



WorldChangers Entrepreneurship Training

From Student to Solution Builder

Participant Workbook · Karatina University, Kenya · October 2026

My name	
School and course	
Year of study	
Registration number	
My venture team	



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Welcome, WorldChanger

For the next three days you are not just a student on a course. You are a founder, a professional or a researcher building something real. By the end of Day 3 you will have found a problem worth solving, tested it with real people, worked out whether it can pay, and pitched it to a panel of judges and to your fellow participants, who will vote.

This workbook holds every exercise, in the order we do them. Exercise numbers match the slides: 1.4 is the fourth exercise on Day 1. Write in it, scribble in it, argue with it. If you are using a phone, you can also answer in a notebook using the same numbers.

Your three days

Day	Theme	You will leave with
Day 1 • DISCOVER	Strategic Business Development (Module 1)	A problem worth solving (or a growth challenge for your business), a venture team and your One-Page Blueprint
Day 2 • DESIGN & BUILD	Creativity & Innovation (Module 2) Funding & Finance (Module 3)	Customer evidence, an MVP plan, a costed price and a 3-month cash flow
Day 3 • LAUNCH & PITCH	Resilience & Wellbeing (Module 4) Transformational Leadership (Module 5) AVOCADO Den Venture Challenge	A Pressure Plan, a career roadmap, a 30-second introduction, a 90-day plan, an accountability partner, and your pitch

Choose your pathway

Tick one. You can change your mind; many people do.

	Pathway	This is me if...
☐	Venture Creator	I want to build a business. My stage: ☐ Idea ☐ Pre-start ☐ Already trading
☐	Enterprising Professional	I want to use entrepreneurial skills in my career
☐	Innovator/Researcher	I want to turn specialist knowledge or research into solutions

Three strengths I bring (from my course, my life, my community)

What I want to walk away with on Day 3

How we work together

- **Everyone contributes.** No one dominates. Leaders make room.
- **Roles rotate.** Leading, presenting, numbers, tech and note-taking are everyone's job.

- **Challenge bias.** No assumptions about anyone's role, confidence or ability because of gender, course, background or experience.
- **Challenge ideas, not people.** Tough questions, kind tone.
- **Phones are tools.** QR codes, research, customer chats. Not scrolling.
- **What's personal stays here.**
- Our own norm: _____

Day 1 — DISCOVER

Opportunity & Venture Discovery

What problem is worth solving, for whom, and why us?

1.1 Discussion prompts (slide 10)

What excites you most about the future of Kenya, or East Africa?

What worries you most? What keeps you up at night?

What opportunity do you see that people around you seem to be ignoring?

1.2 AI in my field (slide 11)

	In my field...
One task AI could take over	
One new opportunity AI creates	
One skill I will build in the next 90 days	

1.3 Where do I fit on the Opportunity Map? (slide 12)

Agritech & Food • Fintech • EdTech & Skills • Health & Medtech • Creative & Cultural • Climate & Cleantech • Other

The sector closest to my course, and why I might have an edge there

1.4 The Karatina 2035 Challenge (slide 13)

Choose ONE track. Both are equal.

Track A · A new problem	Track B · A growth challenge (already trading)
What problem affecting Kenya, your community, your university or your profession would you most like to have solved by 2035?	Tick one: ☐ More customers ☐ A new product ☐ Reduce a cost ☐ Digitise a process ☐ Fix a customer complaint ☐ Enter a new market

The problem or growth challenge

Who does it affect most? Describe one real person.

What does it cost them (time, money, access, safety, dignity, income)?

Why do I care?

Then write it in big letters on a sticky note for the gallery wall: Track A under a sector, Track B under "Growth challenges".

1.5 My venture team (slide 14)

Team name, our track (A or B) and the challenge we are tackling

Name	School / course	Skills I bring	Day 1 role	Day 2 role	Day 3 role

Roles: Lead · Timekeeper · Scribe · Presenter. Nobody holds the same role twice, and everyone presents at least once by Day 3.

1.6 The One-Page Blueprint (slide 18)

This is your main Day 1 deliverable. Complete every box. If you are stuck, write "unknown — this is my first research action". A blank box is not an option. Track B: complete it for your next growth move.

For	(a specific person)
who struggles with	(the problem)
because	(the cause)
which costs them	(time, money, access, safety, dignity or income)

WHY — my purpose and the problem	WHAT — solution and measurable value
WHO — who pays? what do they do now instead?	HOW — operations and route to market
WHEN	First test: _____ First revenue: _____ Break-even: _____

1.7 Tonight's mission: five customer conversations (slide 19)

Ask: What's hard about this for you? What do you do about it now? What would make it easier? Listen more than you talk. Do not sell. Track B: talk to five of your actual or lost customers.

Who I will ask (five people or places)

#	Who (no full names needed)	What they said is hard	What they do now	Would they pay? How much?
1				
2				
3				
4				
5				

The most surprising thing I heard

Day 2 — DESIGN & BUILD

Creativity & Innovation • Funding & Finance

What exactly will we offer, does anyone want it, and can it pay?

2.1 What our customers told us (slide 22)

Confirmed (we were right)	Surprised us	What we will change

2.2 SCAMPER sprint (slide 26)

At least one idea per letter. Quantity first, no judging. Then circle your two strongest.

Letter	Prompt	Our idea
S	Substitute: what could we swap?	
C	Combine: what could we merge?	
A	Adapt: what works elsewhere that we could borrow?	
M	Modify: make it simpler, cheaper, bigger, smaller?	
P	Put to another use: who else could use this?	
E	Eliminate: what could we remove?	
R	Reverse: what if we flipped it?	

2.3 The Campus Test: Validation Log (slide 27)

Each person speaks to at least two people they do not know. Stay on campus, go in pairs, be back on time.

What we assumed	What we heard	Evidence: strong / weak	What we will change

2.4 GOAL: choose what to test (slide 28)

Score each idea 1 (weak) to 5 (strong).

Idea	Solves a REAL problem?	WILLING customer?	Can we EXECUTE now?	Total /15
A				
B				
C				

2.5 Our MVP plan (slide 29)

The smallest version we could test this month	
Who will test it (name real people)	
What it will cost (aim for under KES 1,000)	
By when	
What result would tell us to continue, change or stop?	

Module 3 • Four money questions

1	Am I financially healthy enough to start or grow? (2.6-2.7)
2	Does this thing actually make money? (2.8-2.9)
3	Will it run out of cash? (2.10)
4	Where should the money come from? (2.11)

2.6 Q1 • S Tano za Pesa: my money check (slide 34)

How do you actually relate to money? Not how you want to, how you actually do. This is private; you will not be asked to share figures.

The S	Where am I now? (1-10)	One change I will make
SAVE • Hifadhi		
SPEND • Tumia		
SOW • Panda		
SHARE • Shiriki		
SECURE • Linda		

2.7 Q1 • The true cost of borrowing (slide 35)

Step	Example	My turn
Amount borrowed	KES 2,000	
Fee or interest charged	KES 200	
Length of loan	30 days	
Cost for the period (fee ÷ amount)	$200 \div 2,000 = 10\%$	
Rough yearly cost (monthly % × 12)	$10\% \times 12 = \text{about } 120\%$	

Before any loan: Can I repay it from money I am sure will arrive? What happens if I am late? Is there a cheaper option, like a chama or waiting a month?

2.8 Q2 • Our Business Model Canvas (slide 36)

Key partners	Key activities	Value proposition	Customer relationships	Customer segments
Key resources			Channels	
Costs (what we pay for)		Revenue (how we get paid: one-off, subscription, commission, per unit...)		

2.9 Q2 • Our costing, pricing and break-even (slide 37–38)

Fresh Box example (full version in Reference R4): variable cost KES 155 a box, price KES 200, so each box contributes KES 45. Fixed costs are KES 2,600 a month, so break-even is $2,600 \div 45 = 58$ boxes. To pay Kamau KES 6,000 as well: $8,600 \div 45 = 192$ boxes.

Cost of ONE unit (variable)	KES	Fixed costs per MONTH	KES
		Our time (what we want to earn)	
Variable cost per unit		Total monthly costs	
Our price per unit		KES	
Contribution per unit (price – variable cost)		KES	
Units per month to cover costs AND pay us (total monthly costs ÷ contribution)			
Is that realistic? What could we change?			

2.10 Q3 • Our 3-month cash flow (slide 39)

Money IN before money OUT. Start with the cash you really have.

	Month 1	Month 2	Month 3
Opening cash			
Cash in: sales			
Cash in: other			
Cash out: variable costs			
Cash out: fixed costs			
Cash out: start-up costs			
Net cash flow (in – out)			
Closing cash (opening + net)			
Which month is tightest, and what will we do about it?			

2.11 Q4 • Funding matched to our stage (slide 40)

Stage	Usually fits	Fits us? Why?
Idea / testing	Own savings, chama, family, competitions, university innovation hub	
First customers	Revenue, youth enterprise funds (e.g. YEDF, Uwezo), grants and foundations, diaspora support	
Growing	Revenue-based finance, angel investors, venture capital	
Our next funding step, and what we must prove first		

Day 3 — LAUNCH & PITCH

Resilience & Wellbeing • Transformational Leadership

Who do we need to be to make this happen, and can we convince others?

3.1 My Resilience Wheel (slide 45)

Dimension	Score 1-10	One action this month
Faith, values & purpose		
Family & relationships		
Health (body & mind)		
Finances & work		
Learning & skills		
Community & support		

3.2 My Pressure Plan (private) (slide 46)

This page is for you only. You will not be asked to share it.

My trigger — what tends to knock me off course?	
My signal — how do I know I am becoming overwhelmed?	
My reset — one thing I can actually do (pause, breathe, move, pray or reflect, sleep, step away, talk)	
My support person — who I contact before things spiral	
My safe routine — one thing I will protect when life gets stressful	

NOTE

If anything today brings up something heavy, talk to a facilitator at the break or contact your university's counselling or student support service: _____. Asking for support is a leadership skill.

3.3 The Creed and my rejection script (slide 47)

The line from the Resilient Entrepreneur's Creed that matters most to me

My two sentences for after a "no" (to myself and my team)

3.4 My Future Career Roadmap (slide 48)

	In 1 year	In 3 years
Where I want to be		
Skills I need		
People who can help (names or roles)		
One project that proves what I can do		

3.5 My 30-second introduction (slide 49)

I am...	(name, course)
I care about...	(the problem)
I am working on...	(your venture, project or goal)
I am looking for...	(customers, a mentor, a placement, a co-founder)
Homework: professional profile checklist (e.g. LinkedIn)	
☐	Clear, friendly photo
☐	Headline that says what you do and care about, not just "student"
☐	About section using your 30-second introduction
☐	One project or piece of work shown
☐	Connected with five people from this programme

3.6 My leadership and influence (slide 53-54)

The style I fall back on under pressure, and when a different one would serve my team better

Influence skill	Score 1-10	How I will improve it
Communication		
Networking		
Collaboration		
Negotiation		

3.7 Our Team Charter (slide 56)

What we are building and why	
Roles (who does what)	
How we make decisions	
How we handle disagreement	
How often we meet after today, and where	
What each of us commits to	

3.8 Our 30-60-90 Venture Plan (slide 57)

	By day 30	By day 60	By day 90
Goal			
Key actions			
Who			
How we'll know			

3.9 The WorldChanger Challenge and my accountability partner (slide 58)

Within 90 days I will...	Specifically	By when
Learn one new skill		
Build one project		
Create one professional profile		
Join one community		
Help one other person		
My accountability partner (from a different team)		
Their phone / WhatsApp		
Our check-in date (30 days from today)		

3.10 Our 3-minute pitch (slide 61)

Every team member speaks in the pitch or the Q&A. Today's lead presenter must be someone who has not presented on Day 1 or 2.

Beat	Time	Our words
PROBLEM: the person and their pain	30s	
CUSTOMER: who exactly, and how many	20s	
SOLUTION: what we offer	30s	
EVIDENCE: what real people told us	30s	
MONEY: price, costs, break-even	30s	
TEAM: why us (our mixed skills)	20s	
ASK: what we need next	20s	

3.11 The AVOCADO Den Venture Challenge (slide 62–64)

How the judges will score you (1–5 each, total 25)

Criterion	What they look for
Problem	Real, specific, evidenced; a named customer
Solution & value	Removes friction; measurable value
Customer evidence	What you learned from real people and what you changed
Money	Costs understood; price covers costs including your time
Team & plan	Everyone contributes; credible 30-60-90 plan

How you vote

- Everyone votes once, using the QR code on the slide or the paper ballot on the last page of this workbook.
- Choose your top three teams in order. You cannot vote for your own team.
- 1st choice = 3 points, 2nd = 2 points, 3rd = 1 point.
- Judges' scores count for 60% of the overall result; your votes count for 40%. Your votes alone decide the People's Choice award.

3.12 Final reflection and staying connected

The biggest thing I am taking from these three days

My first action tomorrow

Stay connected: join the WhatsApp group (QR on the closing slide) for the 30-day accountability check-in and the 90-day follow-up. Complete the final programme evaluation before you leave; it is how we earn the right to come back.

Reference

Reference pages

Use these if your team needs them. Your facilitator may point you here.

R1 Problem-Solution-Value and the three tests

	Our venture	
PROBLEM: a real situation causing friction, cost or exclusion for a specific group		
SOLUTION: what removes or reduces that friction		
VALUE: the measurable difference		
Test	Yes / No / Not sure	Our evidence
Is it a REAL problem? (people complain, waste time, pay or build workarounds)		
Is there a SPECIFIC person with it? (name them)		
Is it WORTH SOLVING commercially?		

Five Strategic Questions — first thoughts

Question	Our first answer
WHY Purpose & problem	
WHAT Solution & value	
WHO Customers & competition	
HOW Operations & marketing	
WHEN Timeline & legacy	

R2 SWOT: us and our main competitor

Your competitor can be "what people do now instead", such as doing nothing, asking a relative, or a market trader.

Our venture

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

Our main competitor: _____

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

R3 Secure (Linda): protect what you build

	Action	Status
☐	Business name searched and registered (eCitizen)	
☐	Brand or logo protected where it matters (Kenya Industrial Property Institute, KIPi)	
☐	Written agreements with partners and suppliers (even simple ones)	
☐	Business money separate from personal money (separate M-Pesa or account)	

	Action	Status
☐	Records kept of every sale and cost	

Check current fees and processes on official sites before you pay anything.

R4 Worked example: Kamau and Mama Wanjiku's Fresh Box

Kamau, a second-year Computing student, partners with Mama Wanjiku, who trades vegetables at Karatina market. They sell a weekly Fresh Box to students in hostels near campus. Orders come in on WhatsApp; payment is by M-Pesa. Figures are illustrative.

Cost of one box	KES	Monthly fixed costs	KES
Vegetables	120	Data and airtime	1,000
Packaging	10	Cool box repayment	600
Delivery (shared boda boda)	20	Flyers and promotion	500
Payment costs	5	Spoilage allowance	500
Variable cost	155	Fixed costs	2,600

Price KES 200. Contribution per box: $200 - 155 = \text{KES } 45$. Break-even: $2,600 \div 45 = 58$ boxes a month. To also pay Kamau KES 6,000 a month: $(2,600 + 6,000) \div 45 = 192$ boxes a month.

Your turn: what happens if they charge KES 220? Or batch deliveries so delivery costs KES 10?

R5 AVOCADO Den Budget Challenge: KES 10,000, 7 days

	KES	Notes
Spend on: _____		
Spend on: _____		
Spend on: _____		
Marketing		
Kept in reserve		
Total	10,000	
How we will get our first customer, and our Week 1 revenue forecast		

R6 Nambari Kumi na Mbili: 12 money words

Kiswahili	English	Meaning
Mapato	Revenue	All money earned before costs
Faida	Profit	What remains after all costs
Mtiririko wa pesa	Cash flow	Timing of money in versus out
Gharama	Costs	All money going out
Margin ya jumla	Gross margin	% of each shilling kept after direct costs
Kuvuka-usawa	Break-even	Where income equals costs
Uchumi wa kitengo	Unit economics	Profit or loss per unit sold
Gharama ya kupata mteja	Customer acquisition cost	What you spend to win one customer
Thamani ya maisha	Lifetime value	What one customer pays you over the whole relationship
Kiwango cha kuchoma	Burn rate	Monthly spending above what you earn
Muda wa kuishi	Runway	Months you can survive before cash runs out
Mapato ya marudio	Recurring revenue	Money from customers who keep paying

R7 My legacy

"The legacy I want to leave as a leader and entrepreneur is..."

Useful places to start (check current details yourself)

- eCitizen: business name search and registration
- Kenya Industrial Property Institute (KIPI): trademarks and patents
- Youth Enterprise Development Fund (YEDF) and Uwezo Fund: youth enterprise finance
- Your university's innovation or incubation office, and careers service
- The AVOCADO Foundation: www.TheAVOCADOFoundation.org • @TheAVOCADOFoundation

"Extraordinary impact emerges from the daily actions of ordinary people who choose to make the most of their time, talent, and treasures." — @AmickyCarol

PAPER BALLOT

Cut along the line and hand to a vote steward

Registration number	
My own team (I cannot vote for it)	
1st choice (3 points)	
2nd choice (2 points)	
3rd choice (1 point)	
Why my 1st choice? (optional)	
