bet will be to introduce the price change gradually and almost invisibly as most customers are sensitive to price changes.

Some options to explore when considering a price increase include:

- **Portion control** – you could retain the price and quality while reducing the quantity.
- **Outright price increase** – If you are certain that there is going to be a price increase, you want to communicate price changes to your customer and include the reason e.g. increase in taxes, price of raw materials etc.
- **Internal adjustments** - You can also look at your internal processes and operations and find ways to absorb some costs without increasing the price of your product, meaning your team may be leaner but running as efficiently as possible.

Generally, bear in mind that some of your customers may not take the price increase well no matter what you do. In such cases, it is important to maintain top notch customer service.



SELF-ASSESSMENT

What are the key things to consider before you set your prices?

What are the other variables you need to consider apart from cost of ingredients?

What are some factors that could lead to an increase in price of your products?

What are the options to explore when considering price increase?



3.3 Putting together a team for your cakes and desserts business



Typically, when starting out your cakes and desserts business, you will find yourself playing multiple roles – you are the customer representative taking orders, you bake, you clean, you oversee delivery etc. This system is however not sustainable particularly as demands and you will need to hire people sooner than later. How do you know what positions to hire?

Firstly, itemize the different roles that will make your business run efficiently and document responsibilities e.g. store keeper – disburses raw materials for baking, keeps records of raw materials, alerts accountant and head confectioner when raw materials run low etc.

Also draw up the organogram for your business so that reporting lines and techniques are clear. You may not hire all the roles identified in your organogram immediately but it will guide your recruitment plans when your business begins to expand. A note of caution is to ensure that your organogram is detailed but also compact for easy management.

Likely roles you will need to consider hiring for include:

Customer Service

Customer service experience is a core aspect of a successful cakes and desserts business. When hiring for this role, you need to test and assess the candidate's people skills and ability to work under pressure while maintaining a calm and collected disposition. The right candidate is someone who has strong written and oral communication skills and organizational skills as he or she will be responsible for taking orders, handling transactions, keeping records, following up with customers etc.

Assistants

As your business grows, you will need assistants working in varying capacities.

Some to ensure cleanliness of your work space and others to support you during the cake making and decoration processes.

These assistants may not have great communication skills but can learn and master the various steps and techniques necessary to create your signature cakes and desserts. These employees are invaluable to your business, as they may be directly responsible for the quality of the products you offer to customers.

Cake Artists and Pastry Chefs

If you specialize in artfully decorated cookies, cakes, cupcakes, or pastries, you will need to hire pastry chefs and cake artists to handle these processes. Cake decorating is a special skill that requires a combination of training and innate ability. Hiring professionals to specifically handle these tasks will make your business run more efficiently.



Managers

As your cakes and desserts business expands, you may be need to hire a large number of employees to handle the vast amount of orders coming in. At this point, you may want to hire a manager to oversee the activities of your large workforce. You may decide to promote a current employee who is already familiar with the industry, your business and processes or bring in someone new with the management skills and expertise your business requires.

Key factors to note when hiring

- **Look out for character and personality traits:** With the cakes and desserts business, skills can be taught, character and personality cannot. In selecting your employees, you may want to prioritize character and personality over skills. Look for people who are good-natured, trainable, humble, eager to learn, problem solvers, vibrant, passionate, hardworking, malleable, energetic, loyal, and honest etc.

- **Assign roles in line with the natural strengths/gifts of your employees:**
Assign roles based natural strengths and gifting. For example:
 - ✓ Front desk person – should be warm, happy extrovert
 - ✓ Cake Artist and Decorator – Melancholy personality with an eye for details and the patience to learn or follow through on instructions
 - ✓ Accountant – Melancholy personality with a knack for numbers
- **Always do background checks:** Always run background checks on your employees to check out their story or CV and ensure they have a guarantor.
- **Job description:** Have job responsibilities clearly documented so that employees know what their responsibilities are
- **Work tools/space:** Provide the conducive workspace and work tools for your employees if you want them to be productive

*Always run background checks
on your employees to check out
their story or CV and ensure they
have a guarantor.*



SELF-ASSESSMENT

What is the first step to take to address your staffing needs as a cakes and desserts business owner?

What are the likely roles you will need to fill in your cakes and desserts business?

What are the key factors to note when hiring?



3.4 Defining and Communicating your company policy and culture

As you build your cakes and desserts business, it is important to think about the culture you want your business exude. You also need to intentionally think of your policies and document them. Once you define your culture and policies, document it in a staff manual or handbook.

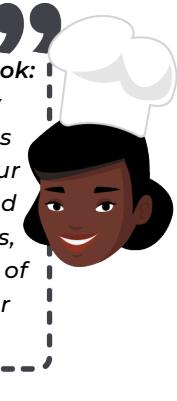
The Staff Manual or Handbook:

This document essentially captures how your business operates, policies within your business, vision, mission and core values of your business, the culture, objectives, code of conduct and history of your company etc.

It should be given to employees upon assumption of duties during the first week of their induction and you or your HR officer should ensure that it is understood and adhered to. The staff handbook should however be constantly reviewed and updated as the business evolves and grows.

The Staff Manual or Handbook:

This document essentially captures how your business operates, policies within your business, vision, mission and core values of your business, the culture, objectives, code of conduct and history of your company etc.



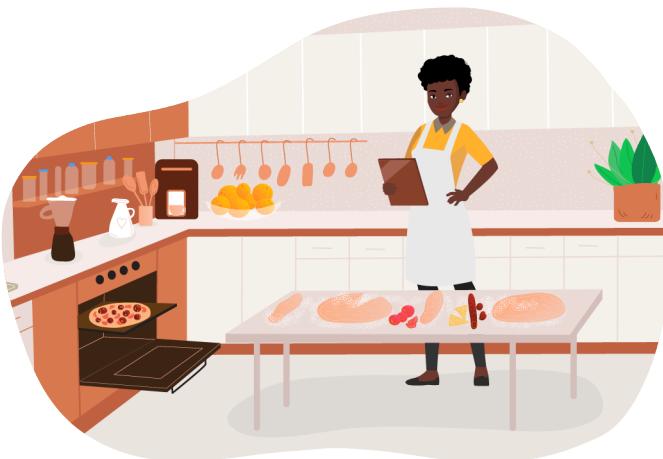
How to build your company culture

- **Lead by example:** As the business owner, you are the ambassador-in-chief of your business and you should exude the values you want to see your employees to imbibe. Remember, your team is watching you.
- **Hire a people's person:** Hire someone to oversee human resources activities including regularly communicating the company's culture, remuneration and benefits, leave schedules, employee training etc.
- **Organize business retreats:** This should be done twice a year and should serve as a time set aside for team members to relax and be rejuvenated, evaluate goals that have been set for the year, reiterate company policies and procedures and brainstorm on ideas to move the business forward.

Enforcing company policies and culture

You can enforce company policies and culture using the following approaches:

- **Quick Reminder system:** Your HR officer can devise a method of reminding staff and reinforcing core values whether it is with regards to customer service or interpersonal relationships among employees.
- **Appraisals:** This should be carried out every 6 months to ensure that every employee is meeting set goals and find out if they have any legitimate concerns about their jobs. Appraisals should cover performance with set goals and adherence to core values of the business.
- **Rewards and Penalties:** Instituting a reward and penalties system will ensure that good behavior is rewarded and bad behavior is penalized. For instance, rewarding an employee with the customer service employee of the month award or gift sends a strong message around the value placed on customer service while relieving an employer caught lying and stealing sends a message around the business' position on theft and falsehood.



SELF-ASSESSMENT

Why do you need to document your company policies?

How do you build company culture?

How do you enforce company policies and culture in your business?



3.5 Record Keeping and Accounting

To ease record keeping and accounting within your business, here some factors to consider:

- **Open up a business account:** First things first – separate personal finance from business finance. Open a business bank account, do not fall into the trap of using your personal account for business transactions. If you are not ready to open a business account, you can open up a separate account in your name but you have to strictly designate it to the business.



- **Ensure all sales are deposited in the business account:** Once you have a dedicated business account, ensure all funds from sales are paid into the account intact. Acquire Point of Sale (POS) machines so that customers pay directly to the account. Also encourage transfers to your business account as a payment option. When you accept cash, record the transaction and have it paid into the bank account as soon as possible. Depositing funds into your bank account makes it easy to track transactions when you pick up your bank statement.
- **Keep records and compare with bank statements periodically:** As much as possible keep records of your inventory, expenses and business transactions in a notebook or on excel. If you are working from home, ensure to cost the resources you currently enjoy for free e.g. rent, electricity, water etc. You can apportion 30% of the rates for these resources to your business expenses but this is not sacrosanct.
- **Issue invoices and receipts:** Ensure to issue receipts and/or invoices which also help you track the amount of transactions you have and can help you observe discrepancies

- **Pay yourself a salary:** Paying yourself a salary reduces the temptation of dipping into the coffers of the business for personal gain and helps you stay disciplined.
- **Have an accountant come in once a month:** Once you have done the ground work of keeping your records, invoices, receipts etc, you can invite an accountant to come in once a month to draw up your books properly. You don't have to have an accountant on your payroll especially as a startup. You can work with freelance accountants who will sort your documents for a nominal fee monthly.

And if you can't afford an accountant, you can use your account statements, your invoices and receipts to generate your books yourself.



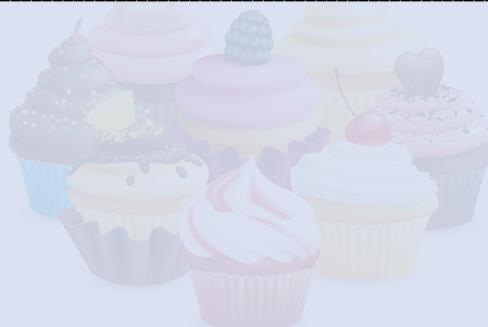
SELF-ASSESSMENT

What is the first step to take with regards to your business finance?

How do you ensure that all sales are paid into your business account?

Name a crucial step you must take to instill self-discipline?

What are the key accounting records should you keep as a business?



Chapter 4



Expanding your Cakes and Desserts Business



4.1 Expansion Strategies for your Cakes and Desserts business

Expansion can take different forms:

Expanding from Home

If you started your business from home, at some point, your home will become too small to handle the amount of orders coming in so you will need to get a separate space for your business. If you have been running business sustainably, you should be able to afford expanding into a bigger space from your home.

Expanding your space

If you already have a physical store and you have outgrown it because of the overwhelming amount of orders, congratulations, business is booming. It is time to move into a bigger facility. Be sure that the orders coming in can support your plans to move to a bigger space though before initiating the move.

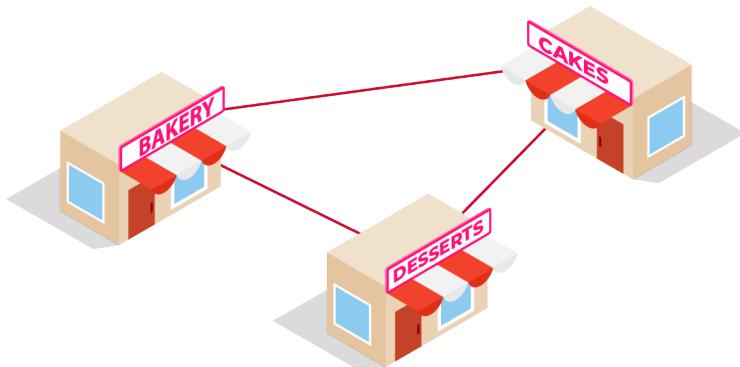
Opening multiple stores

As the business continues to grow, you may consider opening multiple cakes and desserts stores. If you observe that you get bulk orders from a particular location and delivery is an issue, you can consider getting a space close to your customers in that location.

Opening multiple stores
As the business continues to grow, you may consider opening multiple cakes and desserts stores.



To run multiple store operations efficiently, ensure your processes and services are standardized. You don't want to have a situation where the quality of your service is different across branches or a situation where customers prefer a particular branch to the other because the taste of the products are different.



Your business branches can be different in terms of size of space and proximity to the customer but it should never be a different experience in terms of quality of product and customer experience.

Once your processes are standardized and documented, train your team consistently to adhere to your business standards. Documenting your processes makes it easy to replicate your business across different locations and enables your business run on auto-pilot.

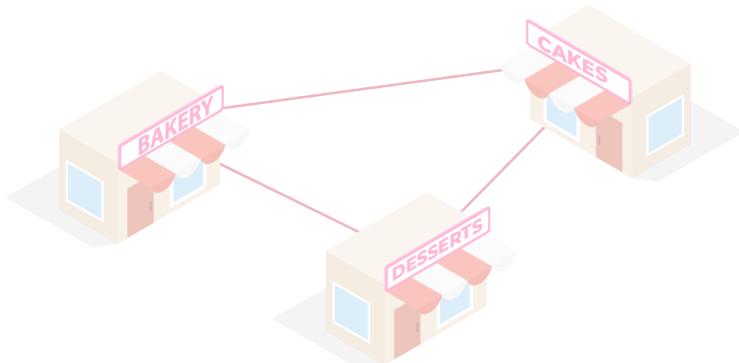
Increasing Your Supply Chain

If you are packaging and supplying supermarkets and stores, expansion for you can mean increasing the number of stores you supply.

Before you do this, ensure that there is a demand for your products and you understand how to store your products properly so that they have a decent shelf life. This can save you the overhead costs of running multiple stores.

Expansion across Product lines

You can also choose to expand across product lines by providing other related products like bread, pastries, cake tools etc. You can consider expanding across product lines if you have the capacity and if there's an actual demand for such products. Keep in mind that you do not veer off completely from your initial product offering so that your current business does not suffer and your customers do not become confused.

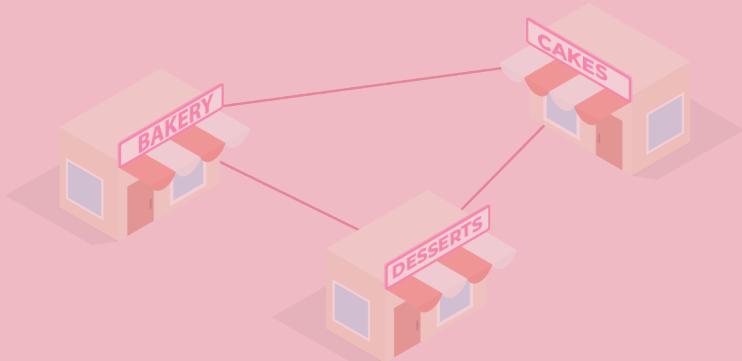


SELF-ASSESSMENT

What are the different forms expansion can take in the cakes and desserts business?

When is a good time to expand your space?

What's the key thing to do before you think of opening multiple stores?



Appendix



APPENDIX

1.0 Key Questions to ask before you open a Cakes and Desserts Business

- 1) Are You Resilient? Yes No
- 2) Do you have the space? Yes No
- 3) Do you have the time? Yes No
- 4) Can you multitask? Yes No
- 5) Do you have the skills? Yes No
- 6) Do you have the support? Yes No
- 7) Do you have the resources? Yes No
- 8) Do you have the guts? Yes No
- 9) Do you have the passion? Yes No
- 10) Have you identified the products you will be selling? Yes No



Entrepreneurship Test

S/N	Question	Options	Score
1	Are you a self-starter?	a) If someone gets me started, I keep going all right. (Score = 6) b) I do things my own way. Nobody need to tell me to get going (Score = 10) c) Easy does it. I don't put myself out until I have to (Score = 0)	
2	How do you feel about other people?	a) I do not get along easily with people (Score = 0) b) I like people. I can get along with just about anybody (Score = 10) c) I have enough friends and I don't need anybody else (Score = 6)	
3	Can You Lead Others?	a) I can get people to do things if I drive them (Score = 6) b) I can get most people to go along with me without much difficulty (Score = 10) c) I usually let someone else get things moving (Score = 0)	
4	Can You Take Responsibility?	a) I can take over if I have to, but I prefer someone else to be responsible (Score = 6) b) There is always someone around waiting to show off. I let them (Score = 0) c) I like to take charge and see things through (Score = 10)	
5	How Good an Organizer are You?	a) I like to have a plan before I start. I'm usually the one who lines things up (Score = 10) b) I do all right unless things get too complicated. Then I abandon it (Score = 6) c) I just take things as they come (Score = 0)	
6	How Good a Worker are You?	a) I do not see that hard work gets you anywhere (Score = 0) b) I usually work hard for a time but when I have had enough then I stop (Score = 6) c) I can keep going as long as necessary. I do not mind working hard (Score = 10)	

Entrepreneurship Test

S/N	Question	Options	Score
7	Can You Make Decisions?	a) I can if I have plenty of time. If I make up my mind fast, I usually regret it (Score = 6) b) I can make up my mind in a hurry if necessary and my decision is usually okay (Score 10) c) I do not like to be the one who decides things (Score = 0)	
8	Can People Trust What You say?	a) I try to be truthful, but sometimes I just say what is easiest (Score = 6) b) Yes they can, I do not say things I do not mean (Score = 0) c) My attitude is that the other person should know better (Score = 0)	
9	Can You Stick With it?	a) If I make up my mind to do something, I do not let anything stop me (Score = 0) b) If a job does not go right, I turn off. Why beat your brains out? (Score = 0) c) I usually finish what I start (Score = 6)	
10	Can You Keep Records?	a) Records are not important. I know what I need without keeping records (Score = 0) b) I can, but work is more important than shuffling numbers and documents (Score = 6) c) I am aware records are important, so I will keep them (Score = 10)	

Grading

SCORE 100 (Excellent)

A perfect score. You are a born entrepreneur. If you are not presently running your own business, you should definitely start one the sooner the better.

SCORE 91 – 99 (Very Good)

You definitely have what it takes to succeed in a business of your own. Don't hesitate, your way to business success is wide open.

SCORE 72 – 90 (Good)

You have the qualities of a successful entrepreneur with some weak spots. You should be able to cover that deficiency by either training yourself or hiring someone with the necessary skills.

SCORE 40 – 71 (Poor)

The prospect of your success in a business of your own is uncertain. You are going to face some adversity on the way.

SCORE 40 AND BELOW (Unsatisfactory)

You are probably not ready to be your own boss; Why bother with all the risks and hassle of starting a business.

Key Takeaway

“ It takes a lot of courage to put yourself out there as an entrepreneur and to show off your Cakes and Desserts to the world. Even though it takes a lot of responsibility and the process is full of challenges, nothing changes the fact that you are passionate and excited about moving forward in building the business that you love.



“ Answering the question of how to open a Cakes and Desserts Business in Nigeria is quite simple if you think about it. In order to do this, ask yourself the questions listed above. If you answered yes to 8 of 10, and scored above 70 in the test then you are ready. Once you have internalized all the answers and you are sure you want to start the business, then get ready to actually put in the effort to make it a success.



Business Plan Workbook



2.0 Business Plan Workbook

Introduction

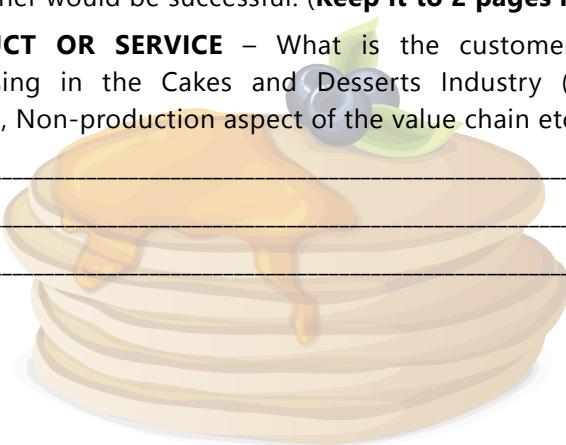
A business plan is probably the most important document for your prospective Cakes and Desserts business. A well-developed business plan can be a powerful money-raising tool and provides a blue print to gauge future successes. The process of writing a business plan provides you the skill for thinking through and executing any idea you have. This workbook offers a practical approach to preparing your plan it covers all the key aspects of your Business Plan. You can always go back to your plan and update based on new information.

SECTION 1

I. Business Concept/Executive Summary

This section is a summary of your business plan and it should highlight the key elements. Some investors may also only read your executive summary and decide on that basis whether to read the rest of the plan. The executive summary should focus, on the **“what, how, why now and why you?”** for the business opportunity. It should explain what separates your product from what exists in the market currently and what specific customer need you are satisfying. You should also be able to explain the business model of the idea-how you intend to make money by offering this product/service and the direct costs involved. It should also present compelling reasons for why this is the time to launch this business venture and why you as the business owner would be successful. (**Keep it to 2 pages maximum.**)

- a) **PRODUCT OR SERVICE** – What is the customer need you are addressing in the Cakes and Desserts Industry (Cakes, Desserts, Pastries, Non-production aspect of the value chain etc.)?



- b) Provide a brief description of your target customer (What aspect of the market segment will you like to cater to? What do you know about your customer that will make him or her want to pay for your product or service)?

- c) Provide a detailed description of your product or service (What does your product/service do for a buyer with respect to his/her need)?

- d) Is there anyone else providing this your product and who are they?

If No, Why do you believe that no one else has created your product or provided your service to your target customer?

If Yes, what are the advantages of your product or service over what currently exists in the market?

SECTION 2

II. Market & Industry Analysis

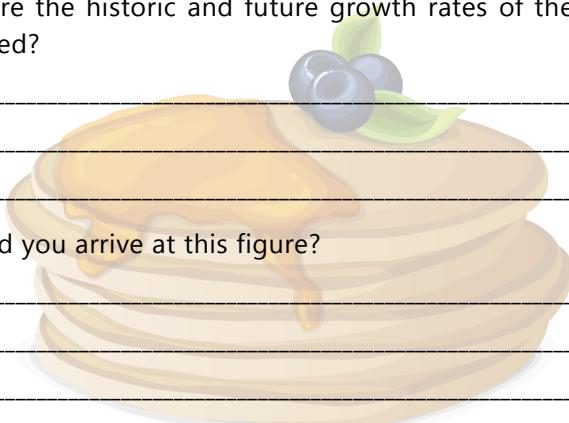
The market analysis is one of the most important parts of the business plan. You need to critically analyze the industry, your target market and competitors behavior. To complete this section successfully, you will need to make calculated assumptions and analyze both primary and secondary data.

- a) What Niche and market segment do you want to cater to?

- b) Who are your potential customers and target Customers?

How did you arrive at this number (Desk Research, Online Research; etc.)?

- c) What are the historic and future growth rates of the Niche you have identified?



How did you arrive at this figure?

- d) What are current trends in the Cakes and Desserts Industry?
- 1) _____
- 2) _____
- 3) _____
- 4) _____
- e) What marketing channels are used in the Cakes and Desserts industry (How does similar goods/ products in your industry get to the customer)?
- _____
- _____
- _____
- f) What are the distinguishing characteristics of your target market (How is your target customer different or similar to the other segments in the Industry?)

This table is just to be used as a guide

Target Market Characteristics	Similarity With Other Segments of the Industry	Opportunities for Your Business to Make Money

- g) What are the critical needs of your target market and to what degree are the current players in the industry meeting that need?

- h) How does your target market make decision about buying products within the industry?

- i) How frequently do they buy Cakes and Desserts?

- j) Who are the main players in the industry, what are their strengths, weaknesses and Market share?

This table is just to help you segment your Industry SWOT Analysis

Competitor's Name	Competitor's Market Share	Competitor's Strengths	Your Threat	Your Strategy to Succeed
		1)	1)	1)
		2)	2)	2)
		3)	3)	3)
		1)	1)	1)
		2)	2)	2)
		3)	3)	3)

Competitor's Name	Competitor's Market Share	Competitor's Weaknesses	Your Opportunity	Your Strategy to Succeed
		1)	1)	1)
		2)	2)	2)
		3)	3)	3)
		1)	1)	1)
		2)	2)	2)
		3)	3)	3)

- k) Why would your target market choose you over competitors
(Refer to your business's strength and your competitors' weaknesses)?

- l) What market share do you believe you can gain? Why?

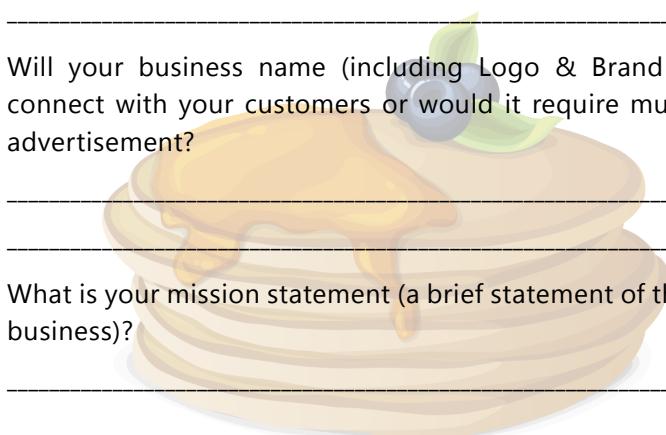
SECTION 3

III. Business Model

The market analysis is one of the most important parts of the business plan. You need to critically analyze the industry, your target market and competitors behavior. To complete this section successfully, you will need to make calculated assumptions and analyze both primary and secondary data.

- a) How did you come about your Business Name?

- b) Will your business name (including Logo & Brand Message) easily connect with your customers or would it require much investment in advertisement?



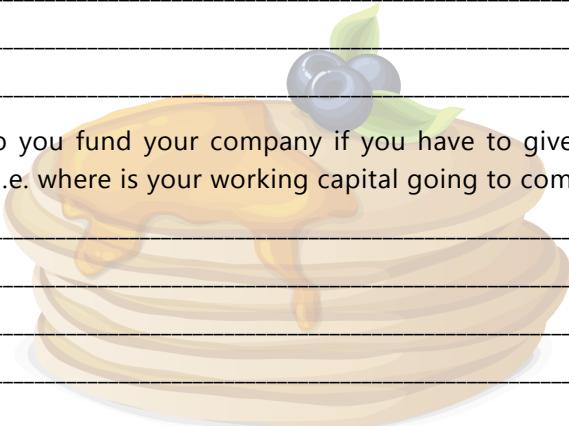
- c) What is your mission statement (a brief statement of the purpose of the business)?

- d) What is your vision statement (Specific; Measurable; Achievable and Time-bound-SMART)?

- e) What are your Business Core Values?

- f) How will your business make money?

Is there any proof of concept i.e. that this is a viable venture – development of prototypes/sales to demonstrate customer interest etc?



How do you fund your company if you have to give your customers credit (i.e. where is your working capital going to come from)?

Are there other steps that need to be undertaken before you are ready to offer your product / service to the public?

Step	Time (When)?

What is the initial startup cost associated with producing your product or providing your service?

Resource Description	Cost (N)

SECTION 4

IV. Marketing Strategy

After conducting your analysis of the market, you should now be able to develop an integrated marketing strategy i.e. each type should support the other type and work together. A good marketing strategy is cost-effective and specifically tailored towards your target market.

- a) How will you price your product? Why?

- b) How will you distribute your product? Why?

- c) How will you promote and communicate information about your product to the target market? What will be the cost?

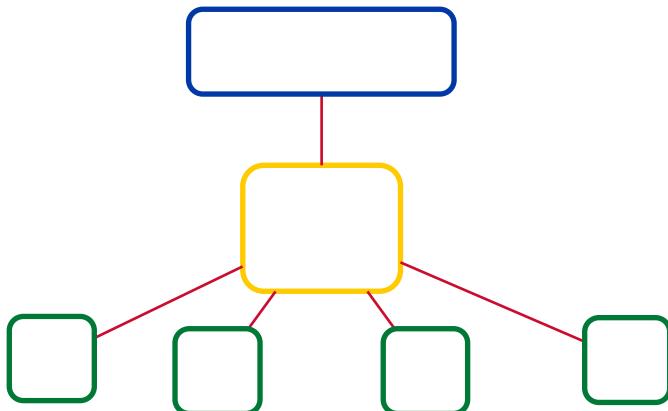
SECTION 5

V. Management Summary

A good business is only as strong as the people who work within it. In this section, you will have to give some thoughts to the skills that will be required to run your Cakes and Desserts business. You could consider separating individuals by job function e.g. Customer service, Cake Artists and Decorators, Managers etc.

- a) Who will be working your business and what will their responsibilities be?

- b) Draw out your organizational structure?



SECTION 6

VI. Operational Plan

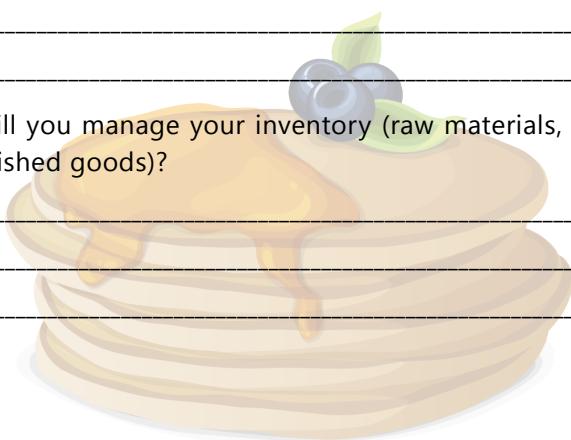
- a) What kind of location does your business need? Why?

- b) What kind of supplies does your company need?

- c) Where will you get these supplies?

- d) How will you process orders?

- e) How will you manage your inventory (raw materials, work in progress and finished goods)?



- f) How will the product be produced or the services be rendered?

SECTION 7

VII. Financial Plan

This is the section where you can analyze your expected profits and show prospective investors why they should provide funds. Below we have outlined a sample income statement. However, you will also be required to complete cashflow and balance sheet statements in your business plan.

Sales	Unit Price	Number of Units	Total (Number of Units x Unit Price)
Product 1			
Product 2			
Product 3			
Total			

Cost of Goods Sold (COGS)	Unit Price	Number of Units	Total (Number of Units x Unit Price)
Product 1			
Product 2			
Product 3			
Total			

Gross Margin = (Sales – COGS)		
Selling Costs		
Distribution Costs		
Administration Costs		
Occupational Costs		
Research and Development Costs		
Profit Before Interest and Tax = (Sales – Total Cost)		
Interest		
Profit after Interest		
Tax		
Profit after Interest and Tax		

- a) What will this money be spent on?

- b) Where do you intend to get finances to start your company?

SECTION 7

VIII. Risk Analysis

An important part of starting a business is to have an understanding of the risk involved. Go back and read your answers to the previous questions. Write the three riskiest factors of your business (examples include, skills required, resources available, industry trends, competitors, target market, government regulatory forces etc.)?

Where do you intend to get finances to start your company?

Risk	Mitigation
1)	
2)	
3)	

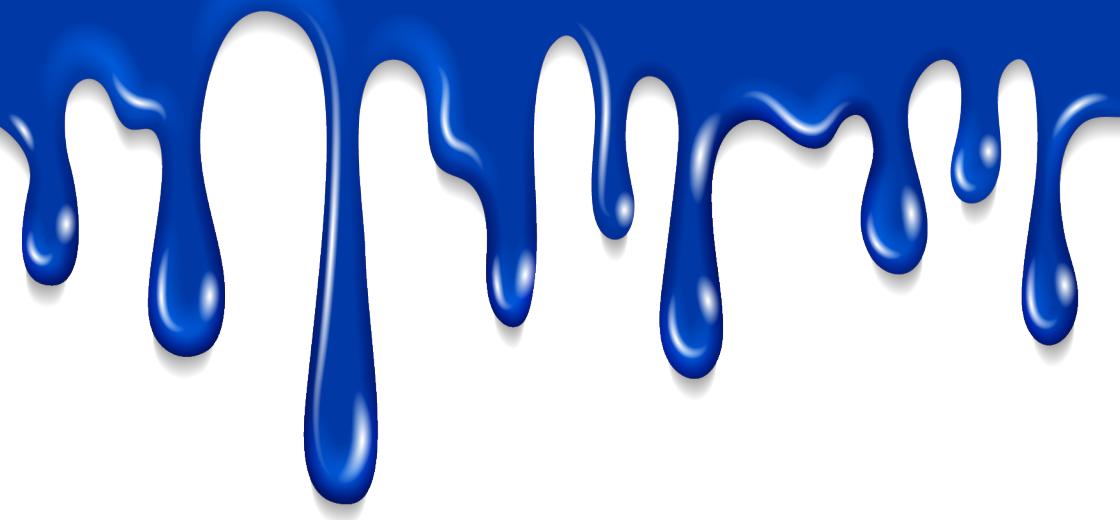
IX. Conclusion

You need now to show evidence that you have succeeded (or at least invested resources) in your test/trial venture or a related venture i.e. If available and appropriate, attach support documents like Clients' List, bank statements showing business cash-flow, copy of your registration with CAC, Testimonials from Clients, (the checklist below could help!) etc.

Business Readiness and Sustainability Checklist

S/N	Business Quality Standards	Yes	No
	The Business is registered with Corporate Affairs Commission		
	The Business has a bank Account		
	The Business records is maintained regularly		
	The Business has a group of Advisors/Mentors that support the Owners		
	The Business pays Taxes annually		
	The Business is a member of the Industry Association		
	The business has the necessary certification it needs e.g. NAFDAC		
	The Business has an online presence		

Successful Cake Business Stories in Nigeria



Cake 'n' Candy
Confectionery
...too nice to slice!

THE ICE CREAM
FACTORY





Bakers World *BakersWorld*

Adetola Okanlawon is the Chief Executive Officer (CEO) of Bakers World Limited from June, 2017 till date. Bakers World Limited is a Cakes, Cup cakes, Pastries, Bread, Chin-chin, Cookies, other package foods company located in Allen Avenue Ikeja, and it has been around since 1983. He has an MBA in information Technology from the Coventry University, United Kingdom and NIIT(BSC) in Computer Science from Babcock University, Ogun State, Nigeria.

His journey started very early, his mum taught him about commission as a young man, she told him that he could sell something, without owning it. All he needed was to help people sell things and he could get a commission for it. The thought of making his own money fascinated him so, he started selling cakes in school, because everybody in his class had a birthday, and his mum promised him some commission, although he never saw the money. Soon the whole school started buying from Bakers World, and soon his mum had to open a bank account for him and he started keeping his personal funds in the account.

Adetola has been around cake all his life because Baker's world which was set up in 1983 was existing before he was born. For him cake is pretty much a part of everything. He believes that everyone requires a cake on their birthday so, when he sees humans, he sees cakes, and he believes that, the more cakes he can get out there, the more funds he can make. By the time he was in JS3, he was selling to everybody. Classmates, teachers, cleaners, everybody. So, he started supplying the tuck shop in his school. The cupcakes, chin chin and all that kind of things. This carried on all the way to university, he finished from Babcock university. He sells Bakers World cakes and pastries at the store in Babcock and the outlet still exists even after he graduated.

So, all of the successes of history and the tenacity of constantly being in and with the business it was natural for him to take over when the time came. Its safe to say that Adetola has been serving in the Bakers World business for over 30 years but officially became the CEO in 2017.

Adetola has occupied leadership positions in other organizations where he's helped other companies succeed. So, putting all of that together he is a highly motivated, decisive and action-oriented professional with several years experience in business, information technology, marketing amongst other fields.

Through the years he's seen all sorts of customers the great ones and the shady ones.

However, it is the continuous success of the sales of Bakers World products that keeps him going. The joy of knowing that products or ideas created by Bakers World have become a reality that can be copied by others. So, for them, its been a good run and they've been able to see different types of buying cultures over the years but they have remained relevant because they kept applying creative strategies across different periods.





Licious Desserts

Motunrayo Akinseye is the CEO of Licious Desserts located at 60 Allen Avenue, Ikeja Lagos. She attributes the origins of her bakery business to her mum and dad. Her mum had always baked for them growing up and Motunrayo was always by her side to mix the ingredients and clean up. Turning simple ingredients to a sweet treat was something she always looked forward to and this exciting mother-daughter bonding experience eventually turned into what is her business today.

While her Mum was showing her the ropes in baking, her Dad ignited the business mindset in her also from a young age. He would buy just about anything they created, so naturally he encouraged her by buying her cakes and was the first of her many customers which eventually extended to other family members, friends and neighbors.

Motunrayo chose to study Business Administration at the University. She had initially planned to do a food related course but was advised by her Dad to do something that would still serve as a useful foundation to her on whatever career path she decided to pursue after school while not limiting her to a food related course. Baking was still top of her mind so right after graduating from University, she enrolled in a 1 year programme at Le Cordon Bleu Culinary Institute, London where she got an Advanced Diploma in Frecheville Patisserie. After the programme, she came back to Nigeria to establish her bakery business.

Licious Desserts initially started out in 2004 from her Kitchenette under the name Farmhouse Bakery and Patisserie by supplying bespoke cakes to friends and family. As word of their cakes and desserts spread, their domestic kitchen could no longer keep up with the demand and so in 2007, after a decision to rebrand the name to Licious Desserts,

Motunrayo opened up their first official business located on Adeniyi Jones Avenue, Ikeja. As their products and services continued to expand the business moved to their current location on Allen Avenue.

From a small daily production in her Kitchen all by herself, Motunrayo's team size has grown and they can handle hundreds of daily orders. As someone who has built a business using her creativity and ingenuity, Motunrayo says that her focus

when transitioning from a hobby to a business was to be unique and different in the Nigerian bakery industry. All her home and technical training to date fuelled by an innate creative mind has helped her to build and continue to expand her business and product line. For someone who started from watching her mum bake to now running her own bakery business, Motunrayo knows that it takes more than passion to build a thriving business particularly in Nigeria. People and structures are very important to the growth and sustainability of Licious Desserts and Motunrayo prides herself in still having staff members on her team who were there from when she started.

In addition to expanding her product line, the business also provides training programs to those who have a flair for baking and are looking into establishing bakery businesses. As the market continues to evolve, Motunrayo intends to ensure that they do not relax but always keep being ahead of the changing dessert patterns and palettes in order to ensure Licious Desserts is always ahead of the curve.

Her journey has been a very interesting one, according to her she is what you will call the poster girl for the old school and the new school generation of bakers. Because she has weathered many storms. They've been through the good times and the bad times. But all in all, it's been very rewarding. She believes that whatever you're passionate about doing brings rewards. So that even when the money isn't coming you just keep going and you will soon be rewarded. For her, It's been a great experience and she won't trade being a baker for anything in the world, if she had another life and came back again, she would probably still be a baker.



Siku - CakesnCandy

Sikuola Adewuyi, is the CEO of Cake 'n' Candy Confectionery located at No 3b, Olufunmilola Okikiolu street, Ikeja, Lagos. She studied Accounting and qualified as a Chartered Accountant and worked with KPMG as an Auditor where she rose to the position of Manager. In 1996, she resigned to pursue her passion in cake making. She usually jokes that she is a chartered accountant by profession but a confectioner by calling because she didn't get any formal training in cake baking or the confectionery business. For her, it was a hobby that started in secondary school. But then, there were only four (4) professions that were recognized by the society so you were either a lawyer, doctor, engineer or accountant. So she wanted to be a doctor but by the time physics, chemistry, biology hit her, she realized that she may not succeed as a doctor so she decided to move unto her next love, which was accounting because she was good with figures.

So after her A-levels, she joined KPMG (then called Arthur Anderson). And by the time she was 21+, she was a chartered accountant. So she became financially empowered at a very young age, and then just went on with the flow of working as an auditor in KPMG. But, it got to a point where she became dissatisfied and she developed a lot more interest in baking which was her hobby.

She would bake for her friends on their birthdays and soon it got to the point where she realized that baking was the only thing that gave her joy. Therefore, she decided to take that leap of faith because back then she was already a full manager in KPMG and was earning very good money. She dragged her feet for about 3 years and then in 1996 she took that step of faith and resigned and she hasn't looked back since then.

Her business has since grown in leaps and bounds, from a one man business to a medium sized business with several employees. It hasn't been all rosy especially at the beginning it was difficult financially because even though she had a bit of capital to start, she had to plough all her profits back into the business and therefore that meant that there was no extra change to do anything else.

It was tough but she says that when you are consumed with passion for something, everything else pales in comparison. So, she wasn't really bothered because she knew it was just a matter of time before her business would start to

yield the desired profits. So, for her, she thinks she has had the best of both worlds. It afforded her the opportunity to be a hands on mother and she hasn't regretted that. For her, it's been a pleasant journey because in as much as she is part of the old brigade of the Cakes and Desserts Industry Cakes 'n' Candy is still relevant. She still wakes up every morning excited to go to work because this is not just work to her this is something she enjoys doing.

Cakes 'n' Candy is known for its delicious cakes. They create hilarious out-of-this-world cakes that would bring a smile to the sternest of faces their cakes are affordable and they are able to work within any budget no matter how tight it may be!

- In 1999 Siku won 1st prize for the "Best in Show Award in Sugarcraft" at the BCHC fair with her "SEKERE" cake.
- In 2002 and 2003 she had the privilege of demonstrating string work techniques as a cake demonstrator at the annual convention of the International Cake Exploration Society (ICES) in the United States of America.
- In 2009, she received the award "Cake Designer of the Year" given by the prestigious Wedding Planner Magazine.
- Siku's creative streak and love for African Art has carved out a niche for her and in 2012, she published a book – "Ethnik Sugarcraft" – a "How To" cake book that features strictly African designs, the first of its kind in the whole world.

Siku Adewuyi is known for her eclectic, out of the box designs, and the sumptuous moist quality of the cake inside. She continually blazes the trail of top sugar artists in Nigeria as she brings out new designs and mentors several upcoming sugar artists.





Ice Cream Factory

Folusho and Shade Ogunleye are co-founders of the Ice Cream Factory located at No 5 Admiralty way Lekki Phase 1. Lagos. They both studied, lived and worked in the United Kingdom, but they always knew that at some point they will come back home to Nigeria and they knew that they wanted to come back home to work for themselves. Hence, they started researching to know what to plug into. They had different options and security was top on the list because security was an issue in Nigeria, still is. They wanted to come up with security gadgets that can form part of the solution to the security issues and soon they started doing that but they weren't very fulfilled.

They then thought to seek God's face, wait, pray, and fast to ask God to direct them but all the while still doing the security gadget business. They had at some point in their research thought about buying an Ice Cream foreign franchise and bringing it to Nigeria because Shade is a foodie she likes ice-cream. But the deal didn't go through as the company they reached out to said Nigeria was not in their short or long term plan and even if they agreed the cost for the franchise was way more than what they could handle at the time.

One day during the cause of their praying and fasting Shade heard in her spirit "Ice Cream" and she started researching on it again and planned to suggest it to her husband when he came back home. Then he comes back home and he had barely taken off his coat and she said Folusho what do you think about Ice cream? And then, he just started dancing and he said that a few days back on his way home he had felt in his spirit "Ice Cream" and then he thought, this may be my mind playing tricks on me. So he asked God "if it is you speaking to me, let my wife confirm within a week or so" and she did. That was all the confirmation they needed.

Therefore, they started doing their research, they read stories of Ice Cream companies and how they started. They enrolled in a school in America went for the ice cream training and an entrepreneurial retail course in Ice Cream and then the journey started.

Coming back home to Nigeria they also had to do a market research on if just coming back to do ice cream will work and to check out the other players in the space.

There was no one doing ice cream and desserts at the time and then they thought there's actually a gap in there. So they were not just going to come in and sell just ice-cream – they'll do coffee and various desserts, and so they started to learn how to make all of these other things and by the time they were done they had the idea of setting up an ice cream shop that operated like a restaurant. Hence, the strategy was that they'll have a menu for customers to look at and choose so it was almost a novel idea.

They started Ice Cream Factory in April 2009 and the reception was awesome at that point. They started in a tucked away shop that is off Victoria Island Lagos because of budget constraints. However part of the blessing that they had was that they were still working at the time so they were able to save some money and there was a lot of family support to take care of rent and a few other things. But even with the family support and savings they also had to start small relative to what they had in mind. And because of the kind of brand and the concept they had in mind the Ice Cream factory had to be located on Lagos Island because that's where their target market was. But rent on the island was very expensive so they were looking for a space just one floor.

Hence when it was time to move away from their tucked away shop in V.I they looked for a shop on the high streets they found one but they couldn't afford to take a whole because the lease was high but they decided to go in pay the lease and start looking for a tenant to sublet one floor to. But they couldn't find someone to sublet to so it was in that process of looking for who to sublet to that the idea of another company YIN YANG Express a quick service Chinese meals restaurant that would readily provide tasty meals at affordable prices came up. Hence, they decided to use the space to set up the new business.

Another challenge they had was how to source fresh milk for their ice cream. From their training, they knew that they had to use fresh milk in order to make ice cream that had the perfect quality and texture – gourmet ice cream. Due to the fact that dairy farming, especially in Nigeria can be quite expensive as well as a risky venture, it was extremely difficult to find any farms that produced fresh milk. Hence, they were advised to use powder-based ice cream mixes, which was readily available in the market but they were adamant that they were not going to compromise on the quality of their product, so it had to be fresh milk – no powder-based ice cream mixes for them and they've been doing that to date.

For Folusho the ice cream business has been very challenging but very rewarding at the same time. When he looks at all the lives they've impacted through the years and where they are now he's grateful to God. Another huge factor for him is the fact that he's working with his wife according to him it is a great bonus because they are both working to achieve the same goal. The joy of creating something to pass unto the next generation is unquantifiable.

He said that even though it's a family business, there's still a partnership agreement so that even if someone is coming as an investor they have to see that things are properly done. The roles are defined and shareholding is defined as well and general corporate governance.

For Shade she believes that working for yourself can be very challenging, but she won't have it any other way. The peculiarities are that its not a 9-5 you can work at any time but the advantage of that is that your time is your own. So its flexible and if you can attend school activities for your children and be able to manage a few other personal issues. But you are still going to work very hard and push yourself. She has never looked back in regret but there are some things she wishes she knew when they started.





Cookie Jar COOKIE JAR

Chef Eros is the founder, CEO and Executive Chef at Chef Eros and Companies. His journey as a chef started at the age of 19, when he took his first job at a restaurant in the UK. However, he started Cookie Jar the celebrated gourmet bakery that produces rich cookies, luxurious cupcakes, fine cakes, original pastries and inspired desserts located at No 14 Kafayat Abdulrasaq Street, Lekki Phase 1 in February, 2012. It started because he had a craving he needed to fix. According to him, after his return to Nigeria, he had been dreaming a lot about cookies mostly because he was craving it but he couldn't find it to buy in Nigeria. Because cookies were his go to treat while he was in the UK studying. But during the occupy Nigeria strike in February 2012 the cravings just went from a zero to a hundred because he was stuck in the house and very bored so, he and a friend decided to make the cookie to satisfy his craving. They bought all the ingredients that they needed, picked up his friend's mum's mixer and went to work. At the time, he didn't know how to bake so researched online and he looked up different recipes and then he combined them and came up with his own recipe.

So, he made the first batch of cookies and obviously he went overboard and all the cookies were stuck together and there was like one whole tray of a giant massive cookie but it was delicious. But he tried again this time realizing what he did wrong the first time which was that he had crammed too many cookies in one tray and he didn't space the dough out properly. So he continued to learn the and he was intrigued by the process of setting your mind to do something and actually achieving it.

He shared his cookies with his neighbors who were mostly celebrities, he also got them to share with their friends who visited often the feedback was great. Soon everyone was raving about it and asking him to bring more cookies. Then one day a friend asked him to make some for him to take away and he asked his friend to pay for it. And then his friend asked him how much? And he just blurted out five hundred Naira (N500) and that's how his friend paid N500 for the cookie. He did the calculation in his head very quickly and then he thought this could be a side hustle for him. So he started bagging his cookies, and selling them at N500 per bag and then he had a pack of 6 that he sold for N3000 and they were

just flying off the shelves. Soon a lot of his neighbors heard about it and were always coming and knocking on his door to get the cookies. So, he had to obviously start to structure the business – so he put a phone number out and he got on Black berry messenger posted the production process of making the cookies and people sent him messages asking to buy cookies.

His first big break came during a Valentine season when he collaborated with his friend who had just started a Chocolate Business. They decided to package Chocolates and Cookies in beautifully decorated boxes and it was sold out. Soon he got bored of just making cookies so he started making cookie pops, and then cup cookies and obviously as he started making cup cookies customers started asking for cupcakes. But he wanted to stay true to the origin of the brand which was cookies because at this time he had branded it as cookie jar, So he started researching again on how to get cakes moist? He kept tweaking his recipe until he found a recipe that he really liked and then he dropped a dough of cookie inside it - that's how the cookie dough cupcakes came about.

And that was another boost and so from that he got an order from MNET to make 1000 cookies for the Tinsel 1000 Episode. When he got that order he made sure they paid him in advance and then he bought an oven with the money and that was his first major investment into the business. So he was able to increase his production to about 100 cupcakes per time and so he pushed out that order and the moment that order went out a lot more kept coming in. Then someone asked him if he could make a cake so again he had to push his envelope he has always wanted to carve a niche he decided to make cookie cakes – but they ended up being too sweet. So after a month of getting the feedback that the cake was too sweet he tweaked the recipe. So he started with layering the cakes with cookies and then he moved the cookies inside and then he moved the cookies to the bottom and the cookies have stayed at the bottom several years later.

In the course of his journey Chef Eros expanded his business across product lines hence, he is also the Executive Chef of Eros & Gourmet Foods and Founder and Executive Chef of one of the first chef owned Gourmet Nigerian restaurant, ILÉ EROS, a polished casual restaurant that celebrates Nigerian Cuisine. Chef Eros has been featured in CNN, he catered to President Macron of France and Wole Soyinka in one day and he has done a United State of America food tour, which was a huge success.

He's experienced some challenges as well, like when he got a quit notice at his apartment to move his business out and stop operations within 24 – 48 hours but within 24 hours he found a new location.

Overall, he loves to make people happy with his cookies, cakes and all that delicious stuff.



Fifi's Oven



Fisayo Olaleye is the CEO of Fifi's Oven a contemporary Cake company which focuses its resources into creating fun, modern and specialized occasion cakes and deserts located at number 15A Oduduwa way, GRA, Ikeja, Lagos.

Fisayo has been in the Cakes and Desserts space for a while, long before a number of newbies dreamt of baking as a career or business and her journey started as a hobby. All through her growing up years her mum who was a nurse made sure, they had playtime. And their playtime together was baking. So over the weekend they would make meat pies and other pastries and they will play with it. Then as far back as when she was 9 years old she would have her friends over at her house and they would experiment with baking ingredients.

Her sister soon started baking commercially, Fisayo would watch and help her, and soon her sister relocated to a different country and left all her baking equipment in Nigeria. For Fisayo the first time she baked commercially was for an end of the year send off party while she was in the university it was the first time she baked alone and the feedback was great.

She soon started taking cupcakes to her church meeting gatherings and when the priest saw it he insisted that they pay for it. After her schooling, she got a job at MTN and soon they discovered that she could bake lovely tasty cakes. Therefore, they requested that she bake cakes as a nice welcoming gift to place in apartments that they got for their expatriates. And this birthed the request of several orders for MTN directors and other occasions. Till date even though she has resigned from MTN to do the business fully she still makes cakes for MTN directors.

Its been almost 20 years since her first order but she has kept the hustle she has had a lot of challenges especially around staffing but she weathered these challenges. There was also the other challenge of unavailability of some of the raw materials she required to bake because most of them are imported but she has learnt how to deal with that as well.

Overall she is satisfied and passionate about the Cakes and Desserts space and believes that startups will thrive if they are consistent in what they do.

Juliet Aigbe is the CEO, Owner, Creative Head, Baking & Sugarcraft Coach of Cake Flair a fair luxury Cake Company located at No 19A Olatunde Ayoola Avenue Obanikoro, Anthony, Lagos. The name Cake Flair came from the fact that she has a flair for cakes.

Her first baking experience was in 1993 when she saw a friend baking with sand, she liked the idea of baking, and the sand thing demystified the idea that you needed an oven to bake. So, she decided to bake a cake using sand but her first attempt tasted awful but she didn't give up. She decided to add a lot of vanilla flavor into the sand she burnt it and turned it with the flavor so much that over time the sand tasted like vanilla flavor. Therefore, she used the vanilla tasting sand to bake her next cake and it turned out brilliant so she shared it with all her neighbors.

During her service years in Shell Company – her roommate at the time used to bake hence she brought all her baking tools and she inspired her to take her baking a notch higher. She got a Shell-baking pan and so every Friday she will bake a cake using the Shell-baking pan and take it to the office. Soon she became the most popular girl in the office because of her cakes. They used her cakes for tea breaks and soon they started asking her to help them bake for their birthdays. They will buy the ingredients and she will help them bake and soon someone suggested she should consider baking as a side business.

So the first thing she bought was the tools, the baking pan, the piping bag, her colours, her flavours. She baked from home for 11 years using her black berry as a marketing tool to sell her cakes. She did this until one of her customers asked her to expand the business and then she decided to add bread making to what she does and she moved away from home and soon the bread business started.

The bread business didn't succeed but she learnt a lot in the process. She had the traffic of supplying about 2000 loaves of bread daily so it looked like business was booming but when she did the math she found out that the business was gulping all the money it made in overheads and operational costs. Soon the government-increased tariff on wheat importation by 20% and that seriously affected cost of production hence she had to scale the business down by

shutting down the bread making aspect of her business. Cakes are what has kept them going until today and they are doing well at it. Her main challenges have been around government policy changes and staffing but in all she has had many high moments in the business.

She was the plenary session speaker at the Women in Business, Management and Public Service (WIMBIZ) on blue ocean strategy in 2013, she has gotten a lot of corporate jobs and of special mention is a job she got to bake all birthday cakes for all staff of a particular company.

She has won several baking competitions some of which include the NAIRA pitch competition, the Eko chocolate chef competition and she was first runner up for the NUTRIPITCH competition a unique accelerator programme developed in partnership with Scaling-up Nutrition Business Network (SBN), Global Alliance for Improved Nutrition (GAIN), and supported by FATE Foundation.

She is a wholesome food advocate and she was featured in 'This day' News Paper and the topic was – 'How I bake without butter and eggs'. Overall, she believes that it does not matter how passionate you are about the business that all startups need business partners.





Sweet Indulgence

Olamide Williams (nee Smith) is the CEO and Head Chef at Sweet Indulgence a confectionery outfit with specialty in customized sugar craft masterpieces, mouthwatering desserts, chocolate fountains and sweet carts located at number 20b Oyediran St, off Bode Thomas, Lagos Mainland, Lagos, Nigeria.

She began her baking journey as an amateur with a passion in 2004, she was certain that she wanted this passion to bloom into a thriving business someday although at the time she wasn't quite sure how people will perceive it; and so after her first degree, she got a 9-5 job and later furthered her education in Business Administration (MBA)

As at when she started in 2004, she still had her day job. So she was doing the same thing everyone was doing which was going to work by day and baking at night and during the weekends. Soon it got tedious to combine her day banking job with her baking hence she resigned and got a customer representative role in a telecommunication company a job that was a bit more flexible. She juggled her passion for baking and her job from then on, working the corporate ladder during the week and donning her chef's apron at weekends and many times, into the wee hours of the night. Every free time was used up to fulfill the piling orders. It was tedious yet very rewarding for her.

As we know, it is difficult to serve two masters equally, she succumbed to her passion and transitioned from a corporate employee to a full blown entrepreneur in 2010. Prior to her resignation in 2010, she was a Value -Added support specialist in one of the leading telecommunications providers in the country. It took 6 long years of jostling a demanding desk job and an equally tasking side hustle.

Professional training was required to take this passion to a whole different level and so with some money saved up, she proceeded to get trained as a Pastry chef at the prestigious Le Cordon bleu , United kingdom in 2011. She also attended several other trainings courses at the Wilton school of cake decorating and sculpting courses in Turkey and United states. This was a critical turning point in her career as a Baker. With her international trainings and exposure to other international talents, Lamide was set to take on the baking world back home in Nigeria.

Chef Williams

She opened shop fully in 2011 and since then there has been a lot of great stories, definitely a few lows as it is for every growing business in the country. On the positive side, Sweet Indulgence was fast becoming a household name. The brand clinched its first award within the first 3 years of business; the Baker of the year award by Wed Awards, she also won the wedding cake maker of the year, by Eko Awards amongst others. In 2019, she was appointed as the Brand Ambassador of Bakers Choice, one of the leading Manufacturers of cake raw materials. Another major win which is immeasurable was meeting lots of amazing people and the joy she has put on so many faces with her master pieces.

The business owner has however had to go through and surmount a lot of challenges typical of any start up in Nigeria. They have had to deal with persistent rise in prices of raw materials, high staff turnover and unstable power supply. Over the years, Sweet Indulgence has had to adapt and adjust, revise, shake up and strategize to turn the situation in her favor. At Sweet indulgence, high performance, growth, and development are rewarded and encouraged ensuring they retain the best talents for continuity and consistency. The issue with poor power supply still exists but all the alternative options have been secured to ensure that this is not a deterrent to the success of the business. Finally, albeit the hike in the prices of raw materials, the brand will not compromise on quality. The quality of ingredient is sacrosanct to the final output made available to their teeming customers. Therefore inferior materials are not an option.

Chef Williams strongly believes that nothing is impossible with God and so she challenges herself and conditions her mind to focus on possibilities and how to tackle every challenge that comes her way.

Sweet Indulgence is currently in its 10th year and still pushing strong . It has been a long ride of ups and downs , exhilarating moments and seemingly overwhelming challenges but the brand owes it to her customers to always deliver excellent tastes and beautifully crafted gourmet delicacies

Glossary of Terms



Term	Description
Accomplished	Highly trained or skilled in a particular activity
Architecture	The complex or carefully designed structure of something
Bake	Cook (food) by dry heat without direct exposure to a flame, typically in an oven
Baker	A person who makes bread and cakes, especially as a trade
Bakery	A place where bread and cakes are made or sold
Benchmark	A standard or point of reference against which things may be compared
Butter	A pale yellow edible fatty substance made by churning cream and used as a spread or in cooking
Buttercream	A soft mixture of butter and icing sugar used as a filling or topping for a cake
Cake	An item of soft sweet food made from a mixture of flour, fat, eggs, sugar, and other ingredients, baked and sometimes iced or decorated
Calibrate	Mark (a gauge or instrument) with a standard scale of readings
Capacity	The ability or power to do or understand something.
Capital	Wealth in the form of money or other assets owned by a person or organization or available for a purpose such as starting a company or investing.
Cater	Provide people with food and drink at a social event or other gathering.
Cheap	Low in price, especially in relation to similar items or services.
Chef	A professional cook, typically the chief cook in a restaurant or hotel

Chocolate	A food in the form of a paste or solid block made from roasted and ground cacao seeds, typically sweetened and eaten as confectionery
Churn	Shake (milk or cream) in a machine in order to produce butter
Confectioner	A person whose trade is making or selling confectionery
Confectionery	A shop that sells sweets and chocolates
Control	A means of limiting or regulating something
Cookie	A sweet biscuit
Craftsmanship	The quality of design and work shown in something made by hand
Cream	A sweet of a specified flavor which is creamy in texture
Creative	Relating to or involving the use of the imagination or original ideas to create something
Creativity	The use of imagination or original ideas to create something
Credibility	The quality of being trusted and believed in
Culture	The ideas, customs, and social behavior of a particular people or society
Customer Service	The assistance and advice provided by a company to those people who buy or use its products or services.
Demographic	A particular sector of a population
Desserts	The sweet course eaten at the end of a meal
Equipment	The necessary items for a particular purpose
Evolution	The gradual development of something.
Expensive	Costing a lot of money
Extracts	A preparation containing the active ingredient of a substance in concentrated form

Flour	A powder obtained by grinding grain, typically wheat, and used to make bread, cakes, and pastry
Fondant	A thick paste made of sugar and water and often flavored or colored, used in the making of sweets and the icing and decoration of cakes.
Franchise	An authorization granted by a government or company to an individual or group enabling them to carry out specified commercial activities, for example acting as an agent for a company's products
Freezer	A refrigerated cabinet or room for preserving food at very low temperatures
Frost	Decorate (a cake or biscuit) with icing
Fruit Cake	A cake containing dried fruit and nuts.
Gelatin	A virtually colorless and tasteless water-soluble protein prepared from collagen and used in food preparation
Generator	A machine for converting mechanical energy into electricity
High Street	The main street of a town, especially as the traditional site for most shops, banks, and other businesses
High-end	Denoting the most expensive of a range of products.
Ice Cream	A soft, sweet frozen food made with milk and cream and typically flavored with vanilla, fruit, or other ingredients
Icing	A mixture of sugar with water, egg white, or butter, used as a coating for cakes or biscuits
Indulging	Allow oneself to enjoy a particular pleasure
Infrastructure	The basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of an enterprise
Ingredients	Any of the foods or substances that are combined to make a particular dish
Innovation	A new method, idea, product, etc.
Lavish	Sumptuously rich, elaborate, or luxurious

Logistics	The commercial activity of transporting goods to customers
Low	Denoting the cheaper products of a range
Manpower	The number of people working or available for work or service
Mass Market	Market (a product) on a large scale
Mixer	A machine for mixing things, especially an electrical appliance for mixing foods
Mixing	Make or prepare by combining various ingredients
Network	Interact with others to exchange information and develop professional or social contacts
Niche	A specialized segment of the market for a particular kind of product or service
Oven	An enclosed compartment, usually part of a cooker, for cooking, baking and heating food
Packaging	The business or process of packing goods
Pan	A metal container used for cooking food
Pasteurize	Subject (milk, wine, or other products) to a process of partial sterilization, especially one involving heat treatment or irradiation, thus making the product safe for consumption and improving its keeping quality
Pastry	An item of food consisting of sweet pastry with a cream, jam, or fruit filling
Phenomenal	Remarkable or exceptional, especially exceptionally good
Portion	An amount of food suitable for or served to one person
Premium	A sum added to an ordinary price or charge
Pre-mix	A substance or product consisting of ready mixed elements or materials
Price	Decide the amount required as payment for (something offered for sale)
Prices	The amount of money expected, required, or given in payment for something

Product	An article or substance that is manufactured or refined for sale
Proficient	Competent or skilled in doing or using something
Profit	A financial gain, especially the difference between the amount earned and the amount spent in buying, operating, or producing something
Proximity	Nearness in space, time, or relationship.
Raw Materials	The basic material from which a product is made
Recipe	A set of instructions for preparing a particular dish, including a list of the ingredients required
Refrigerator	An appliance or compartment, which is artificially kept cool and used to store food and drink
Rent	A tenant's regular payment to a landlord for the use of property or land
Sauces	A liquid or semi liquid substance served with food to add moistness and flavor
Sculpting	Create or represent (something) by carving, casting, or other shaping techniques
Segment	Divide (something) into separate parts or sections
Shoddy	Badly made or done
Shortening	Fat used for making pastry
Skill	The ability to do something well; expertise
Smudge	Cause (something) to become messily smeared by rubbing it
Spatula	A kitchen utensil with a broad flat blade for lifting and turning food
Spectrum	Used to classify something in terms of its position on a scale between two extreme points
Standardized	Determine the properties of (something) by comparison with a standard
Startup	A newly established business

Sugar craft	The art of creating confectionery or cake decorations from sugar paste
Supermarket	A large self service shop selling foods and household goods
Target Market	A particular group of consumers at which a product or service is aimed
Technique	A way of carrying out a particular task, especially the execution or performance of an artistic work or a scientific procedure
Technology	The application of scientific knowledge for practical purposes
Tentacle	An insidious spread of influence and control
Toppings	A layer of food poured or spread over a base of a different type of food to add flavor
Trend	A general direction in which something is developing or changing
Upwardly Mobile	Moving to a higher social class; acquiring wealth and status
Variables	An element, feature, or factor that is liable to vary or change
Warranty	A written guarantee, issued to the purchaser of an article by its manufacturer, promising to repair or replace it if necessary within a specified period of time
Wheat	A cereal which is the most important kind grown in temperate countries, the grain of which is ground to make flour for bread, pasta, pastry, etc.
Wholesome	Conducive to or suggestive of good health and physical well-being

Credits

FATE Foundation Team

- Adenike Adeyemi
- Amaka Nwaokolo
- Oluchi Johnson-Achibiri
- Tanitoluwa Oludipe
- Mariam Adeoti

Bakers

- Adetola Okanlawon, Chief Executive Officer (CEO) of Bakers World Limited
- Motunrayo Akinseye, CEO of Licious Desserts
- Sikuola Adewuyi, CEO of Cake 'n' Candy Confectionery
- Folusho and Shade Ogunleye, co-founders of the Ice Cream Factory
- Chef Eros, founder, CEO and Executive Chef at Chef Eros and Companies which includes Cookie Jar
- Fisayo Olaleye, CEO of Fifi's Oven
- Juliet Aigbe CEO, Owner, Creative Head, Baking & Sugarcraft Coach of Cake Flair
- Olamide Williams (nee Smith), CEO and Head Chef of Sweet Indulgence

Book Design

Wise Concepts Digital

References

- Original Cake, Questions to Ask Before Opening a Bakeshop: Original Cake Blog, November 23, 2018, <https://originalcake.ph/blog/questions-opening-bakeshop/>, Accessed March 21, 2020
- Baking Business School, Questions To ask yourself before starting a Cake Business, February 21, 2017, <https://bakingbusinessschool.com.ng/questions-to-ask-yourself-before-starting-a-cake-business/>, Accessed March 24, 2020
- Tiger Chef, Managing a Team of Bakery Employees, <https://www.tigerchef.com/managing-a-team-of-bakery-employees.html>, Accessed March 21, 2020
- Msmehub.org, FATE Business Plan Guide, <https://www.msmehub.org/tool/>, Accessed March 23, 2020
- Corporate Affairs Commission, Corporate Affairs Commission, <https://services.cac.gov.ng/> , Accessed March 24, 2020
- Ministry of Health, Ministry of Health Lagos State, <https://health.lagosstate.gov.ng/> , Accessed March 24, 2020
- NAFDAC, National Agency for Food & Drug Administration & Control, <https://www.nafdac.gov.ng/> , Accessed March 24, 2020
- NAFDAC, Our Services, <https://www.nafdac.gov.ng/our-services/product-registration-evaluation/>, Accessed March 24, 2020
- LIRS, Tax Types, <http://www.lirs.gov.ng/tax-information/tax-types>, Accessed March 24, 2020
- Lagos State Ministry of the Environment and Water Resources, <https://moelagos.gov.ng/>, Accessed March 24, 2020
- LASEPA, Noise Pollution Control, <https://www.lasepa.gov.ng/>, Accessed March 24, 2020
- Lagos State Signage Advertisement Agency LASAA, LASSA, <http://www.lasaa.com/>, Accessed March 24, 2020
- LawPàdí, How to Register a Company in Nigeria, September 05, 2019, <https://lawpadi.com/how-to-register-a-company-in-nigeria/>, Accessed March 24, 2020



www.lsetf.ng



www.fatefoundation.org



