







HORTICULTURE BUSINESS CHALLENGE, 2ND EDITION

Evaluation Report

GNBCC
Ghana Netherlands Business & Culture Council

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1 Introduction

The Horticulture Business Challenge (HBC) was introduced in 2023 as a follow-up to GNBCC's New Business Challenge. It aims to expose Ghanaian tertiary students and young professionals to the practical realities and opportunities within the horticulture sector. The program is designed to equip participants with essential soft and practical skills to thrive in the industry while connecting them with key players and introducing them to trends and various initiatives for young professionals within the sector.

In its first edition, the HBC achieved notable successes. Four participants secured permanent job placements, one received funding to grow their business, and two companies benefited from innovative solutions proposed by participants to address their business challenges. Twelve participants underwent training that included sessions on soft skills—such as interpersonal communication, idea generation, presentation skills, and teamwork—and practical skills training in collaboration with Holland Greentech, which covered advanced cultivation techniques and modern agricultural practices, from greenhouse farming to hydroponics.

Building on these achievements, the second edition of the HBC was organized to expand its impact and deepen its contribution to the sector. The 2024 program brought together 12 tertiary students, recent graduates, young professionals, and entrepreneurs from various regions of Ghana for an intensive 10-day experience. This edition featured a mix of practical training sessions, field visits, and coaching sessions, as well as teamwork on business challenges faced by GNBCC members, Green Energy Ghana (GEG), and Green Gold Gardens (GGG).

This report provides a review of the second edition of the HBC. It documents the results of interviews and surveys conducted after the program to evaluate its immediate outcomes and identify areas for improvement. The report begins with an overview of the HBC and its objectives. Chapter 2 outlines the key elements of the 2024 edition, including the recruitment and selection process and the structure of the 10-day program. Chapter 3 discusses the evaluation methodology and summarizes feedback from participants. Chapter 4 highlights the lessons learned from implementing the program, while Chapter 5 presents recommendations for future editions.

2 HBC 2nd Edition

2.1 Recruitment and Selection

The call for applications for the HBC was announced in July 2024. Over 130 applications were received, and a total of 45 applicants were shortlisted for interviews following a review of their CVs and motivation essays.

During the interviews, applicants were assessed based on their motivation for applying to the HBC, their expectations of the program, and their intended contributions if selected. After the interviews, 24 participants were invited to the HBC Kick-Off, which served as the final selection stage of the program.

2.1.1 Kick-Off

The HBC Kick-Off, organized on the 8th of August, brought together tertiary students, recent graduates, and young professionals from institutions such as Kwame Nkrumah University of Science and Technology, Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, the University of Ghana, the University of Professional Studies, the University of Cape Coast, the University for Development Studies, and others.

The purpose of the Kick-Off was to select the 12 finalists who would proceed to the main HBC program in September. The event also introduced participants to youth-focused initiatives by organizations such as Holland Greentech and the Ghana Food Movement. After an introduction to the business cases of Green Energy and Green Gold, participants brainstormed in mixed teams of three to identify and present their initial solutions to the company representatives. The top four teams were selected to advance to the main program in September.

2.2 HBC 2024 Program Overview

This year's HBC officially began on the evening of 6th September 2024, with a reconnect exercise and a welcome dinner to set a collaborative and friendly tone for the program.

On the second day, participants were formally welcomed and reintroduced to the program structure and business case. The day featured team-building exercises such as Belbin's Team Roles, the Marshmallow Challenge, and a scavenger hunt. These activities enabled participants to identify their strengths, understand team dynamics, and explore creative approaches to solving challenges.

The third day emphasized professional development. Participants received training on professional etiquette, including networking skills, proper use of email and online platforms like LinkedIn, effective communication, and workplace conduct. Sessions also covered idea generation and design thinking, which were directly linked to solving the business cases. The day concluded with individual and group coaching sessions that provided specific guidance on participants' career aspirations, team dynamics, and the development of feasible solutions for the business challenges.

On the fourth day, participants embarked on field visits to Green Energy Ghana (GEG) and Green Gold Gardens (GGG). These visits offered participants a tour of the organizations and, more importantly, a contextual understanding of the business cases. During the visits, participants asked questions related to the business cases and worked in teams to refine their preliminary solutions. The day ended with group coaching sessions.

The fifth day focused on hands-on experiences at the Holland Greentech Community Garden in Adenta. Participants engaged in practical sessions on vegetable cultivation and good agricultural practices. They were also introduced to advanced agricultural techniques, such as using drone technology for irrigation and applying artificial intelligence to farming in controlled environments.

Day six provided a platform for participants to network with young entrepreneurs in the horticulture sector. Successful entrepreneurs from AkoFresh and Palmers Foods shared their experiences and introduced participants to capacity-building programs and funding opportunities, such as the Orange Corners Program. Later, participants conducted market research to gather data for refining their business case solutions.

On day seven, participants explored the West African horticulture landscape through a session with Green Aquaponics, providing a macro perspective on industry trends, challenges, and opportunities. The day also included group coaching sessions and mock presentations to help participants finalize their solutions to the business cases.

On the eighth day, participants presented their final solutions to the business cases before company representatives and an external jury. The day concluded with a closing networking ceremony that included GNBCC and HBP members as well as HBC alumni, where the winning team was announced for delivering the most feasible solution.

On day nine, participants visited Yvaya Farms to gain insights into practical horticulture operations. The factory tour provided a closer look at value addition in the processing of dried fruits for local and international markets.

The program concluded on day ten with a feedback session, where participants reflected on their experiences, discussed their next steps after the program, and suggested areas for improvement in future HBC editions.

Throughout the program, participants had numerous opportunities to network with successful entrepreneurs thriving in the horticulture sector. These interactions were strategically designed to inspire their entrepreneurial endeavours, enhance their job prospects, and equip them with relevant skills for the sector.

3 Evaluation Method and Results

Data was gathered using two methods from participants and company representatives. The first method involved in-person discussions with participants, providing an opportunity to reflect on the program, share immediate feedback, and suggest areas for improvement. The second method was conducted virtually, where online surveys were sent to participants, and virtual interviews were held with company representatives. These interviews focused on gathering feedback about the program, the proposed solutions, and potential job or internship opportunities for participants.

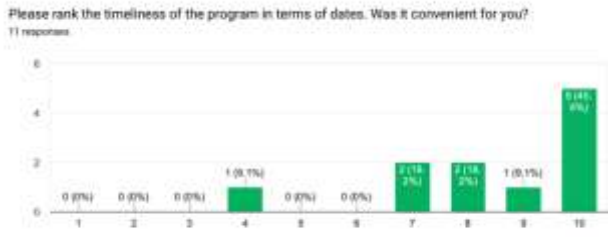
This initial evaluation aimed to measure the program's immediate outcomes following its completion. A second round of evaluations is scheduled for March 2025 to assess the program's longer-term outcomes and impact.

3.1 Evaluation Outcomes

3.1.1 Evaluation Results

Eleven out of the twelve participants from this year's HBC completed the evaluation form. The charts indicate participants' rankings of questions on a 1-10 Likert scale, and the tables represent relevant written responses to follow-up questions.

⇒ **HBC Program Timelines**

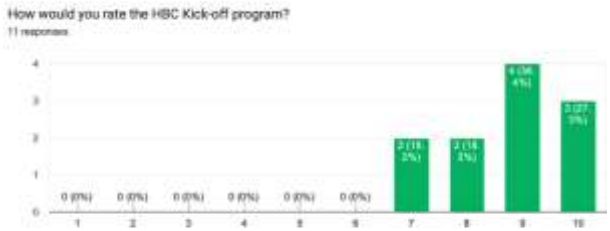


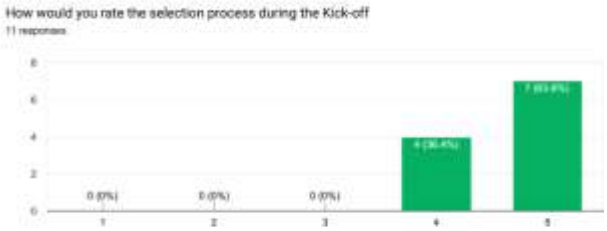
What can be improved regarding the timelines?
More time for participants to work on business case
Territorial or sector grouping will do.
The timelines were very okay for me. It had no major conflicts with any other tasks.
You can think of do this in a month we're there are no examinations
They should align with the vacation period for most schools

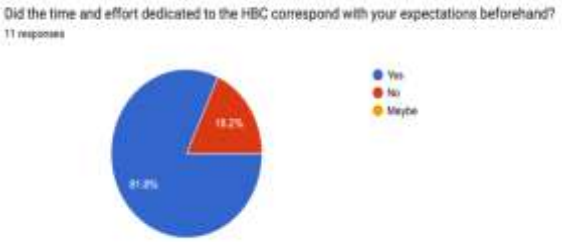
⇒ **Kick-Off Program**

What can be improved regarding the HBC Kick-off?
The day should be on weekends and the program should be closed early since people are from afar and they have to return same day

The company reps can reiterate exactly what they are expecting from the teams.
I think the selection process is very simple and straightforward. Participants are challenged to come up with great solutions within a very short period, and decisions are being taken by company reps. I like that. *Regardless, I would suggest the kick-off is made a 2-day event, which would allow for the participants to have enough time with the company reps to help them better understand the business cases.* *Also, at least one session with an entrepreneur can be included in the kick-off to benefit all, including those who cannot make it to the next level.*





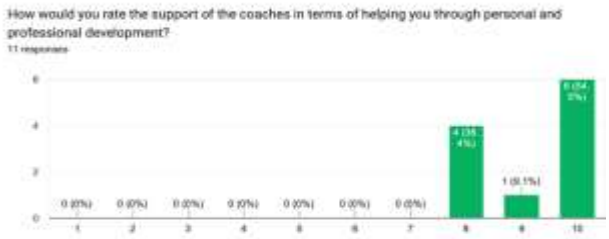


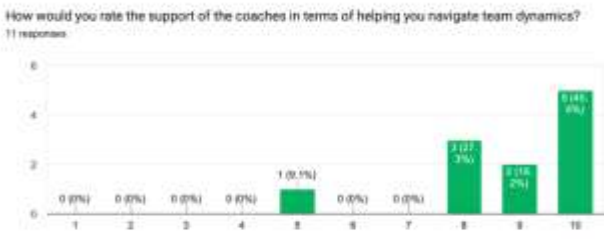
Elaborate on your answer above
Right from the interview up until the 10 days I could see the effort that went into the program. For most Ghanian organized programs I have attended, timeliness was always lacking. But for the HBC, I was impressed by how time was strictly adhered to. That tell s me how much effort was dedicated tom the program.
My expectations were met. I learned, networked and had new experiences
As an individual, the time was very appropriate, as I had started looking into how to get into farming and gain some technical knowledge within the agricultural space. Initially, I thought the program was all about solving a business case, but I ended up getting so much knowledge in the horticultural space. *Also, I was at a crucial point of taking decisions on how to apply my computing skills to the agricultural sector, and I was served that help right on time.*
Yes, experiences of past participants had been shared and it gave a fair idea what to expect which was exceeded

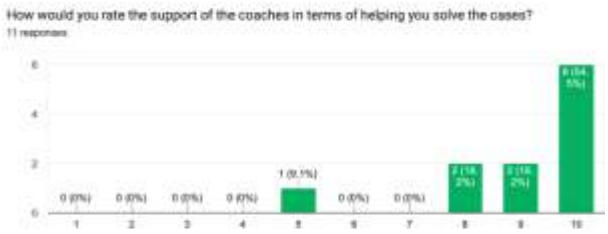
Were you well informed about the time and effort you needed to dedicate to the program? Elaborate.
Yes. I was fully informed about all activities within the program beforehand.

Yes. The interview started at the exact time that was stated, the kick-off was the same, in fact during the kickoff, we were behind time at the start but looking at how the MCs managed to restructure the program and regain the lost time told how much time and effort I needed to dedicate to the program
Yes. Tracy consistently made it clear way before the program
Yes *We were updated via email about every detail of the program*
Yes, the programme line - up was shared a few weeks ahead of the Programme and emphasis had been made on the full availability of all participants

⇒ Coaching Sessions and Support





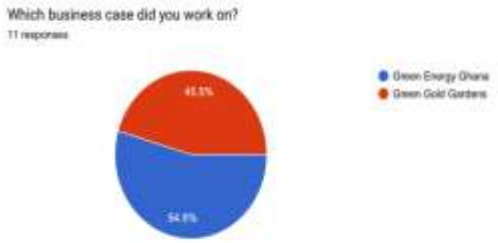


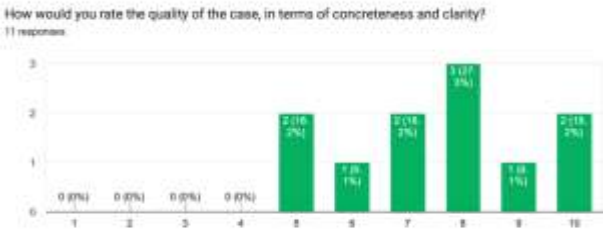
What was good regarding coaching and support?
The coaches knew what they were about. Susan was very open and always there to help.
The coaches were approachable, open to share, and interested in my development.
Susan's ability to hear me and pin point what was happening even before I open up. It was amazing how she helped me navigate team dynamics
Planning and execution. I was at a crucial point of taking decisions, and I needed the help of an experienced person in personal development, and the coaching sessions actually helped with that. *Also, the team coaching sessions helped my team work more collaboratively regardless of our differences. It taught us tolerance and how to make rightful contributions.*
I got to know my next step after the program

What should be improved regarding coaching and support?
A male must be involved to tackle some personal issues that participants may not feel comfortable sharing with a female coach.
There should be rotation among the coaches to the teams

More attention should be paid to team dynamics with an inclusive hearing approach rather than singling out individuals to hear them out because they feel they are not the problem or they need to heard and cared for.
I would like to talk about coaches' assistance with regards to the business cases. I agree the coaches can't help the teams to delve into the business cases that much, but I think that's also where some people are open enough to say it all without feeling judged. So probably a little more help to make sure the individuals truly understand the business cases they're working on can help them come up with better solutions. *Secondly, some of us guys find it difficult to be vulnerable around females, thus I suggest the inclusion of a male coach.*
Increased time slots for individual and group sessions

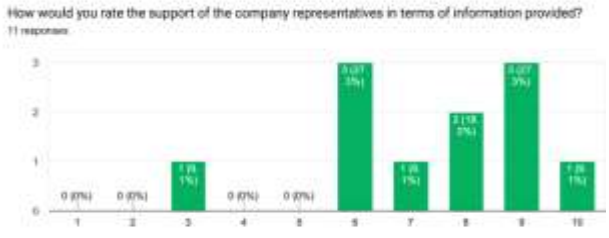
⇒ Business Cases and Participating Companies

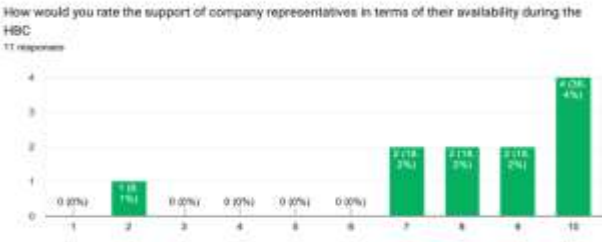




What did you like about the business case?
It was challenging but clear
The aspect of marking more market survey and research to support our finding and to make their product more attractive.
It was very technical
The business case made me understand the importance of stakeholders in business.
The business case was specific on exactly what the company needed.
The practicality expected as well as the focus on efforts to increase sales which is the lifeline of most businesses

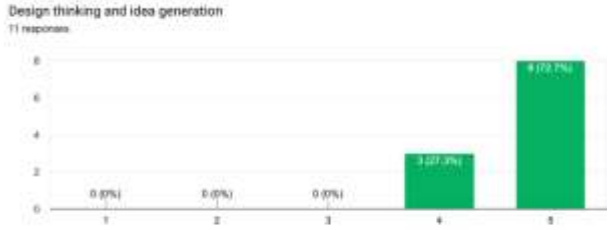
What can be improved regarding the business case?
The business case should be more specific
The willingness to share some data to the teams for effective solution design.
More time to spend with company
The companies should include bits of information from their previous experiences relating to how they've tried to solve these problems and how it turned out.
There should be clarity in the problem statement.
Companies need to prepare all relevant data accessible to them for analysis by the participating teams

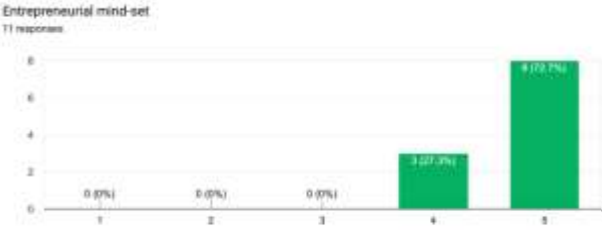


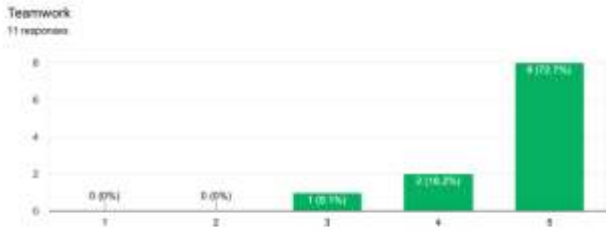


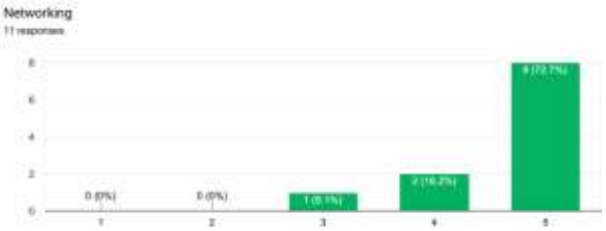
What are areas for improvement regarding the business case and participating companies?
The participating companies should stick to their expectations from the participants, and not say otherwise after the program has started.
The Company rep should be more open in sharing information needed for the solution design. It sometimes seems that he has less information about the company.
My team faced a challenge with respect to information we got during the company's visit that contradicted what was stated in the business case. I believe that affected our solutions as well as judgement on the final day, in a way.
The participating companies should have enough data resources to help participants in generating better results
Engagements with companies should be encouraged ahead of the 10-day Programme through virtual means

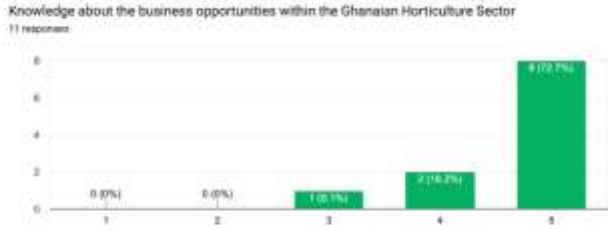
⇒ Skills Improved/Gained During HBC

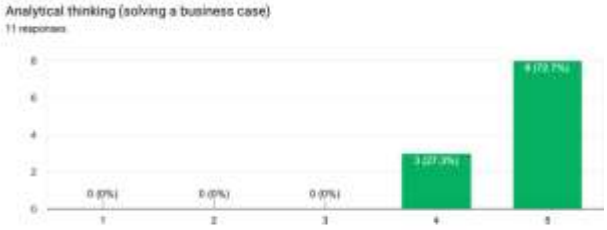








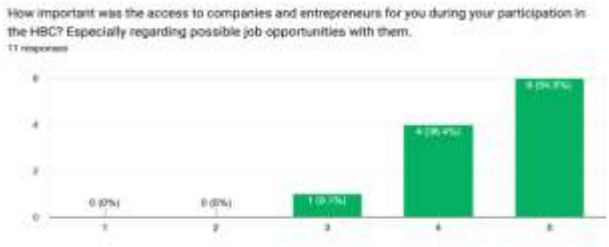


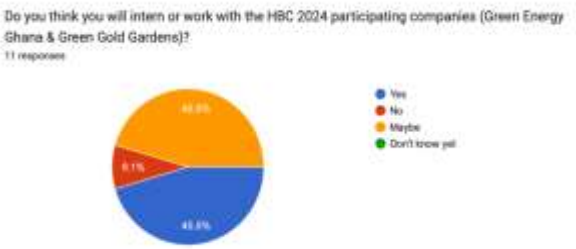


What other skills or knowledge did you gain during the HBC? Elaborate below.
Public speaking. Various rehearsals for the final presentation also enhanced my public speaking skills.
Design Thinking
Hands on practical skills on transplanting and knowledge on irrigation
Time management. Personally, managing time effectively was a big issue for me. But with the structure of the HBC and the strict adherence to time, I have been able to develop effective time management skills.
Managing team dynamics and the relevance of having high tolerance in challenging times.
Practical skills such as seed nursing, fertilizer formulation and application, workplace etiquettes, business development.
Teamwork *Precision Agriculture* *Practical knowledge in horticulture*
I got some networking skills. I was able network with some entrepreneurs and ii have kept that bond

What additional skills and knowledge would you have liked to develop during the HBC? Please elaborate.
Business model development
Organization and management. In as much as the cases were related to business, and GNBCC also been an institution, I was hoping to learn organizational and management skills to enable me to effectively manage a business, should I establish one.
The skill of speaking up regardless. Most times, I am forced to keep quiet and not speak up for the work to go on and to not hurt the feelings of some specific people on the team because they are not able to manage their emotions.
Public speaking, project management, teamwork.
Time management, because it was one of my major challenges during the program
Digital Skills in Agriculture
I think there could be more of session online even before the 12 days program so that they could be free days for working on our presentations

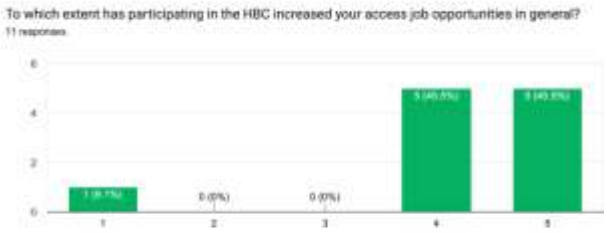
⇒ Jobs/Internships, Entrepreneurship and other Opportunities



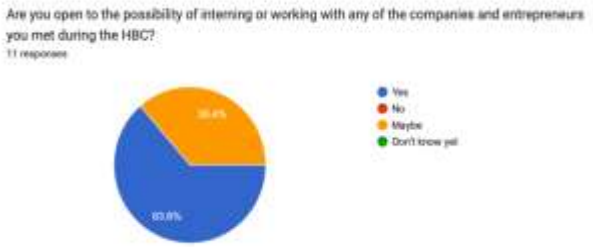


If you answered yes, could you please elaborate on which company and in what way?
Green Gold Gardens. The company rep reached out and was satisfied with the work we did. They requested for our CVs and their interest in we are implementing the solutions we offered them.
Both companies actually. I would like to intern or work regarding their promotion or marketing aspect
I think I might called on board to help implement the solution we offered to them
I wish to work with them right after my National Service
Green Gold Gardens for knowledge on operational processes and monitoring of how effective implemented marketing strategies are

If you answered No, Maybe or Don't know yet, what is the reason?
I am a co-founder of an agri-food start-up that needs a great attention.
I want to start my business ASAP
I am currently work.
Location could hinder me from working with the company, as well as conflict of interest. My startup, JAASGROW LIMITED COMPANY, is within the same space as Green Energy and it wouldn't be permissible to work with them for a certain period.
I'm planning on starting my own business

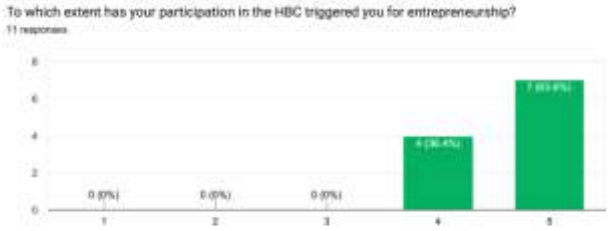


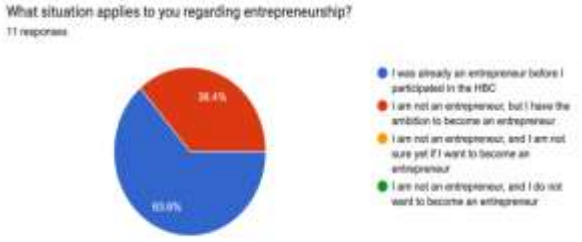
Can you please elaborate on the way in which it contributed?
I have been to establish a relationship with the co-founder of pure and just company limited, who giving insight into the drying products, mushroom farms, and funding opportunities.
Having much interest in sustainable agriculture, greenhouse production and organic farming, the companies that were invited for the HBC were all relevant to my professional career and as such I built a strong network with most of them.
I made connections with some great minds and personalities and will follow up.
I now have people in my network who can help me in agronomy
Through the engagement with entrepreneurs and the company visits, I have been exposed to knowledge that will help me in decision making and planning with respect to my professional career.
Participants and guests had different Agritech exposure which is relevant to the Agritech innovator career I seek



If you answered 'Yes,' could you please elaborate on which company and in what way?
Green Energy
Green Gold Gardens. I would be implementing the solutions I offered to them. Green Energy Ghana. I made known to the company reps my interest in building capacity in the organic production space. They were very much positive in their response and asked me to write them a proposal.
I am open to learning a skill in the horticulture space especially on the weekend.
Holland Greentech and PDS Agri-Consult: These are companies specialising in the use of modern technology to improve agriculture and that is a field I've been yearning to venture into.
AkoFresh
Participants with expertise relevant to my startup- Emmanuel Ansu for cultivation expertise, Abdul Otoo for computer programming expertise

If you answered No, Maybe or Don't know yet, what is the reason?
I am a co-founder of an agri-food start-up that needs a great attention.
I will be starting my project soon and I don't think I will be available to work with them

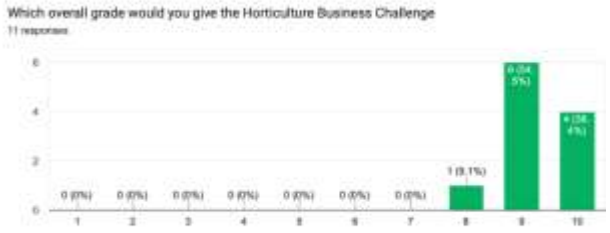




Can you please elaborate on how the HBC supported your start-up ambitions?
HBC has linked to a lot of funding opportunities
I had a business idea for long but I didn't have the motivation to make it real but HBC has triggered me to start small.
Through inspiration from the coaching session and encounter with liked-minded entrepreneurs
Seeing and hearing all the wonderful stories the entrepreneurs told on their journey in entrepreneurship, I have developed a strong passion for entrepreneurship.

Learning lessons of failures and successes from entrepreneurs who are doing great in their areas of business gave me a relief that I am not alone. It also inspired me that anything is possible and that, I have to keep working at it.
The HBC program has exposed me to what is possible in terms of business growth since I am already an entrepreneur. I have seen how possible it is for my agro-input company to grow within a period of 5 years and become as large as Green Energy Ghana.
The program has enlightened or ignited the passion for being entrepreneur by inviting young entrepreneurs to share their experiences and their encouragement
Actually, I learnt a lot from Nana Palmers and Mathias AkoFresh
I gained real market research insights from some of the guest companies

Overall remarks and areas for improvement



Do you have any last recommendations or suggestions for us to improve future editions of the HBC?
Kindly decentralize the HBC to various university campuses then the finalists can camp in Accra for the final challenge. *Through that, you need to introduce campus coordinators as well for effective publicity and organization.*
The HBC team can consider territorial or regional editions to encourage massive participation.
Excellent organization and execution
More time should be giving to participants to work on their business cases
Transportation allowances should be given to participants since not all of them are from Accra. Also there can be monetary prizes for participating teams to help them have a start up capital to establish their business since HBC is also concerned with entrepreneurship

3.1.2 Summary of Key Findings

Category	Results / Key Findings	Areas for Improvement
Timelines	• An average of **84.6%** found the timelines convenient.	• Align program with school vacation periods. • Provide more time for participants to work on business cases.
Kick-Off	• The average score of **87.3%** reflects a positive perception of the Kick-off • **92.7%** of participants had minimal concerns about the selection process • **81.8%** "yes" response shows that the program delivery met or exceeded expectations for most participants. • The GNBCC team dedicated significant effort to structuring the program and communicating with participants about the program's offerings and the expectations from participants.	• Schedule the event on weekends. • Extend the Kick-Off to two days to allow participants enough time with the company representatives to better understand the business cases. • Include at least one session with an entrepreneur so that participants who don't proceed to the next stage can also benefit.
Coaching Sessions	• **90.9%** of participants rated the support between **8 and 10**, showing strong appreciation for the coaches' role in their personal and professional development. • **90%** of participants expressed satisfaction with the coaches' support in solving the business cases. • **88.2%** indicated that the coaches' support in navigating team dynamics was highly effective. • Coaches were approachable and knowledgeable.	• Include male coaches for diversity • Rotate coaches among teams for diverse perspectives. • Extend coaching sessions.
Business Cases & Company Representatives	• **75.5%** of participants indicated satisfaction with the business cases. • **73.6%** indicated that while the support provided by company representatives was generally helpful, there is room for improvement, particularly in ensuring clarity, consistency, and detail of the information shared. • **81.8%** were satisfied with the level of availability of company representatives. • The business cases were practical and challenging. • Participants valued the focus on market surveys and stakeholder engagement.	• Provide clearer problem statements and sufficient data • Engage companies with participants ahead of the program through virtual sessions. • Introduce pre-program online sessions to free up time for business case work. • Allocate more time for working on business cases. • Clarify expectations and ensure consistency in communication before and during the program.

Skills Gained	• **94.5%** of participants indicated they developed skills in design thinking, idea generation, and analytical thinking (solving a business case).	• Participants would like to gain (or improve) the following skills:
		  ○ Digital skills in agriculture
		  ○ Business model development

	• **92.7%** indicated they developed or improved their skills in teamwork, networking, stakeholder management, and gained knowledge about business opportunities within the Ghanaian horticulture sector**.**
	• **94.5%** indicated they improved their entrepreneurial mindset**.**
	• Other skills gained include:
	  ○ **Technical**: Precision agriculture, irrigation, seed nursing.
	  ○ **Soft**: Time management, teamwork, public speaking.
		○ Organizational and management skills
		○ Project management and public speaking

Job/Internship Opportunities	• **89.1%** of participants expressed satisfaction with access to companies and entrepreneurs regarding job opportunities. • **83.6%** of participants indicated that the HBC increased their access to job opportunities. • **63.6%** expressed openness to interning or working with the companies and entrepreneurs they encountered during the program. • Green Gold Gardens and Green Energy Ghana expressed interest in providing participants with internship and job opportunities.	• Facilitate better pre-program matching between participants and companies. • Support participants in balancing their commitments with internship opportunities.
Entrepreneurial Support	• **63.6%** of participants indicated that they were already entrepreneurs before participating in the HBC. • **92.7%** indicated that the HBC triggered their entrepreneurial aspirations. • The program inspired participants to pursue or refine their business ideas. • The HBC exposed participants to funding opportunities, accelerator, and incubator programs for entrepreneurs.	• Introduce follow-up sessions for participants to implement business ideas post-program. • Increase interactions with entrepreneurs and industry professionals. • Include post-program networking or mentorship opportunities.
Other	• N/A	• Decentralize the program to university campuses. • Enhance incentives (transportation allowances, monetary prizes). Introduce campus coordinators for effective publicity and logistics. • Introduce monetary prizes to support start-up ventures.

4 Lessons Learned

The following lessons were gathered during the organizing of the HBC. These lessons feed into the recommendations suggested for the improvement of further HBC editions.

1. The increasing number of applications highlights the HBC's growing relevance and demand. The second edition recorded a 30% increase in applications, with significant interest coming from regions outside Greater Accra. Over 40% of participants in this year's edition were students from Kwame Nkrumah University of Science and Technology (KNUST). Additionally, new universities, such as the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED), disseminated the call for applications to their student bodies despite having no prior formal connection with GNBCC. This provides an opportunity for GNBCC to develop and strengthen partnerships with tertiary institutions across Ghana and expand the HBC program to regions outside Accra.

2. The HBC has provided GNBCC a pool of young talents. Creating an HBC alumni community would enable ongoing engagement among past participants. Such a network can foster mentorship, collaboration, and the exchange of opportunities. An alumni community would sustain relationships built during the program and amplify the HBC's long-term impact by enabling alumni to support one another and remain connected to the program.

3. The training (practical and soft skills) offered through the HBC program complements participants' formal education and entrepreneurial journeys. Skills such as problem-solving, professional etiquette, cultivation techniques, and good agricultural practices enhance students' employability and entrepreneurial readiness. Partner universities have recognized the program as a valuable extracurricular activity. Promoting these benefits further will deepen university interest and encourage more participation.

4. A significant number of applicants are actively engaged in entrepreneurial activities. The HBC can support them by introducing additional incentives such as post-program mentorship, access to funding, certifications, and advanced entrepreneurial training. These offerings would help entrepreneurial participants sustain and scale their businesses, and position the HBC as a flagship program for youth and entrepreneurship development.

5. The current participant cap of 12 individuals limits the program's reach. Given the growing demand, increasing the total number of participants would enable the HBC to train more young people and broaden its impact.

6. There is strong potential for the HBC to collaborate with other initiatives, such as the Orange Corners Program, the Archipelago Program, and the Horticulture Business Platform (HBP). Such

partnerships would create synergies by providing participants with access to additional resources**,** expertise**,** and opportunities, and enable these initiatives to leverage their strengths.

7. The HBC program provides participants with a platform to establish valuable business networks that support their personal and professional growth. However, some participants struggle to manage and maintain these relationships after the HBC. GNBCC can leverage its influence to facilitate and strengthen these networks.

5 Recommendations

The recommendations below are informed by the lessons learned and feedback gathered from the 2nd edition of the HBC.

1. To build on the growing interest and demand for the HBC program, GNBCC should expand its regional reach by strengthening collaborations with tertiary institutions across Ghana and leveraging initiatives like the HBP, which already has an established presence in various regions. Alumni can serve as program ambassadors, promoting the HBC in their schools and networks. Future editions of the program can include regional focuses, such as organizing editions in the Ashanti and Northern regions.

2. An HBC alumni network should be established to provide a platform for ongoing engagement among past participants. This network would serve as a resource hub for sharing opportunities, facilitating knowledge transfer, and expanding professional networks. Periodic alumni events, such as career workshops and exhibitions, should be introduced. For example, collaborating with HBP, entrepreneurial alumni could be sponsored to showcase their products at horticulture and agribusiness trade fairs.

3. The current participant cap of 12 individuals limits the program's reach and overall impact. Given the increasing demand, GNBCC should consider increasing the number of participants to train more young people and broaden the program's influence.

4. To enhance the program's impact and support participants engaged in entrepreneurial activities, the HBC should actively pursue collaborations with initiatives such as the Orange Corners Program, the Archipelago Program, the HBP, and international institutions like TU Delft. These partnerships would provide participants with access to resources, expertise, and funding opportunities. For example, participants can benefit from support for short courses in horticulture, agritech, or entrepreneurship through partnerships with institutions like TU Delft.

5. Providing additional incentives for HBC winners will make the program more attractive and competitive. Collaboration with PSD projects like the HBP and Women in Business (WIB) can offer meaningful rewards. For instance, entrepreneurs from the winning team can receive free or discounted HBP memberships, granting them access to HBP's networks and training programs in business development, certification, and practical skills. Female members of winning teams can benefit from mentorship through the WIB project. Furthermore, participants can gain exposure through recognition at GNBCC networking events and inclusion in its annual magazine.

6. The HBC should be positioned as an attractive extracurricular activity that complements formal tertiary education by enhancing participants' employability and entrepreneurial readiness. Collaborating with partner universities to integrate the HBC into student development

initiatives will encourage greater participation and promote its value as a bridge between education and industry.

7. Intentional post-program follow-up activities should be introduced to maintain participant engagement and track their progress. GNBCC should dedicate resources to facilitate follow-ups and help participants leverage the networks established during the program. This follow-up should also include regular check-ins to track participants' career advancements, entrepreneurial growth, and further training opportunities, ensuring that participants can maximize the opportunities gained during the program.