

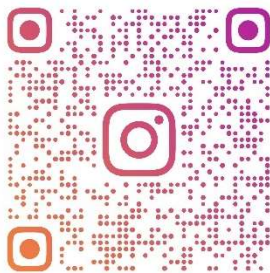


How do you find the entrepreneurship that suits you?

A worldwide quest from an enthusiastic Nuffield Scholar



The greatest thing in the world is not so much where we stand as in what direction we are moving. Don't wait for the world to change. Change it yourself.



FARMERONTOUR

Carina Bakker - van de Beek
Nuffield Scholar 2023
Putten, The Netherlands
+31 6 129 151 34

carina@kleinoldenaller.nl

www.kleinoldenaller.nl

Instagram Nuffield: **@farmerontour**

<https://www.instagram.com/farmerontour/>



I'm very grateful for this opportunity to become Nuffield Scholar and travel the world. I would like to thank my sponsors immensely for this great opportunity. By courtesy of:



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1. Introduction of my journey

Already since I was a little girl, I was very interested in international visitors in our holiday stay on the farm. I attended a small primary school, where many kids came from farming families. We knew the colour green meant John Deere and red meant Massey Ferguson long before we could even name the colours. But already on this age, my interest in the international world and in English was clear.

Fast forward 20 years, after graduating from university with a degree in agriculture, I decided to continue our family farm as the fifth generation, together with my brother. However, my desire to stay connected to the international world remained strong. My role as a lecturer at Aeres University of Applied Sciences allowed me to pursue this passion, but I was still seeking more.

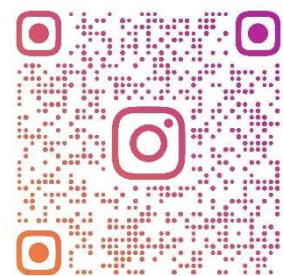
You can imagine my excitement when I heard I had been selected as Nuffield Scholar 2023. This opportunity allows me to combine my international ambitions with my passion for farming. While working internationally for Aeres is fulfilling, meeting fellow farmers through Nuffield has been an incredible experience. It's remarkable how, when visiting a Nuffield Scholar on the other side of the world, it feels like family, and we immediately speak "the same language", delving deep into conversations about farming.

Reflecting on this journey, I can proudly say that I've developed both professionally and personally. Initially, my research focused on diversification on the farm. However, I soon realized that I was truly seeking answers to a more personal question: how do you find the entrepreneurship that suits you? What drives me, and what brings me happiness? How do you know when you've found the right path?

Many young professionals step into their family businesses after completing their studies. The first couple of years you often mimic your parents. But after a few years or when reaching a certain age, you'll become the captain of the ship. At that point, how do you determine what kind of entrepreneurship truly suits you?

During my Nuffield journey I've had the privilege of interviewing many inspiring entrepreneurs about their businesses and views on entrepreneurship. Because my heart still lies with on-farm diversification, I focused my interviews on farmers who are pursuing this. You can find these interviews on my Instagram page @farmerontour. Follow me to learn more about my Nuffield journey:

<https://www.instagram.com/farmerontour/>



FARMERONTOUR

Please note: Nuffield NL scholars all make an English summary that will be published in the Nuffield International database. Their findings can be presented in many different ways and can be in Dutch or English. In my case, the Instagram page @farmerontour. Please contact the individual scholar if you want to get to know more about his/her study.



2. Who is Dutch Nuffield Scholar Carina?

Hi! My name is Carina Bakker-van de Beek, and I'm an enthusiastic 26-year-old Nuffield Scholar 2023 from The Netherlands. Together with my family, I run an organic dairy farm in the heart of our small country. Our farm is located on an estate owned by Natuurmonumenten¹, and I'm the 5th generation of my family working and leasing this land.

We milk around 120 cows using milking robots and we're big fans of grazing. Five years ago, we started producing our own dairy products, like yogurt and custard, which we sell locally under our own brand. The dairy processing side of the business has become a successful secondary branch. In addition, we have a farm stay that we rent out to holiday visitors. Many people visit our farm each year to spend their holidays with us. We strongly believe in farm diversification.

My main focus within the business is dairy processing and sales. In addition to being a farmer, I also lecture at Aeres University of Applied Sciences. I teach in the bachelor's program in Animal Husbandry and Agricultural Entrepreneurship, with my main focus on international activities for students and the university.

With so many things that make me happy, I chose to dedicate my Nuffield Scholarship to explore the topic: "How do you find the entrepreneurship that suits you?" I see many opportunities, but there are only 24 hours in a day, so decisions have to be made. What really drives me, and what brings me happiness? How do you know when you've found the right path? What I need is focus. Thanks to Nuffield, I've met many inspiring people and entrepreneurs around the world who helped me to find that focus.

I'm very grateful for this lifechanging opportunity.



¹ Natuurmonumenten is an association for nature and monuments. They give space to nature in The Netherlands by protecting nature reserves, valuable landscapes and cultural heritage. A way of doing this is working together with farmers by farm tenancy.

3. Entrepreneurship

When I began researching entrepreneurship, I quickly realized that it wouldn't be an easy journey. Defining and making entrepreneurship tangible can be challenging. If you ask people within your network what entrepreneurship means to them, you're likely to receive a wide variety of answers. A quick online search provides the following definition:

'Entrepreneurship refers to an individual or a small group of partners who strike out on an original path to create a new business. An aspiring entrepreneur actively seeks a particular business venture and it is the entrepreneur who assumes the greatest amount of risk associated with the project. As such, this person also stands to benefit most if the project is a success' (Stanford University, sd).²

The same source also lists the top three industries for small business startups, with 'Food and restaurant operations' ranking first. Looking back at my journey and the conversations I've had with various agri and food entrepreneurs, it became clear that many struggle with the scale of their business. Being a farmer is one challenge, but processing your own products and growing this into a profitable business is another significant hurdle.

It also lists the characteristics needed to be a successful entrepreneur:

- Curiosity
- Flexibility and adaptability
- Persistence
- Passion
- Willingness to learn
- Visionary thinking
- Motivation

There are numerous studies on entrepreneurship, each highlighting different business models and styles. In the context of Dutch farming, several frameworks have been developed that help entrepreneurs identify their business approach. For example, Wageningen University has developed models focused on diversification, ranging from a production-focused farm with a small side business to a multifunctional farm where the production part only serves the multiple side branches (Vijn, Bremmer, Migchels, & Jong, 2014).³

² Stanford University. (n.d.). Retrieved from Stanford University: <https://online.stanford.edu/what-is-entrepreneurship>

³ Vijn, M., Bremmer, B., Migchels, G., & Jong, D. d. (2014, September). Welke stijl heeft mijn bedrijf? *EKOLAND*.



The question which also pops into my head is: Can entrepreneurship be taught in schools, or is it something you are born with? I do believe that entrepreneurs possess a specific mindset and skill set, and I'm uncertain whether that can be fully learned. A fitting quote by Mae Jemison, the first African-American woman who travelled into space, resonates with this idea:

“Never be limited by other people’s limited imaginations.”

Diving a bit more into the literature of agricultural entrepreneurship, I found an interesting research about: What’s new in the research on agricultural entrepreneurship? In this research from Claudia S.L. Dias, Ricardo Gouveia Rodrigues and João J. Ferreira three main clusters were found looking into the literature on agricultural entrepreneurship. Where cluster 1 stands for the entrepreneurial skills and behaviour, cluster 2 the entrepreneurial strategies and cluster 3 the community and entrepreneurial activity shown in figure 1 (Dias, Rodrigues, & Ferrera, 2019).⁴

Looking at these three clusters with their various themes, it becomes clear that managing all of them requires a diverse skill set. With this in mind, I started my Nuffield Scholarship to explore what skills entrepreneurs believe are essential for running their businesses.

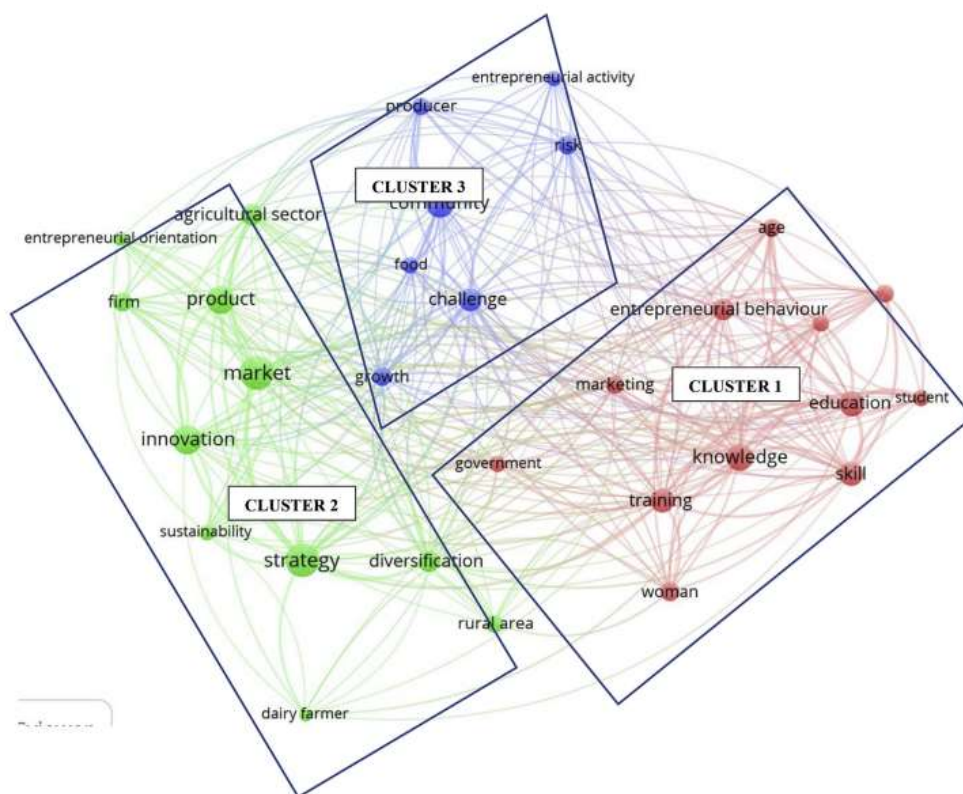


Figure 1: Three main clusters in agricultural entrepreneurship literature (Dias, Rodrigues, & Ferrera, 2019)

⁴ Dias, C. S., Rodrigues, R. G., & Ferrera, J. J. (2019). *What's new in the research on agricultural entrepreneurship?* Covilhã, Portugal: Journal of Rural Studies.



4. Worldwide quest

I travelled to several countries around the world to find an answer on the question: How do you find the entrepreneurship that fits to you? See figure 2. My travels took me to Australia, Brazil, Canada, Japan, Italy, New Zealand, The Netherlands and The United Kingdom.

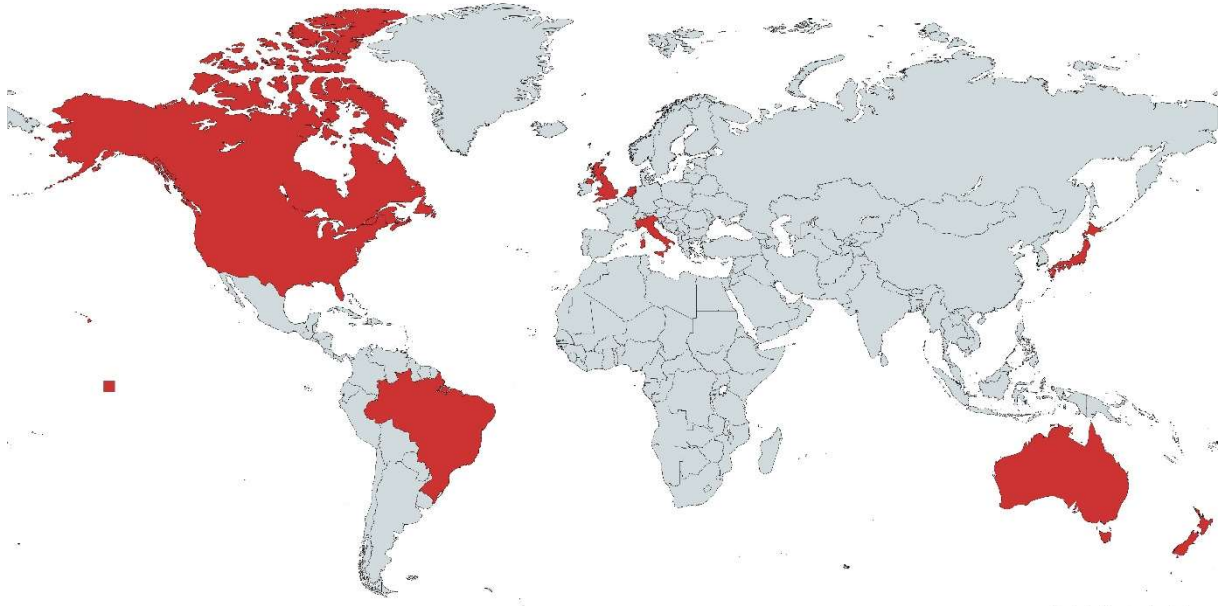


Figure 2: Countries I've visited for my Nuffield Scholarship

During my travels, I participated in various Nuffield programs: my pre-CSC in the UK, the CSC (Contemporary Scholars Conference) in Vancouver, Canada, the Triennial in New Zealand, my GFP (Global Focus Program) in Brazil and Texas, the WFF (World Food Forum) in Rome, Italy, and personal travels to the UK, Japan and Australia (with a focus on Tasmania).

In most of these countries, I had the opportunity to speak with entrepreneurs, policymakers, and key organizations. It's difficult to describe how Nuffield changes your life, but I will try. The exposure to so many different perspectives and experiences in such a short amount of time broadens your thinking immensely. Meeting people from various backgrounds, understanding their ideas, and learning from their experiences gives you the ability to recognize new opportunities and possibilities.

The connection you have immediately with most of the people you meet, is special. You're both trying to make the world a better place on your farm or business, and discussing this with each other creates a special connection. Staying in people's homes often makes it feel like family right away.

Nuffield is leading positive change in agriculture. Many of the scholars I met are genuine changemakers. Learning how they set up and grew their businesses has been a major source of inspiration for me. The countless conversations I've had along the way have provided valuable insights and learning experiences that continue to guide me.



5. The outcomes

Interviewing inspiring entrepreneurs from different countries provided me with a variety of valuable insights. For each interview, I used the following questions:

- Who are you, what do you do and where are we in the world?
- What do you need to be an entrepreneur? Which skills do you need?
- What are for you important values looking at entrepreneurship?
- What is your biggest failure and what is your biggest success?
- How do you know if being an entrepreneur is something for you?
- How did you become so successful?
- What would you do if you had a farm? (if it's not a farmer)
- I'm a starting entrepreneur from The Netherlands. What's your advice for me?
- What's your advice for starting entrepreneurs?

One of the first outcomes of visiting and interviewing entrepreneurs in several countries is that their views on entrepreneurship differ greatly depending on where they are from. I noticed striking similarities among entrepreneurs within the same country, not just in how they run their businesses but also in their mindset and approach to challenges. My thoughts on some of the countries I've visited:

In the United Kingdom, businesses are well-organized and highly professional. There is a deep connection to history and previous family generations, which shapes their values. These entrepreneurs respect their past while staying focused on future improvements. The entrepreneurial spirit is clearly present.

In Japan, the entrepreneurs are really focused on what the local community needs and desires. Every entrepreneur I met managed their business with a strong sense of gratitude. I was amazed by their deep appreciation for food and how they integrate local community needs into their business models.

In Tasmania, the level of diversification within agricultural businesses is remarkable. Different branches within a single enterprise are seamlessly integrated. The local produce is very much appreciated by the Tasmanian inhabitants. Interestingly, some entrepreneurs with in my opinion highly successful and inspiring businesses didn't even identify themselves as entrepreneurs. I found Tasmanian entrepreneurship especially inspiring, providing many ideas for our own family farm.

In Brazil, entrepreneurs are focused on innovation and optimization. Amazing to see how motivated they are to make the world a better place. The diverse range of farms is impressive. Also in Brazil, young farmers are struggling with challenges just like in The Netherlands. Meeting the farmers and exchanging ideas was an enriching experience.

Interviewing all these inspiring entrepreneurs, made me think about my research question 'How do you find the entrepreneurship that suits you?'. By combining the insights and valuable conversations I've had, I developed a roadmap to guide others in discovering their own entrepreneurial path. This roadmap is presented in Chapter 6.



I could not have created this roadmap without the insightful conversations I had throughout my journey. Each conversation taught me something valuable, but there are a few individuals who have especially influenced my thinking. I would like to acknowledge them here.

Jane Bennett – Australia, Tasmania

Jane taught me to think about what really makes me happy. But more than that, she also helped me understand the importance of setting boundaries based on the physical and/or mental limitations people may face. Instead of seeing these boundaries as restrictions, she showed me how to work within them to find joy and purpose. This approach has given me far more focus than I had before.



Kosuke Kubo – Japan, Hiroshima

Kosuke taught me the value of being thankful for what we have and the importance of caring for your local community. During our time with him in Hiroshima, I was amazed by how he took care of us and shared his world. Despite running a large business with numerous branches and countless visitors each year, he remains incredibly humble and grateful. Kosuke achieves so much without ever boasting about it, and that kind of quiet success is something I truly admire.



Robin Tait – Australia, Tasmania

Robin has taught me the power of following my gut feeling and believing in myself. I'm impressed how she transformed her life after completing a Nuffield Scholarship. That requires guts and a deep trust in yourself, which is something I now carry with me in my own journey.



Kirstin McNutt – The United Kingdom, Scotland

Kirstin taught me the principles of managing a large business. I greatly appreciate the time she and her brother invested in teaching us about entrepreneurship and providing us with a tour of their operations. Their journey of growing their farm and ice cream-making business from a small scale to a large enterprise serves as an inspiration for me.



Richard Murrell – Australia, Tasmania

I see Richard as a true entrepreneur. He runs several businesses with his family while keeping his focus. Interestingly, he doesn't even call himself an entrepreneur. He seems genuinely happy in life, which I really appreciate. I noticed a lot of similarities in his story and personality, and if he lived a bit closer, I believe he'd be an amazing mentor for me in entrepreneurship.



These are just a few of the many people who've contributed to the creation of this roadmap by generously sharing their wisdom and experiences. Every conversation has been a stepping stone toward better understanding entrepreneurship and finding my own path.



6. Roadmap

ENTREPRENEURSHIP

How do you find the entrepreneurship that suits you?

KNOW YOURSELF

Discover your core, what makes you tick?
Dream big, no limits!

1

WHAT'S YOUR SUPERPOWER?

What makes you special?
What's your space to thrive as an entrepreneur?

2

WHAT DO YOU WANT?

Define the ultimate goal that drives your entrepreneurial spirit.

3

WHAT'S YOUR FOCUS?

Focus on what you're great at and own it like a boss.
Turn it into your playground for success.

4

WHAT DO YOU NEED?

Fuel your journey:
Gather the ingredients you need!

5

READY, SET, GO!

You've got this!
Time to show the world what you're made of.

6

Questions?
carina@kleinoldenaller.nl

KNOW YOURSELF

Who are you? Do you truly know yourself? Do you like to take risks and start new things? What's your dream for the future? Take the time to truly understand yourself. What are your passions and values? Knowing yourself is the foundation of entrepreneurship. And don't hold back. Dream big, without any limits! Allow yourself to envision your dream future, with yourself as main role. When you fully understand who you are, your dreams will align with your true self. Discover your core, what makes you tick? The first step to your entrepreneurial path.

WHAT'S YOUR SUPERPOWER?

What makes you special? What sets you apart from others? What unique characteristics define you? Do you have the essential entrepreneurial skills such as being proactive, passionate and having a mind for identifying opportunities? Identify your unique skills and talents. Equally important is to identify your challenges and pitfalls that might hold you back. What are your mental and/or physical (im)possibilities? With this knowledge, you can determine your optimal space to thrive as an entrepreneur. What type of business will allow your skills to shine? Embrace what makes you special, and let it guide your path to success!

WHAT DO YOU WANT?

Understanding what you truly want is crucial for your entrepreneurial journey. With a clear understanding of your skills and pitfalls, you can define the ultimate goal that drives your entrepreneurial spirit. Find your jam! What is it that you really want to do? What is it that you're so passionate about? Think about the crazy idea that gets you out of bed each morning, filled with excitement. Do you have that fire in the belly to start new things? Are you willing to take risks for that idea? Do you accept that your plans might not work? And are you willing to make it work no matter what? If you can answer yes to these questions, then you've found what you're looking for!

WHAT'S YOUR FOCUS?

When you see endless opportunities, it can be challenging to maintain focus. The temptation to chase every new idea is real, but without focus, you risk spreading yourself too thin. To stay on track, take a step back and think about the bigger picture. What's your long term vision? What do you dream of achieving in 2, 5, 10 or even 20 years? What excites you to the point where work feels like play? Focus on what suits your personality, strengths and passion. Turn your entrepreneurial path into a playground for success. Staying focused on your long-term dream allows you to build something that not only thrives but also fulfills you deeply.

WHAT DO YOU NEED?

Every successful journey requires the right fuel. Once you've defined your vision and know where you're headed, it's time to gather the essential ingredients to power your entrepreneurial path. Start by asking yourself: what do I need to make this a success? Do you need a location, materials, funding, specific skills to start up, or perhaps mentorship? Surround yourself with the right people who can guide and support you along the way. Fuel your journey by gathering all the ingredients you need, whether it's knowledge, resources or support. With the right ingredients in place, you can turn your vision into reality.

READY, SET, GO!

All the pieces are in place. You've discovered who you are, identified your superpower, embraced your passion, defined your focus, and gathered what you need to succeed. Now it's time to shine! Trust in yourself, you've got this! Sure, not everything will be a bed of roses, but that's part of the journey. Enjoy the ride! When challenges come across, just pick your surfboard up and catch the next wave. It's time to show the world what you're made of. Don't fear change or failure. You won't know what works until you give it a go. Stop overthinking and dive in, whether you're starting fresh or scaling up your business. Stay grounded, keep things realistic, but most of all: make sure you have fun along the way!



7. Conclusion and recommendations

Looking back on my journey, I realize there are many lessons I will carry with me in both my professional and personal life. Here are the three most important conclusions from my Nuffield journey and research on ‘How do you find the entrepreneurship that suits you?’:

1. Embrace your individual journey

Every person has a unique story shaped by their cultural background, personal experiences and values. One of the key lessons I've learned while researching entrepreneurship is that there isn't a one-size-fits-all approach. Accepting that your journey is different from others is essential for finding your entrepreneurial path. Many of the entrepreneurs I've met have highlighted the importance of embracing their unique experiences and perspectives. It feels good to be lost in the right direction. Embrace your journey.

2. Happiness

Knowing what really makes you happy, finding your passion and the motivation that gets you out of bed each morning is so important for everyone, but especially for (aspiring) entrepreneurs. By understanding what brings you joy and fulfilment, you can better navigate the challenges of entrepreneurship. And don't be afraid of change and failure. Failure doesn't exist. It's only a change of direction. Setting boundaries based on personal strength and limitations, leads to a more focused and rewarding entrepreneurial experience. Many of the entrepreneurs I've met emphasized that discovering your passion is crucial for success. Focus on what makes you happy.

3. The importance of people

Building relationships is key when it comes to entrepreneurship. Building a successful business is no longer about B2B (business-to-business) or B2C (business-to-consumer). It's about P2P, those people-to-people relationships. Throughout my interviews, a recurring theme emerged across different countries: successful entrepreneurs place great emphasis on building relationships, whether within their local communities, among their staff or through international connections. This supportive network not only fosters personal growth but also encourages collaboration and innovation. The opportunity to learn from others and share experiences has been invaluable in shaping my entrepreneurial journey.



What am I going to change in my business?

Talking with inspiring entrepreneurs about my journey has provided me with valuable insights into our farm. Nuffield has encouraged me to be more open about my thoughts and ideas. Sure, running a family business can be tough, but it's also a fantastic opportunity to share this adventure with my family.

I have become more open about my ideas and thoughts during our conversations, and we are currently in the process of developing our mission and vision for the future of our business. We dream of making everything as local as possible, localizing all inputs and outputs to establish a circular agriculture system on our farm. One of the significant changes that Nuffield has facilitated for me is the openness in communication and the realization of our dream as a more achievable goal.

When I started my Nuffield Scholarship, I was struggling to find the path that would make me truly happy. Should I become a full-time entrepreneur, focus entirely on teaching, leave farming, or find a balance between a job and entrepreneurship? Thanks to Nuffield and the incredible people I've met, I now have a much clearer picture of what my "happy path" looks like.

At this point, I know I want to continue teaching two days per week, as it allows me to connect with people, have colleagues, and support aspiring entrepreneurs. But I also love managing the farm and handling all the tasks involved in running a business. So, as long as life allows me to balance both, I'm truly happy being a part-time entrepreneur and teacher.

Finding what you truly want in life can take time. It made me feel nervous at first, but now I realize there's no need to rush. Take the time to discover what genuinely makes you happy. For me, the choice to balance a job with part-time entrepreneurship is my happy path and entrepreneur's choice, and it feels just right at this moment.

What has Nuffield brought me?

Participating in the Nuffield Scholarship and all the traveling pushes you to step outside your usual routine. This opportunity requires you to temporarily set aside the day-to-day responsibilities of your business, allowing you to gain a fresh perspective and view your operations from a helicopter perspective. With this newfound space, you can think about your future and discover what truly brings you happiness.

Nuffield has taught me the importance of honesty, both with myself and with those around me. If something in your life or business makes you unhappy, don't hesitate to bring it to the table and discuss it openly.

Another wonderful aspect that Nuffield brought me is a 3rd family. A global family with many friends that I truly cherish. The idea that I have friends in many countries where I'm always welcome, and where I can happily host them in return, is just amazing.



Recommendations for others

I do believe that my journey and research can also be of value to others. Especially for (aspiring) entrepreneurs. The roadmap I've developed on how to find the entrepreneurship that suits you, is a realistic blend of all the entrepreneurs I've met worldwide. If you're thinking about starting or growing a business, I encourage you to use this roadmap as a source of inspiration.

This roadmap can also be a valuable tool in education. Discussing your entrepreneurial path and finding what truly makes you happy can be challenging, particularly in a classroom of aspiring entrepreneurs. A roadmap like this can facilitate these conversations, helping students explore what fits them best. I see entrepreneurial skills and characteristics as just as important as agricultural expertise and know-how, and one of my goals is to see these included in educational curricula.

While each individual has a unique journey and must carve their own path, certain fundamental steps are universal. Stay curious, seek your happy place, and remain open to learning from new experiences and people.

The Nuffield experience is something I recommend to everyone!

The important thing is
not to stop questioning.
Curiosity has its own
reason for existing.

Albert Einstein



8. Acknowledgements

My Nuffield journey is an experience which I did not do alone. There are many people in my surroundings who helped me along the way. I would like to thank a number of people in particular:

- **Petrik**, your commitment is incredible! Thank you for always supporting me and taking on so many responsibilities. From planning our wedding to managing everything at home and on the farm. It wasn't always easy, but you were always there for me. A big thank you!
- **My family**, especially Aart, Greta, Erwin, Ginette and Tilly. Thank you for always supporting my journey and running the farm. You guys are amazing!
- **My Dutch Nuffield buddies**, Edwin, Linda, Rogier and Xander. What an incredible experience this has been! You all made this journey so much fun. Thank you for always allowing me to spar with you. You rock!
- **My GFP Nuffield buddies**, Anthony, David, Jess, Kylie, Liz, Marlon, Matt and Tom. Thank you for the memorable trip and all the valuable chats we've had. You feel like family to me!
- **My fellow Nuffield scholars around the globe**, thank you for sharing your network and knowledge and always helping each other.
- **My colleagues at Aeres University of Applied Sciences**, in particular Jeroen Nolles. Thank you for supporting this journey and being flexible with my travel plans.
- **The Dutch Nuffield board**, especially Alfons, Annechien, Djuke en Marianne. Thank you for all your support and selecting me as Nuffield Scholar.
- **My sponsors**. Thank you for providing me with the opportunity to undertake this remarkable Nuffield experience.

Let your conversations be always full of grace, seasoned with salt, so that you may know how to answer everyone.

Colossians 4:6

