

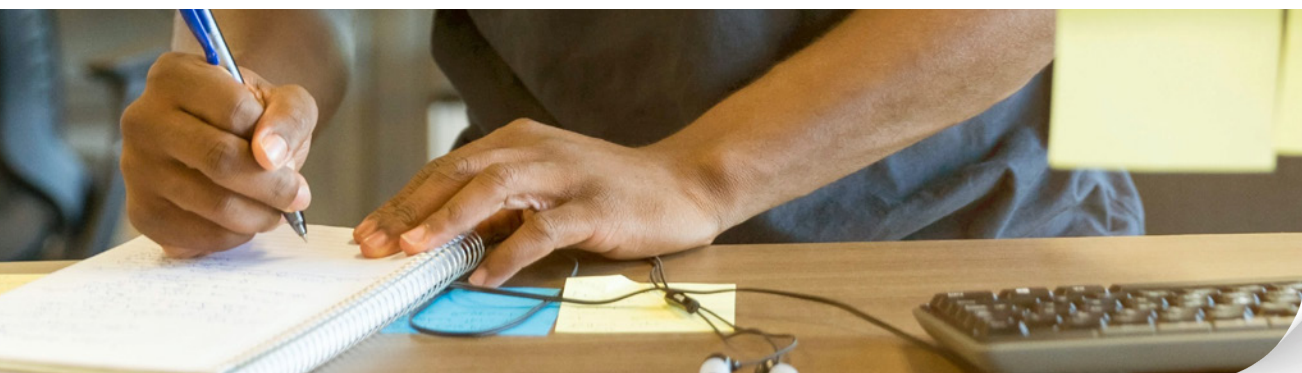


TRAINING

NOTEBOOK

- MANAGEMENT OF ORGANISATIONS AND BUSINESS DEVELOPMENT -

BUSINESS DEVELOPMENT



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COLEACP implements two intra-ACP Fit For Market programmes. The Fit For Market programme, co-funded between the EU and the AFD, now in its fifth year, aims to strengthen the competitiveness and sustainability of the African, Caribbean and Pacific (ACP) horticultural sector, primarily for the private sector.

Fit For Market SPS began in January 2019 and focuses on strengthening the sanitary and phytosanitary (SPS) systems of the ACP horticultural sector, primarily for the public sector.

Both programmes form part of the intra-ACP indicative programme (2014-2020) of cooperation between the EU and the OACPS.



BUSINESS DEVELOPMENT

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**Dear trainers,
some advice...**

WHY A TRAINING NOTEBOOK?

The “Manuals” edited by COLEACP are valuable training materials. To write them, COLEACP approached the best experts in the field with the aim of producing a technical document for a large public on a given theme that brings together and structures most of the current knowledge. These manuals are intended to be as accurate and complete as possible, adapted to the ACP context and focused on cross-cutting issues in horticulture. But the objective was also to make them affordable, understandable and enjoyable to read by people who are not necessarily experts in the field. Nevertheless, it is a **considerable effort** to assimilate all the material collected in a short time.

The training manuals, which are aimed primarily at experts and the most qualified people, are **often voluminous and complex**, and it was necessary to help the expert trainers to identify the most important elements to retain, and to collect for them a list of “key messages” to be disseminated to learners during COLEACP training. This Training Notebook is therefore a **valuable and practical tool** that is at your disposal to help you prepare your training on the topic covered in this booklet.

WHAT DOES THE TRAINING NOTEBOOK CONTAIN?

Each Training Notebook contains:

1. The list of materials to be delivered to participants during the training

This is a summary table of contents of the Training Manual. This list allows you to have an **overview of all the main points** that will have to be covered during the training. The **order of the list does not necessarily have to be respected**, as the organization of the sequences is left to your discretion and may depend on other factors (e.g. availability of an expert trainer; timing of the training sequences; space reserved for exercises;...).

In some cases, **only certain aspects** (or chapters) of the **subject will be covered** (for example: if the participants have a perfect command of certain parts of the subject covered in the training, it is not necessary to present them in detail; a small reminder may be sufficient and effective to cover the rest).

However, when you cover part of the material (a chapter), the main ‘points’ listed for each chapter allow you to organize your presentations and animations in a logical and relevant way for the learner. **You are also advised to present all the points of a chapter.**

2. Training leaflets

A Training Notebook contains as many ‘leaflets’ as there are chapters in the training manual (only the “case study” is not included). Each sheet contains, on the one hand, the **Training objectives** of this part of the subject to be delivered (what the learner must be able to deliver...), and on the other hand, according to the structure of the table, the ‘**key messages**’ (what the learner must absolutely have assimilated at the end of the training). It is therefore very important to ensure that **all messages are well distributed during the training sequence.**

3. A summary of the content of the manual

A summary of the manual has been included in this Training Notebook. Structured in the same way as the manual, it contains most of the content in 15-20 pages but remains much less complete (the summary does not include figures or case studies).

This summary is **primarily intended for the trainer**:

- *At the beginning of the mission*, when preparing its intervention sequences and supports, it allows you to quickly become familiar with all the content you will need to address and to visualize the links between the different parts of the material to be delivered.
- *During the training*, you can use this summary **to prepare your daily summaries**, reminding participants of the essential elements seen during a day (15-20 minute summary at the end of the day with answers to questions).
- *At the beginning or end of the training*, if you wish, you can give participants a copy of this summary. If the summary is distributed at the beginning of the training, it is advisable to ask participants to highlight the passages mentioned in your end-of-day summary (benchmarks in the subject).

The summary is also useful for learners at the end of the course: it will allow them to **remember in a few minutes the main part of the topic covered** (for example before an assessment of prior learning), whereas reading the entire manual could be tedious.

HOW CAN THIS TRAINING NOTEBOOK HELP YOU PREPARE YOUR TRAINING INTERVENTIONS?

The intention of making this Training Notebook available to you is to **help you prepare your training sequences and structure your program day by day:**

- **Consider that each leaflet represents a whole:** if there are for example 4 leaflets, it means that there must be 4 distinct parts in your training. Sufficient time must therefore be allowed in the programme for each of these 4 parts. Each part of the subject will also have to be subject to a competency assessment.
- **Then consider the training objectives:** this will help you to choose: (a) the most appropriate training method for achieving your objectives (e.g. should you plan exercises, simulations, group activities, etc.); (b) the method for evaluating the learning acquired in this part.
- **Finally, prepare your materials** (e.g. power point, flipcharts or animation sheets, evaluation questions) by ensuring that all key messages are included (have I planned to discuss all these points? have I planned an evaluation on each key point?).

DON'T FORGET TO COMPLETE THIS TRAINING NOTEBOOK!

This Training Notebook is made for you... It is a tool that must live!

At the end of each leaflet, a space was left free to add **your personal notes:** as a trainer you can note some thoughts on how to get messages across, note your questions, participants' reactions, points that raise difficulties... *i.e.* **capitalize on your experience as a trainer!**



You can also **note the types of media you have used.** This will be very useful when you have a new session to facilitate on the same theme. COLEACP provides you with many tools and materials, but do not hesitate to create others or use other existing materials that may be available... the **rule is to master each of the materials used in training** and to ensure that they help to convey key messages more effectively than in their absence.



Materials to be delivered

CHAPTER 1 – INTRODUCTION TO BUSINESS DEVELOPMENT

- Defining and assessing business ideas
- Understanding the concept of business development
- Inclusive business models
- Business ethics

CHAPTER 2 – BUSINESS STRATEGIC PLANNING

- Introduction to strategic planning
- Step 1 – Organisational situation analysis
- Step 2 – Desired future
- Step 3 – How to reach there

CHAPTER 3 – BUSINESS PLAN DEVELOPMENT

- Introduction to business planning
- Executive summary
- Background/history
- Market and marketing plan
- Product and services
- Operations plan
- Organisation and management
- Financial planning
- Risk analysis

CHAPTER 4 – KEY BUSINESS DEVELOPMENT ROLES

- Customer relationship management
- Corporate social responsibility
- Business negotiation
- Supply chain and logistics
- Balance scorecard

CHAPTER 5 – MARKET INTELLIGENCE AND MARKET TRENDS IN HORTICULTURE INDUSTRY

- Market intelligence
- Marketing trends



Training leaflet

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LEAFLET 1

Introduction to business development

TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Understand business ideas development processes.
- Explain what business development means in the horticulture industry.
- Understand the inclusive business models concept and its application in the horticulture industry.
- Understand the concept of business ethics and its impact in the horticulture industry.

KEY MESSAGES

1. Definition and assessing a business idea

- A business idea is a short and precise description of the basic operations of an intended business.
- Business ideas are based on customer wants, willingness to buy, ability to produce and accessibility of resources to invest in production.
- Business ideas are generated through techniques such as brain storming, Mind maps, Scamper technique, method 3-6-5, SWOT analysis among others.
- Business ideas should be assessed and evaluated using models such as John Mullin's Seven Domain Model and Timmons Model of Entrepreneurship.

2. Understanding the concept of business development

- Business development is the creation of **long-term value** for the company from **customers, markets, and relationships**.
- Business development determines the future course and performance of SME's.
- Business value can be thought of as the difference or ratio between costs and benefits. It is the entire value of the business, the total sum of all tangible and intangible elements.
- The core elements of business development are customers, markets and relationships.

3. Definition of inclusive business models concepts and principles

- Business model describe how enterprise do business, markets products and sources inputs and finances.
- Inclusive business models address the development constraints of linking commodity-dependent smallholders and small actors to markets.
- Inclusive business models are based on the principles of: inclusion of existing value chain actors, inclusion of less endowed actors, inclusion of diverse market outlets and inclusion of right partner mix.
- For the business model to be competitive the following should be adhered to: Managing a business model strategically, business to business coordination, and responding to customer needs.
- Business models needs to be anchored on a sound business case so that any investment contributes to both the competitiveness of a value chain, poverty reduction and food security.
- Through inclusive business models, businesses can strengthen their competitiveness through building new markets, strengthening supply chains, improving reputation, driving innovations and retaining employees.

4. Business ethics, ethical theories and ethical issues in the horticulture industry

- Business ethics is a systematic study of moral (ethical) matters pertaining to business, industry or related activities, institutions or practices and beliefs.
- Ethical theories allow the business to give account of such questions as how it can justify moral values, how to determine what its duties and obligations are, and how to evaluate moral pronouncements.
- In order to address the ethical issues in the horticulture sector the company needs to consider potential ethical problems that could emerge as a result of normal business/market activity.
- Many different initiatives/programmes/organisations are active in socially responsible or ethical purchasing and trade some of which include Business Social Compliance Initiative, Fairtrade among others.

LEAFLET 2

Strategic planning

TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Understand the strategic planning process.
- Develop or review the organisation's values, mission, and vision.
- Analyse the organizations internal and external environment.
- Identify strategic issues and fundamental choices facing the organization.
- Develop goals, tactics, strategic objectives, and major activities to carry the organization forward in the direction desired.
- Determine resources needed to achieve the strategic plan, and outline the means by which these resources will be mobilized.
- Establish procedures for using, reviewing, revising, and evaluating the strategic plan.

KEY MESSAGES

1. An introduction to the concept of strategic planning in the horticulture industry

- Strategic planning is a top management role that is concern with the growth and future of an organisation.
- Strategic Planning focuses on long-term objectives while Operations planning focusses on short-term objectives of a firm/organisation that eventually lead to the attainment of the long-term objectives.
- Key constraints to the growth of horticultural development: Market systems, Postharvest systems and food security, sustainable production systems and resources management, capacity building, enabling environment, gender equity, nutrition and human health benefits.
- Benefits of strategic planning to the business: Sense of direction, proactive rather than reactive, operational efficiency, increased market share and profitability and business durability.
- Limitations of strategic planning to the business: lack of certainty of the future, expensive, lack of knowledge, inability to identify all critical issues, replacing intuitive judgement.

- Strategic planning goes through 4-basic step-by-step phases comprised of the several details:
 1. determine position;
 2. develop strategy;
 3. build the plan;
 4. manage performance.

2. Step 1 – Organisation situation analysis

- This stage seeks to establish the “What is the current” state in an institution/ organisation.
- Analysis of the organisation’s internal and external environment using different models such as the 5M model (Money, Machinery, Manpower, Markets, Materials), PESTLE Analysis, SWOT Analysis and Stakeholder Analysis.

3. Step 2 – Desired future

- In this stage, the desired future of the organisation is determined (where does the company want to go?).
- This involves an understanding of what the vision, mission and values mean in the business.
- A vision is a statement of an organization’s overarching aspirations of what it hopes to achieve or to become.
- A mission is statement describes what the organization needs to do now to achieve the vision.
- Value is a statement that defines what the organization believes in and how people in the organization are expected to behave.
- Steps in developing a business mission: Develop Your Winning Idea, Clarify Your Goal, Develop the mission statement.
- Steps in creating a Vision Statement: Find the human value in the organisations work, Distil into values, Combine the organisations mission and values.

4. Step 3 – How to reach there

- This step in the strategic planning process is the development of strategies to reach the desired future (making the strategic choice).
- This step involves two areas: identification of strategic issues facing the organisation and formulation of goals, strategic objectives and action or tactical plans.
- Strategic issues are the basis on which goals, strategic objectives, and action or tactical plans are developed.

LEAFLET 3

Business plan development

TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Understand the importance of the business plan to the company.
- Understand what a business plan is and how to develop a simple business plan.

KEY MESSAGES

1. Introduction to business planning

- A business plan is a comprehensive, written description of the business of an enterprise.
- Why business plans: integrated view of business setup; show cashflow, show operations; show enterprise worth; minimise risk, promote market, shows ways to achieve goals and objectives.
- Contents of a business plan include: Executive summary; background; products and services; markets and marketing plan; business operations, human resources, financial planning and risk management.

2. Definition and understanding of contents of the executive summary

- The executive summary explains the main features of the business in a way that will make the reader want to learn more.
- An effective approach to writing the executive summary is to paraphrase key sentences from each section of the business plan.
- Contents of the executive summary include: concept description, opportunity, product/service, value proposition, marketing strategy, competitive advantage, management, financials, funding.

3. A description and overview of the company

- The company background looks at how all of the different elements of the business fit together. This includes: company overview (registered business name, date and form of incorporation, nature of the business, highlight of past successes and highlights of involvement of any third parties).
- The vision of the organisation must be desirable, challenging, but also attainable.
- The mission describes the purpose of the enterprise, its strategies, behaviour patterns, and values.

4. An understanding of the company products and services

- We describe products and services in terms of the markets, application (use), value proposition, and life spans.
- Product features should include: attributes (quality, innovation, ease of use etc); evidence to support demand; customer service support; price, etc.
- The benefits should have an impact on the target market's feelings (emotions) and pocketbook (financial).
- A brief description of the products stage of development should encompass the product life cycle, and its readiness for the market.

5. A description of the market and the development of a marketing plan and strategies

- The marketing plan represents a roadmap of the marketing activities, which are necessary in order to achieve the strategic marketing goals.
- In the longer term, broad trends in customer and competitor demographics, technology and government policy can transform the size and structure of the market.
- The market analysis section of the business plan includes an industry description and outlook, target market information and an evaluation of the competition.
- In developing the product strategies, the following questions are answered: What is the product? What benefits does the product provide to customers? How do the products differ from the competitors' products and/or services?
- To develop a pricing strategy, various techniques are used: cost-based pricing, competitive pricing, skim pricing, penetration pricing, psychological pricing.
- Distribution is the work of getting products from the fruits and vegetables farm to the customers through direct and/or indirect channels.
- Promotion strategy encompasses how information is given to customers about the product. This will include tools, advertising, and promotion plans.
- The sales strategy describes how products will be sold, how to generate leads, who will do the selling, the sales support efforts among others.
- E-commerce should be an integral part of the marketing strategy through email marketing lead generation, Web sites, customer and technical support, social media, online markets etc.

6. An overview and understanding of operations planning

- The Operations section outlines how to run businesses and deliver value to customers. This includes a critical study of: physical resources, production, people, suppliers, inventory and the legal environment.
- The operations strategy will include: process for producing and delivering products, value addition to customers, market development through dimensions of cost, quality, timeliness among other.
- The scope of operations will include: a description of operations to be undertaken in-house or outsourced, and a description of how the business will undertake its operations.

7. A description and understanding of the organisation and management

- The organisation and management include the company's organizational structure, details about the ownership of the company, profiles of the management team, and the qualifications of the board of directors.
- People are an essential resource in any fruits and vegetables business and therefore its essential to effectively plan for them.
- Human resource planning encompasses: replacement of persons, labour turnover, expansion plans, technological changes, assessing needs.
- The organisation structure is developed in accordance with the job descriptions, the tasks, the activities, and the responsibilities are assigned to the different organisational units.
- The management team should show the people who are responsible for the management of the company and what experience they have had in comparable positions in the past, their educational and professional background.
- The board of directors provides expertise that the company cannot otherwise afford.

8. An understanding of financial planning

- Financial planning is a tool that allows evaluating current financial situation of an major elements of financial planning include: financial history, income statement projections, balance sheet projections, cash flow projections organisation and predicting future financial performance.
- The major elements of financial planning include: financial history, income statement projections, balance sheet projections, cash flow projections.
- Results of past and ongoing operations will support the credibility of the fruits and vegetables business plan.
- The major elements for a business plan of an existing business, include: income statement, balance sheet, cash flow statement, financial ratios.
- An income statement sets out expectations for revenues and expenses in each year.

- The balance sheet is a statement of the company's relative wealth or financial position at a given date.
- A balance sheet lists all business assets and liabilities, showing what is owned and what is owed.
- A cash flow statement shows a company's in-and-out flow of cash and how cash is generated to cover outgoing payments.

9. Analysing and managing risk

- Agricultural production is subject to many uncertainties related to production, marketing, financial, institutional, technological, casualty, human and legal.
- Four general procedures for managing risk are: avoidance, reduction, acceptance, and transfer.

LEAFLET 4

Key business development roles

TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Manage customer relationships more efficiently and effectively for business sustainability.
- Apply relevant negotiation techniques and approaches in order to achieve commitment to agreed outcomes for all parties.
- Develop and implement a corporate social responsibility strategy and engage with stakeholders.
- Monitor and relate production, distribution, and shipment of products and services.
- Carryout strategic performance measurements using the Balanced Score Card System.

KEY MESSAGES

1. Definition, approaches and strategies of customer relationship management

- The SME should be able to identify who the customers are including their respective needs and preferences.
- Upon understanding the customers, the SME leadership should develop appropriate strategies to attract and retain the customers.
- Understand the customer relationship management approach and how it enhances customer satisfaction leading to the realisation of the business goals and objectives are 2 key points.
- Use CRM as a strategic marketing tool to exponentially growth the business.

2. An understanding of the concept of corporate social responsibility

- The dimensions of corporate social relationship include: Social, economic, environmental and voluntary dimensions.
- Social dimension means being accountable for the social effects the company has on people – even indirectly.
- The economic dimension states that the company should not only be motivated by profits but also work for the benefit of society and the environment.

- Environmental dimension deals with the capacity of the current society to use natural resources in a rational and efficient way in order to ensure its conservation for the use of future generations.
- The stakeholders dimension has its roots in the tradition that sees the business as an integral part of society and not just an isolated element for making profits for shareholders.
- Voluntarism dimension means overcoming the minimum of prescribed standards related to product quality or safety, community support, support to charitable institutions, support to employees in social projects engagement through volunteering and establish corporate foundations.
- To develop and implement a CSR strategy, a company must map its inside-out linkages, its value chain effects on society, and its outside-in linkages, the effects of the context in which the fruits and vegetables firm operates on its activities.
- When mapping inside-out linkages, the company should look to all its value chain activities and identify both the positive and negative effects they may have on the environment and society.
- To understand its outside-in linkages, the firm should assess the interactions between four components: its competitive strategy, local customer needs and demands, available inputs and the supporting industries available.
- The benefits of CSR include: improved image and reputation, employee motivation, retention and recruitment, cost saving, increased sales and market share, risk reduction and management and competitive advantage.

3. Understanding business negotiations

- Negotiations is a problem-solving process in which two or more people voluntarily discuss their differences and attempt to reach a joint decision on their common concerns.
- In business negotiations, communication does not take place only between the business and their buying customers but also with their suppliers, within themselves and all of the stakeholders that are involved in the business.
- Negotiations skills needed include: listening and communication, problem solving skills, interpersonal skills, persuasion skills, customer service skills, and integrity.
- Negotiations styles include: competing, accommodating, avoiding, compromising and collaborating.
- Types of negotiations include: distributive negotiation and integrative negotiation.
- Best practices of negotiation include: sharing information, ranking in order priorities, go in knowing target price and walk away terms, make the first offer, don't counter too low and counter offers make both parties more satisfied.
- Negotiations strategies that could be universally applied especially in the world of business: preparation and planning, adopt a win-win approach, practice communication competence, ask lots of questions and listen, maintain personal integrity and solid relationships, be patient and be culturally literate.

4. An introduction to the concept of supply chain management and logistics

- Supply chain is a sequence of processes and flows that aim to meet final customer requirements that take place within and between different stages along a continuum, from production to final consumption.
- Supply chain management is a set of approaches utilized to efficiently integrate suppliers, manufacturers, warehouses, and stores, so that merchandise is produced and distributed at the right quantities, to the right locations, and at the right time, in order to minimize system-wide costs while satisfying service level requirements.
- Logistics is the process of strategically managing the procurement, movement and storage of materials, parts and finished inventory and the related information flows through the organization and its marketing channels for the cost-effective fulfilment of customers' orders.
- The facets of logistics management include: Order management, Outbound transportation and distribution management, Inventory management, In-plant logistics, such as stores and movements towards lines and shops, Inbound transportation, Procurement and Information management.
- Several goals that are within supply chain management include aiding the company in gaining a competitive advantage within the marketplace, improving collaborative efficiency, optimizing logistics, and improving quality among products.
- Players gross margin that makes a dramatic jump from the regular scenario to the best-case scenario could be an indication that the estimates are not conservative enough – the costs may be too low.
- Drivers act as pillars of the supply chain on which blocks are laid and operations dwell. These include: facilities, transportation, inventory, sourcing, pricing, and information.
- Collaboration is needed in the supply chain system in order to minimize cost, increase the profit, fulfil the quality assurance, and as the result is gaining the trust from consumers.
- Benefits of supply chain collaborations include: improving operational performance, increasing service quality, improving logistical performance, mitigating risks.
- Collaboration in the supply chain can be of different types: vertical (i.e., with customers, with suppliers) and horizontal (i.e., with competitors and other organisations).
- Collaboration is made up of the following elements: collaborative culture, external and internal trust, mutuality, information exchange, communication and understanding, openness and honesty.

LEAFLET 5

Role of market intelligence in national, regional and international fruit and vegetable markets

TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Appreciate the relevance of and how to conduct market intelligence.
- Analyse current market trends in the horticulture industry.

KEY MESSAGES

1. Definition of market intelligence and its significance to the horticulture industry

- Market intelligence provides valuable information to the stake holders and to guide in right direction in decision making.
- Market intelligence pulls together data and information from a very large and strategic view, allowing the company to predict or forecast what is going to happen.
- Market intelligence follows a two-phase process when it comes to collecting information: Secondary Research and Primary Research.
- Secondary research consists of press releases, analyst reports, trade journals, regulatory filings, transcripts of speeches, and other published sources of information.
- Primary Research is more hands-on and direct, interviewing sources of published information, meeting face-to-face with key decision makers and flushing out the critical unknowns not found in secondary research.
- Underlying 'best practices' behind market intelligence: Timeliness, neutrality, go where the information is, challenge conventional thinking, act ethically.



Summary of the manual

Business development

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1. INTRODUCTION TO BUSINESS DEVELOPMENT

The introductory chapter is organized around 4 sections. The first one delves into the definition of a business and how business ideas are developed. It is important to note that every business begins with a business concept (the idea) by an entrepreneur who identifies a societal need and seeks to provide solutions at a fee. Therefore, an understanding of the concept and definition of a business idea is critical in business development. The section also explores ways in which business ideas are generated. It discusses the innovation funnel whose core is to generate as many ideas as possible, which will be converted and refined by narrowing down into few plausible business plans.

In the process of idea generation, it is pertinent that management use various techniques some of which include; Brainstorming, Mind Mapping, Scamper technique, Pain storming, SWOT analysis among others. This section also looks at different models that can be used in business idea assessment and evaluation. The two models discussed are the John Mullin's Seven Domain Model and the Timmons Model of Entrepreneurship.

A section digs deeper into the concept of business development and why it's important to the organisation. Business development determines the future course and performance of SMEs and is especially important in today's rapidly dynamic global business environment. The section explores the three core elements of business development.

As globalisation brings technological advances, new thinking, several companies are now seeing the value in more inclusive business models that aims to combine commercial success and development impact. For an inclusive business model to be considered, it ultimately needs to result in moving smallholders out of poverty and improving food security. The different principles are explored as a guide in implementing the upgrading of smallholder-based business models so that they result in competitive models.

The section therefore, critically looks into the concept of business ethics. Ethics are important because the key players prefer to deal with ethical companies. Also, this section will discuss the potential ethical problems due to normal business/market activity.

The final part of this section looks at some socially responsible initiatives at play in international trade. The two initiatives that are discussed include the Business Social Compliance Initiative (BSCI), and the Fairtrade. Examples are widely used as well as case studies that enhance learning.

2. BUSINESS STRATEGIC PLANNING

The second chapter is also divided into four sections. The first section looks at various definitions of strategic planning and thus asserts that strategic planning is a long-term forward-looking activity that focuses on defining the long-term organisational goals and objectives and articulates strategies and resources for achieving them. Strategic planning is an important top management role that is concern with the growth and future of an organisation. This section clearly defines and articulates the difference between strategic planning and operational planning by comparing them on the basis of their meaning, time horizon, approach, responsible persons, scope, budget and reporting among others. This section then explores why strategic planning is needed in the horticulture sector. The planning process, goes through a broader step by step strategic planning process:

- Determine position;
- Develop strategy;
- Build the Plan;
- Manage performance.

The second section is a very profound stage of the strategic planning process since it seeks to establish the “What is the current” state in an institution/organisation. The section also discusses how the business can use the SWOT analysis to develop a business strategy that distinguishes it from the competition thereby gaining a competitive edge in the market place. A horticultural business like any other business undertaking will have many stakeholders and as such, it is prudent that the stakeholder relationships are appropriately managed, and their respective interest addressed by the business.

In developing a strategic plan, it is important that we clearly define the vision, mission and value of the organisation. Mission and vision statements are concise, inspiring statements that clearly communicate the direction and values of an organization. It entails step-by-step process of developing a business vision, mission and Value. The final step in the strategic planning process is the development of strategies to reach the desired future.

Strategic planning can only be successful if the organization at all levels is committed to using the plan as a tool for organizing annual or operating, sustainability or resource mobilization, and unit or departmental planning.

Finally, a guiding outline on the key issues that should be include at the very least to adequately inform any reader of what the strategic thrust of the business will be over the planning period is laid out.

3. BUSINESS PLAN DEVELOPMENT

The third chapter presents a simple business plan the companies can use with a step by step process. The section presents the development of simple marketing plans; operational plans; management and human resource plans, financial plans, and a risk management Plan which are important components of a business plan.

Section one delves into the definition of a business plan and the key reasons why any entrepreneur setting up or operating a business should draw a business plan that needs to be clear, logic and easy to understand. The next sections therefore give a detailed description of each of the elements of the business plan.

The second section explores the element of Executive summary which is the most important part of the business plan. It is however the last though it’s the last to be written after other sections of the plan are completed. The Executive Summary will briefly explain; an overview of the business (one or two sentences), a description of the product and/ or service, goals for the business, target markets, competition and what differentiate the business, management teams, and the Financial outlook for the business.

The section of Background/History is a brief (one-page) description of the company. Without going into detail, this section should include a high-level look at how all of the different elements of the business fit together.

The products and services section of the business plan describes products and services in terms of the markets, application (use), value proposition, and life spans. The marketing plan section provides details on the industry, the competitive landscape, the target market

and how the company will market its business to its customers. In this marketing plan section, the entrepreneur must convince the reader that there is indeed an eager market for the products. The product strategy describes all of the products that the company is producing while focus on the customer's point of view. One section discusses also various pricing techniques available to the entrepreneurs.

A section encapsulates different promotion strategies that the businesses can use in communicating their value. Promotion is an attempt by marketers to inform, persuade, or remind consumers and B2B users, influence their opinion or elicit a response. People do not shop at businesses or buy products they do not know about.

The operations section outlines how the MSME will run its business and deliver value to its customers. This section will also include a description of how the enterprise will fulfil its marketing strategy using operations.

The organisation and management section explores the importance of human resources planning and how to assess the current human resources capacity.

Financial planning is a key element of the business plan. This section allows evaluating current financial situation of an organization and predicting future financial performance.

4. KEY BUSINESS DEVELOPMENT ROLES

On a fourth chapter are discussed some key business development roles that are critical for business growth and sustainability. The first section discusses customer relationship management (CRM) which helps businesses learn about their customers, including who they are and why they purchase their products, as well as trends in customers' purchasing histories. This allows businesses to better anticipate their customers' needs and, as a result, fulfil them.

In this section various concepts and context of relationship management are explored like CRM as a strategic marketing tool, and how an interdependent relationship between marketing, sales and after sales support will result in giving the customers the best experience.

Corporate social responsibility is also presented as a concept which empowers employees to leverage the corporate resources at their disposal. The business beneficial impacts of CSR on the horticulture company (company image and reputation), impacts also on employee motivation among others.

In business, negotiation skills are important in both informal day-to-day interactions and formal transactions. Furthermore, this section will discuss five commonly referenced conflict resolution, or negotiation styles, and the types of negotiation and the best practice in negotiations.

Delivering products and services at the right time and place, right cost, and at the right quantity and quality is at the heart of logistics and supply chain management that analyses the contrast between logistics and supply chain management. The various supply chain drivers which act as pillars of the supply chain on which blocks are laid and operations dwell.

Also, the concept of the balanced score card (BSC) as a performance measurement tool useful for monitoring, managing, and controlling financial and non-financial performance measured in the four perspectives is detailed.

5. RÔLE OF MARKET INTELLIGENCE IN NATIONAL, REGIONAL AND INTERNATIONAL FRUIT AND VEGETABLE MARKETS

On a last chapter are addressed critical and emerging issues for business development in the horticultural business. The opening section defines and analyses the superior role of market intelligence in sniffing out emerging opportunities both within and without the horticultural sector. All businesses should be able to keep aware of emerging changes and adjustments within its sector and while this can be written off as a marketing role, it actually goes beyond marketing because it has a strategic implication. In understanding market intelligence, are explored the difference between data, information and intelligence. The market intelligence process requires an analyse of data, information and intelligence. The section further explores the relevance of market intelligence in testing and validating assumptions.

This section examines the two-phase process of market intelligence when it comes to collecting information: secondary research, and the primary research. Market intelligence is a logical approach to resolving critical marketing issues. Therefore, it is imperative that managers understand the steps in market intelligence and its underlying best practices. Market information and intelligence are crucial to farmers and traders. The most important marketing intelligence parts of the fruits and vegetables entrepreneur are the competitive insights, and Market insights. Market intelligence not only helps companies to distinguish their brand from its competitors but also helps in providing valuable information to stay in the game and excel at it.

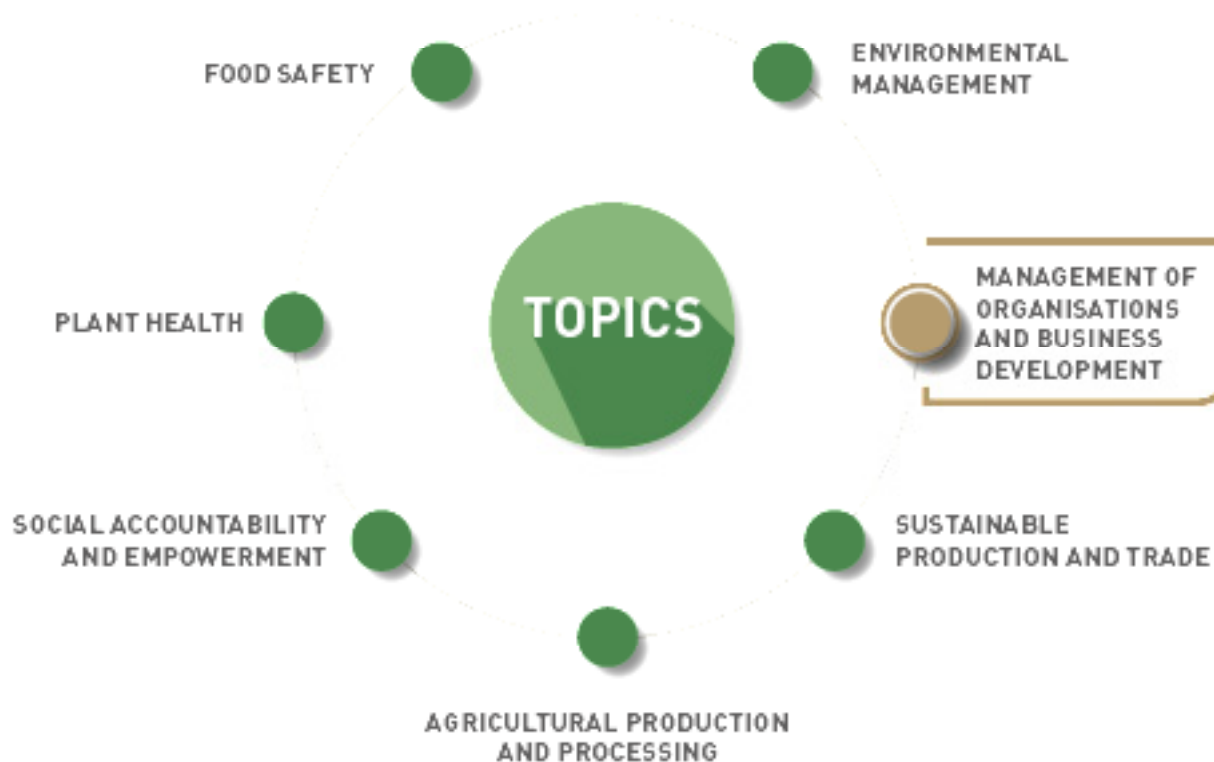
The second section of this chapter focuses on the market trends in the horticulture industry, Understanding the long-term movement of the markets can make a massive difference to the long-term potential of the organisation, and benefits of market trends are discussed.

Market trends tend to be heavily influenced by consumer habits and behaviours. By carrying out market trend analysis the organisation improves business performance. Also, the types of industry trends analysis are also discussed in this section.

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