



TRAINING --- NOTEBOOK

- MANAGEMENT OF ORGANISATIONS AND BUSINESS DEVELOPMENT -

MARKETING AND COMMUNICATION



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COLEACP is solely responsible for the content of this publication, which may in no way be considered to represent the official position of the European Union, OACPS, AFD or STDF.

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.



MARKETING AND COMMUNICATION

DEAR TRAINERS, SOME ADVICE...	1
MATERIALS TO BE DELIVERED	7
TRAINING LEAFLET	13
LEAFLET 1: What is the role of marketing in the ACP fruit and vegetable sector?	15
LEAFLET 2: Developing a marketing plan/strategy	19
LEAFLET 3: What is the role of marketing in the ACP fruit and vegetable sector?	23
LEAFLET 4: Importance of branding and intellectual property rights in marketing products and services	27
LEAFLET 5: Developing a marketing and communication plan for MakenCashew Company, Sierra Leone	31
SUMMARY OF THE MANUAL	35



**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 – WHAT IS THE ROLE OF MARKETING IN THE ACP FRUIT AND VEGETABLE SECTOR?

- Introduction to the concept of marketing
- How to conduct a SWOT/PESTLE Analysis in an organisation
- Maslow's hierarchy of needs and its relation to marketing
- Case studies

CHAPTER 2 – DEVELOPING A MARKETING PLAN/STRATEGY

- Industry and value chain analyses
- Carrying out a market research
- Introduction to digital platforms-social media, Web and email
- Case studies

CHAPTER 3 – MARKETING COMMUNICATION

- Introduction to marketing communication
- Marketing communication mix
- Public relations (PR) and communication
- Why public relations and the functions and components
- How to develop strategies
- Concept of image and the required tools
- What are press releases and when and why do we need them?
- What is crisis management?
- Case studies

CHAPTER 4 – IMPORTANCE OF BRANDING AND INTELLECTUAL PROPERTY RIGHTS IN MARKETING PRODUCTS AND SERVICES

- Brand management
- Understand the term Return on Marketing Investment (ROMI) when using digital branding as against traditional methods
- Types of intellectual property rights that may be involved in marketing campaign
- Identify issues regarding labelling and packaging
- Compliance issues
- Case study

CHAPTER 5 – DEVELOPING A MARKETING AND COMMUNICATIONS PLAN FOR MAKENCASHEW COMPANY, SIERRA LEONE

- Description of the business
- Marketing communication
- Marketing and sales strategy

NOTES PERSONNELLES ET SUPPORTS UTILISÉS

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Training leaflet

LEAFLET 1: What is the role of marketing in the ACP fruit and vegetable sector?	15
LEAFLET 2: Developing a marketing plan/strategy	19
LEAFLET 3: What is the role of marketing in the ACP fruit and vegetable sector?	23
LEAFLET 4: Importance of branding and intellectual property rights in marketing products and services	27
LEAFLET 5: Developing a marketing and communication plan for MakenCashew Company, Sierra Leone	31

LEAFLET 1

What is the role of marketing in the ACP fruit and vegetable sector?

TRAINING OBJECTIVES

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

- Understand the concept and importance of marketing.
- Explain how to create demand for the products and services.
- Analyse and conduct SWOT and PESTLE analyses the businesses.
- Understand Maslow's hierarchy of needs and its relation to marketing.

KEY MESSAGES

1. Introduction to the concept of marketing

- Marketing is the key to an organization's success, regardless of its size.
- Marketing is the process of understanding the company's customers, and building and maintaining relationships with them.
- There are several types and sub-types of marketing, digital and offline. The company should determine and pursue the ones that work best for the company.
- The marketing concept and the selling concepts are two extremely different concepts.
- The selling concept starts at the production level, while marketing concept focuses on the customers and the market.
- The marketing concept works on facts gathered by its "market and customer first" approach.
- Marketing also brands and showcases the business as it participates in publicity activities, advertising and customer interaction.
- Four components make up the marketing mix of a Marketing Plan, including, products, price, place and promotion.
- Communication plays an important role in marketing as it helps to motivate customers to make purchases that meet their needs.
- The communication mix consists of six (6) channels: advertising, personal selling, sales promotions, public relations, direct marketing/internet marketing and packaging.

2. How to conduct a SWOT/PESTLE analysis in an organisation

- A SWOT Analysis helps companies understand the strengths, weakness, opportunities and threats that face organizations by assessing the internal and external factors that affect the business and are applicable to products, services or strategies.
- Internal factors include strengths and weaknesses already exist and have contributed to the current position and may continue to exist.
- External factors (opportunities and threats) are contingent events and their importance can be assessed based on the possibility of their occurrence and impact on the company. Management should consider taking advantage of opportunities or avoid the threats.
- A PESTLE analysis is a tool used to analyse and monitor major external factors (external marketing environment) that may have a profound impact on any business' performance in terms of its competitiveness.
- The tool consists of six factors, namely: political, economic, sociological, technological, legal and environmental. This tool is especially useful when starting a new business or entering a foreign market.
- The result of a PESTLE analysis is used to identify threats and weaknesses, which are used in a SWOT analysis.
- The PESTLE analysis tool can be considered a more detailed version of the external (opportunities and threats) factors of SWOT analysis.

3. Maslow's hierarchy of needs and its relation to marketing

- Maslow's hierarchy of needs is a theory which puts forward that people are motivated by five basic categories of needs: physiological, safety, love, esteem, and self-actualisation.
- According to Maslow, human needs can be organized in a hierarchy ranging from concrete needs such as food and water to abstract concepts like self-fulfillment.

4. Case studies

- Marketing and communication shows the interaction between buyers and sellers and the challenges and opportunities in the various markets.
- Market study also reveals information needed to develop the 4Ps of marketing: product, price, place and promotion.
- SWOT analysis gives a clearer view of the strengths, weakness, opportunities and threats that a company can face in new product development and expansion to new proposed markets.
- Seizing the opportunities and overcoming the weakness and threats can turn an idea into a viable one resulting in expansion in new market.

PERSONAL NOTES AND MEDIA USED

LEAFLET 2

Developing a marketing plan/strategy

TRAINING OBJECTIVES

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

- Understand what is meant by the competitive environment of the businesses.
- Carry out an assessment of the competitive environment of the businesses using the Porters Model (5 forces).
- Design a research questionnaire and carry out a market research for the products and services.
- Understand the functions of the various digital platforms and how they operate.

KEY MESSAGES

1. Industry and value chain analyses

- Industry analysis, for an entrepreneur or a company, is a method that helps to understand its position relative to other participants in the industry.
- A **value chain** is a set of activities that a firm operating in a specific industry performs in order to deliver a valuable product or service for the market.
- Products pass through all activities of the chain in order, and at each activity the product gains some value. The chain of activities gives the products more added value than the sum of the independent activity's value.
- Activities of the value chain can be classed into primary activities (line functions) and support activities (staff functions, overhead).
- Primary activities include inbound logistics, operations, outbound logistics, marketing and sales.
- Support activities include procurement, technology development, human resource management and firm infrastructure.

2. Carrying out a market research

- Market research studies factors that influence consumers' behavior of buying products.
- Market research is categorized into two methods: primary and secondary.
- Primary research collects information on customers directly, whereas secondary research studies information that others have gathered about customers.
- Examples primary research include telephone interviews, surveys, focus group discussions and online surveys.
- Secondary research comes from existing statistics, publications, desk research, reports found on the websites or blogs written about the industry.
- Market research is a critical component when launching a product or making business decisions for growth and expansion.
- There are five basic methods: surveys, focus groups, personal interviews, observation, and field trials.
- Basic questions the company will try to answer with its market research include: Who are the company's customers; What do they buy now; Why do they buy; and What will make them buy from the company?
- A market analysis consists of four steps including: industry overview, target market, competition, and pricing and forecast.
- Total market is the total market demand for a product or service and the target market is the subset of the total market and is where the company competes directly for market share.
- The company's competitive advantage is unique to the company and it is what the company does best to get and retain customers.

3. Introduction to digital platforms, social media, Web and email

- A digital platform is any electronic tool used for communication and can be used to exchange goods, or information, knowledge, or services.
- Digital platforms help productivity by creating new opportunities for companies of all sizes to engage in trade.
- Some platforms provide a full range of services – payment processing, customer service, shipping, return processing and delivery – while others act mainly as an online forum for buyers and sellers to meet (marketplace).
- Digitalisation and analytics will play a critical role in **farming in the future** in the ACP countries.
- Technology is greatly enlarging the developing economies consumer class by making products and services cheaper, more accessible and easier to use.
- MSMEs face challenges from going digital including inadequate access to the latest technology, sophisticated telecommunications infrastructure or low computer literacy.

4. Case studies

- Market size forecast requires carefully defining the product and selecting the target market.
- Market research produces results in forecasting the market; looking at market trends; customer and competition analyses; setting the competitive approach and calculating target sales volumes.
- Digitalisation brings new entrepreneurial possibilities and employment opportunities across the entire agriculture value chain.

PERSONAL NOTES AND MEDIA USED

LEAFLET 3

What is the role of marketing in the ACP fruit and vegetable sector?

TRAINING OBJECTIVES

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

- Define and explain marketing communication using the 4Ps marketing mix for a business selling goods and the 7Ps (product, place, people, price, promotion physique evidence) for service-based businesses.
- Understand what is meant by Above and Below-The-Line Communications and the difference between the two concepts.
- Explain the 4 Cs Framework in marketing communications.
- Describe key characteristics of the tools of marketing communications.
- Analyse the differences between consumer and business-to-business marketing communications.
- Understand the importance of ethics in marketing communications.
- Explain PR concept and its importance.
- Develop PR programmes and the importance of the businesses' public image.
- Interact affectively with the media and maintain better media relations.
- Effectively prepare a crisis management plan.

KEY MESSAGES

1. What is marketing communication?

- Communication is used to develop marketing processes for creating design brief, content strategies and marketing plans.
- Marketing communication is the **promotional element** of the **4Ps** (product, place, price, and promotion) and **7Ps** (product, place, people, price, promotion physique evidence) of marketing and cannot be separated from the other elements of the mix.
- The communications mix in marketing comprises of the various ways a company can communicate with its customers.

2. Marketing communication mix

- The 4Cs of marketing consists of consumer wants and needs, cost, convenience, and communication.
- Above-the-line communication is used for general/widespread awareness such as television, radio, billboards, print and film format.
- Below-the-Line Communication promotes products using direct mail or email campaigns, search engines, trade shows and catalogs.
- Business-to-consumer (B2C) marketing communication focuses on benefits and solving problems, while business-to-business (B2B) focuses on time, money and resources saved.
- Important steps in developing an effective marketing communication are:
 - identifying the target audience;
 - determining the communications objectives;
 - determining the message;
 - communication tools/mix decisions.
- The marketing mix includes the 4Ps of product marketing (product, place, price, and promotion) and 7Ps (product, place, price, promotion, people, processes & physical space) of marketing of services.
- Integrated Marketing Communication (IMC) offers better coordination of the various elements of the promotional mix in an effort to reach more customers at different levels.
- Ethical marketing is an area of applied ethics which deals with the moral principles behind the operation and regulation of marketing.
- Ethical advertising is about being truthful concerning the product or service in question and never exaggerating the capabilities of a product/service, or hiding its flaws.
- Ethical marketing offers tools/guidelines for companies to develop and implement their marketing strategies.

3. Public relations (PR) and communications

- Public relations is about building the company's brand relationship with its target audience.
- Image is the mental perceptions of the person related to an object, a product, service, an individual or an organisation. The image is beneficial for organisations for achieving their objective.
- A press release is a free public relations tool, which is especially beneficial for a start-up or growing small business.
- A properly crafted press release can support the company's news and views in a credible and targeted way.
- A crisis is defined as a significant threat to operations that can have negative consequences if not handled properly. It can create three related threats:
 1. public safety;
 2. financial loss;
 3. reputation loss.
- Crisis management is an essential organisational function and failure to respond can cause serious harm to the company's bottom line, stakeholders and public image.
- A crisis management plan (CMP) is a reference tool, not a blueprint and provides lists of key contact information, reminders of what typically should be done in a crisis, and forms to be used to document the crisis response.
- In this age of social media and the Internet, news goes viral almost instantly. Organisations need to respond to PR crises quickly and effectively in order to minimise damage.

4. Case studies

- Public relation tools such as TV interviews, press releases, lobbying, sponsorship and corporate communications can lead to image building and increase in sales.
- Public relation communication tool lead to positive image about the company and its products.
- Proactive media releases and messages prevent a crisis from escalating and tainting a company's image.
- Testing a product advertising campaign prior to launching can prevent a crisis.

PERSONAL NOTES AND MEDIA USED

LEAFLET 4

Importance of branding and intellectual property rights in marketing products and services

TRAINING OBJECTIVES

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

- Design and implement brand management strategies for the businesses.
- Understand how branding impacts the productivity of a business.
- Assess challenges in maintaining strong brand identity while linking it across digital platforms.
- Calculate the Return on Marketing Investment (ROMI).
- Identify the different types of intellectual property rights relevant to the fruit and vegetable sector.
- Identify intellectual property issues regarding labeling and packaging in the fruit and vegetable sector.

KEY MESSAGES

1. Brand management

- Brand management is a function of marketing that uses techniques to increase the perceived value of a product line or brand over time.
- Five ways branding impacts on the productivity of the business include: recognition of the logo; increase in business value; getting new customers; strengthens loyalty among customers and supports advertising.
- Having a clear brand strategy will help the company to:
 - have clear company objectives;
 - stand out from the company's competition;
 - optimize the company's marketing strategy accordingly;
 - communicate with the company's customers more effectively.
- Changes in technologies, market demands, and communication channels provide both opportunities and problems for brand managers in this digital age.
- Some steps in creating branding strategies include defining the company's target audience/personas; writing the company's brand positioning statement; develop the company's brand identity; make the company's employees its brand ambassadors.

2. Understand the term Return on Marketing Investment (ROMI) when using digital branding as against traditional methods

- Return on Marketing Investment (ROMI) is a metric used to measure the overall effectiveness of a marketing campaign.
- ROMI is measured by comparing revenue gains against marketing investment.
- A fundamental goal is to learn how much of incremental sales, profit or traffic the company's marketing investments generate.
- Digital branding focuses on providing value and inspiring loyalty and brand recognition, whereas digital marketing is all about finding new customers and generating sales.
- Word of mouth marketers and advertisers seek to create something worth talking about and then actively encourage people to talk about it.
- Word of mouth can be very effective in the physical/traditional world of talking and online by using reviews and testimonials.

3. Types of intellectual property rights that may be involved in marketing campaigns

- Intellectual property (IP) most often refers to creations of the mind, and can be inventions, music, art, literary works, and more.
- Available protections include **copyrights** to protect literary and artistic works; **patents** to protect inventions; and **trademarks** to distinguish one entity's products or services from another entity's goods and services.
- Marketing necessarily generates intangible assets that may be protected by intellectual property rights.
- Intellectual property rights in relation to marketing strategy include: copyrights, trademarks, patents, industrial designs and plant varieties.
- Every business, large or small, creates materials that are protected by copyright such as: brochures, slogans, flyers, logos, Web sites and online advertisements and campaigns.
- A trademark, or a brand, is a sign used for goods or services to identify the source.
- A 'trademark' is used when the focus is on its legal attributes, but 'brand' when the focus is about marketing. A registered trademark is a legally protected sign.
- A company can register the company's idea as an invention through a patent application filing.

4. Identify issues regarding labelling and packaging

- Mandatory nutrition labels are on the back of the pack and the information has to be presented in a specific order: energy, fat, saturates, carbohydrate, sugars, protein and salt.
- To label a food product as organic or use phrasing such as 'organically grown' the product and farming methods have to meet a series of strict guidelines.
- Packaging plays an important role in consumers' choices of purchasing food and beverage products.
- Packaging might be protected as designs, three-dimensional trademarks and also copyright.
- Copyright protection might represent an additional way of protecting the packaging in relation to the marketing materials and brochures and pictures of the products on display on Web sites.
- Packaging represents and enhances a brand; however, branded packaging is under threat from illegal copying.
- Intellectual property is a great tool for businesses that helps in the war against fake.

5. Compliance issues

- An effective intellectual property conformity compliance is of utmost importance to protect the company against litigation, lost profits and a damaged reputation.
- Trademark clearance searches should be done before using a name, logo or slogan in the company's marketing strategy.
- Any use without prior consent of a well-known trademark is considered unlawful.
- No company should use comparative advertising to take undue advantage of the reputation of a trademark, trade name or other distinctive sign of a competitor.

6. Case studies

- Building a well-defined brand results in wide distribution in local stores and nomination for an award.

PERSONAL NOTES AND MEDIA USED

LEAFLET 5

Developing a marketing and communication plan for MakenCashew Company, Sierra Leone

TRAINING OBJECTIVES

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

- Analyse and conduct SWOT analysis for **MakenCashew** company.
- Assess the competitive environment using Porter's five forces.
- Design a research questionnaire and carry out a market research for the cashew products.
- Select and advise on appropriate digital platforms MakenCashew can utilise for marketing optimization.
- Design both above and below-the-line communications for the company.
- Help MakenCashew to apply ethics to their marketing communications.
- Differentiate between consumer and business-to-business marketing communications for MakenCashew.
- Help the company to identify Intellectual Property Rights issues regarding labeling and packaging of their cashew products.

KEY MESSAGES

1. Description of the business

- Strengths: the managing director and 5 staff have been trained in India and Vietnam in cashew processing.
- Weaknesses: on farm and production levels are too low to meet the demands of the sub-regional and international markets.
- Opportunities: there is high demand for the nuts globally and the Sierra Leone government and international agencies are supporting the development of the value chain.
- Threats: the company faces threats from new entrants to the processing business and also low yields of cashew farms.
- The competitive environment in the three markets of Sierra Leone, ECOWAS and UK was done using Porter's Five Forces and showed high bargaining power of buyers, high intensity of industry rivalry and threat of new entrants and substitutes in the UK and European market.

- Market trends: the cashew nut market will increase by 10% in the next 10 years for several reasons such as Solid growth in the national economy; Government investments in agriculture reform and Increased private investments in agri-business sector.
- Direct competitors for fresh cashew nuts are all the middlemen who buy wholesale quantities from Sierra Leone and other West African countries and export to Asia, USA, UK and Europe.
- Direct competitors for roasted cashew kernels are the imported brands sold in the supermarkets and the locally produced nuts sold in the streets and some supermarkets.
- Indirect competitors for cashew nuts are all the substitute nuts in the markets such as peanuts, almonds, pecans and acadia nuts.

2. Marketing communication

- 4Ps marketing mix include:
 - Products: roasted cashew kernels +/- salt (plus broken pieces as by-products); and raw cashew nuts (RCN);
 - Price: retail price of \$12/kg; Wholesale 20-ft container is \$1,500;
 - Place: outlets in supermarkets;
 - Promotion: seasonal promotion during the festive seasons.
- 4Cs consumer wants and needs (cost, convenience, and communication) marketing communication mix include:
 - Consumer wants and needs;
 - Salted or unsalted;
 - Proper packaging with labels showing manufactured and expiry dates;
 - Nutritional content.
- Brand awareness requires brand identity, which in turn requires high quality logo and labels on its products.
- Appropriate digital platforms for MakenCashew will include: a robust Web site with payment options and email links; Facebook and Instagram pages; www.247bigmarket.com and Jumia Group platforms for an enhanced marketing presence.

3. Marketing and sales strategy

- Marketing and sales strategy will include both online and offline strategies.
- Publicity and advertising strategy: MakenCashew will use a Web site, local newspaper adverts, banners, flyers, social media platforms in promoting and advertising of its products, locally, subregionally and internationally.
- Pricing strategy: MakenCashew will use a penetration strategy by lowering prices to enter the Freetown market and attract customers.
- MakenCashew will use the return on marketing investment (ROMI) formula to calculate revenue gains against specific marketing investments as best as possible.

PERSONAL NOTES AND MEDIA USED

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Summary of the manual

Marketing and communication

1. What is the role of marketing in the ACP fruit and vegetable sector?	37
2. Developing a marketing plan/strategy	38
3. Marketing communication	39
4. Importance of branding and intellectual property rights in marketing products and services	39
5. Developing a marketing and communications plan for MakenCashew Company, Sierra Leone	40

1. WHAT IS THE ROLE OF MARKETING IN THE ACP FRUIT AND VEGETABLE SECTOR?

Chapter one is an introduction to marketing and defines the role of marketing in the ACP fruit and vegetables sector. It sets the stage in defining marketing and emphasizes the psychological understanding of the needs of customers. Putting customers needs first is a prerequisite of a successful marketing campaign and will result in greater revenues.

The two types of marketing techniques, offline and online, are being used by many companies in various combinations to be more competitive.

Differences between the marketing and selling concepts are presented in this chapter with marketing starting by understanding the customers' needs, while the selling concept focuses on the production level.

Marketing is just as important as financial management of a company. The chapter notes that consideration should be given to the seasonality and perishability of fruits and vegetables in creating demand in the fruit and vegetables sector.

The 4Ps of the marketing mix, product, price, place and promotion are presented.

A market for any given product or service is where one finds our targeted customers and components of a market include similar and substitute products, competitors and prices. This leads to the need to analyse the competitors and see how they operate.

Communication with customers plays an important role in marketing via and the communication mix of advertising, personal selling, sales promotion, public relations, direct marketing/internet marketing and packaging.

An in-depth presentation of SWOT & PESTLE analyses and their relevance to the MSMEs marketing plans are included.

Maslow's Hierarchy of Needs can play a major part in marketing as marketing and psychology usually overlap. That is why a good marketer knows that before developing a marketing strategy, understanding the target audience of a business is vital.

Two case studies are presented in this chapter. The first case study identifies key players in market-led horticulture programme in Meru County, Kenya. The second case study uses SWOT analysis in evaluating Wangu Holdings' (in Sierra Leone) idea of using specialized packaging of its juices for distribution in the three neighboring Mano River Union (MRU) countries of Guinea, Liberia and Ivory Coast.

2. DEVELOPING A MARKETING PLAN/STRATEGY

Chapter two defines the steps in developing marketing plans/strategy and looks at the various components that make up the plans. It presents information on industry and value chain analyses, market research and an introduction to digital platforms.

Industry analysis is a method that helps a company to understand its position relative to other participants in the industry. It helps them to identify both the opportunities and threats coming their way and gives them a strong idea of the present and future scenario of the industry. A value chain is a set of activities that a firm operating in a specific industry performs in order to deliver a valuable product or service for the market.

Value chain analysis helps a company understand how it adds value to something and subsequently how it can sell its product or service for more than the cost of adding the value, thereby generating a profit margin. Products pass through all activities of the chain in order, and at each activity the product gains some value. The chain of activities gives the products more added value than the sum of the independent activity's value.

Market research is an essential tool for all businesses. It helps the company identify its target market, the size of that market, potential to connect with customers, understand market trends and business growth. It also helps to understand the customers' needs, what the competitors are doing, and testing a product before launch. It also helps the company make marketing decisions that involve planning, product development, packaging, pricing and distribution. Two case studies present how to forecast the market size and sample of market research results respectively.

This chapter introduces the role of digital platforms and how they increase productivity in the business. Digital transformation which includes social media, mobile computing, analytics, the smart phone, tablets, Cloud computing are impacting all business right now. All of these technologies are digital and all are enablers for a revolution in the way business is done. Digitalisation is transforming value chains and opening up new channels for value addition and structural transformation.

Digital platforms provide the mechanisms to bring together a set of parties to interact online. This chapter analyses that the growth of digital platforms is directly linked to their capacity to collect and analyse digital data. Data can be monetised by selling targeted online advertising, and operating electronic commerce (e-commerce) platforms, traditional goods into rentable services or renting out cloud services.

The different ways digital technologies can transform the business and the opportunities and challenges faced by these businesses are identified in this chapter. The case study on Jumia Group is about local digital platforms marketplace set up in the developing countries. These types of platforms can be viable options in developing countries, but tend to face challenges when seeking to scale up activities to compete with China and USA.

The second case study on EzyAgric App of Akorion, an agritech company in Uganda presents opportunities for youths in this digital era. The App provides access to markets for farmers and agribusiness youth agents equipped with smartphones and other digital technology.

3. MARKETING COMMUNICATION

Chapter three introduces marketing communication; and public relations and communication. Marketing communication is what is done to get to and attract customers to buy a company's products. Though used generally to attract customers, it is used internally to inform employees about the benefits of the products and how to present the products to customers. Internal communication between employees is critical to developing marketing strategies.

Marketing communication mix comprises of the various ways a company can communicate with its customers and includes elements such as advertising, public relations, sales promotions, Internet marketing and packaging.

This chapter discusses the benefits of investing in Public Relations as this will help the organisation to achieve its objectives effectively and smoothly. Public Relations is an essential and integrated component of the marketing communications of a business or organisation. It lays emphasis on the developing Public Relations strategies and the various Public Relations Tools and its importance to the business's public image.

Since a bad image cannot be sustained for a long time, organisations need to ensure they have a good brand image by having effective campaigns for attracting and motivating the public to their product or service.

An effective Public Relations can create and build up the image of an individual or an organisation or a nation. At the time of adverse publicity or when the organisation is under crisis an effective Public Relations can remove the 'misunderstanding' and can create mutual understanding between the organisation and the public. This has been emphasised in the case studies outlined in this chapter.

From the case studies one can identify how to plan a media campaign using the various tools and strategies, to raise awareness of an organisation's products. Information is also presented on how to protect an organization's reputation during a crisis, which requires careful planning and execution to avoid media harassment, unending rumours, twisted facts and skewed narratives.

4. IMPORTANCE OF BRANDING AND INTELLECTUAL PROPERTY RIGHTS IN MARKETING PRODUCTS AND SERVICES

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. DEVELOPING A MARKETING AND COMMUNICATIONS PLAN FOR MAKENCASHEW COMPANY, SIERRA LEONE

MakenCashew (SL) Ltd based in northern Sierra Leone was established in 2010 by four (4) brothers to engage exclusively in cashew farming. The brothers embarked on processing of the nuts in 2016 and have been selling to local traders who sell by hawking along the streets of Freetown.

MakenCashew has two main products in the form of raw cashew nuts (RCN) for UK and European markets; and roasted cashew kernels, for local and regional markets. A third category of broken cashew pieces are derived from the processing of the kernels.

Between 2017 and 2019 their production levels were:

- raw cashew nuts (RCN) 60 to 72 MT;
- roasted and packaged cashew kernels 32 to 41 MT.

Customers include wholesale buyers of bulk quantities of raw cashew nuts (RCN) in UK; and wholesale and retail buyers of roasted kernels in Sierra Leone and ECOWAS region.

The company's strength lies in the fact the MD and staff have been trained in cashew processing in Asia but is faced with low farm and processing facility production levels; poor packaging and branding efforts and lack of financing.

The company enjoys a 14% market share of cashew nuts in the Freetown market third place behind Lion Foods (35%); and Labano (15%). Imported brands make up 12% of the market; while other suppliers make up 24% with none exceeding more than 6%.

In an effort to optimize the marketing efforts of the company, the use of digital platforms is a prerequisite in modern day business management. The company plans:

- use social media platforms such as Facebook, Twitter and Instagram to vigorously promote their brand;
- contact Jumia Group and start discussions on selling on their E-commerce platforms;
- contact Bajaa Technologies in Freetown for use of their www.247Bigmarket.com platform.

The company is seeking **USD 250,000** in financing to set up a marketing department that will be engaged in enhancing the company's marketing and promotional activities that will result in increased sales and market share.

PERSONAL NOTES AND MEDIA USED

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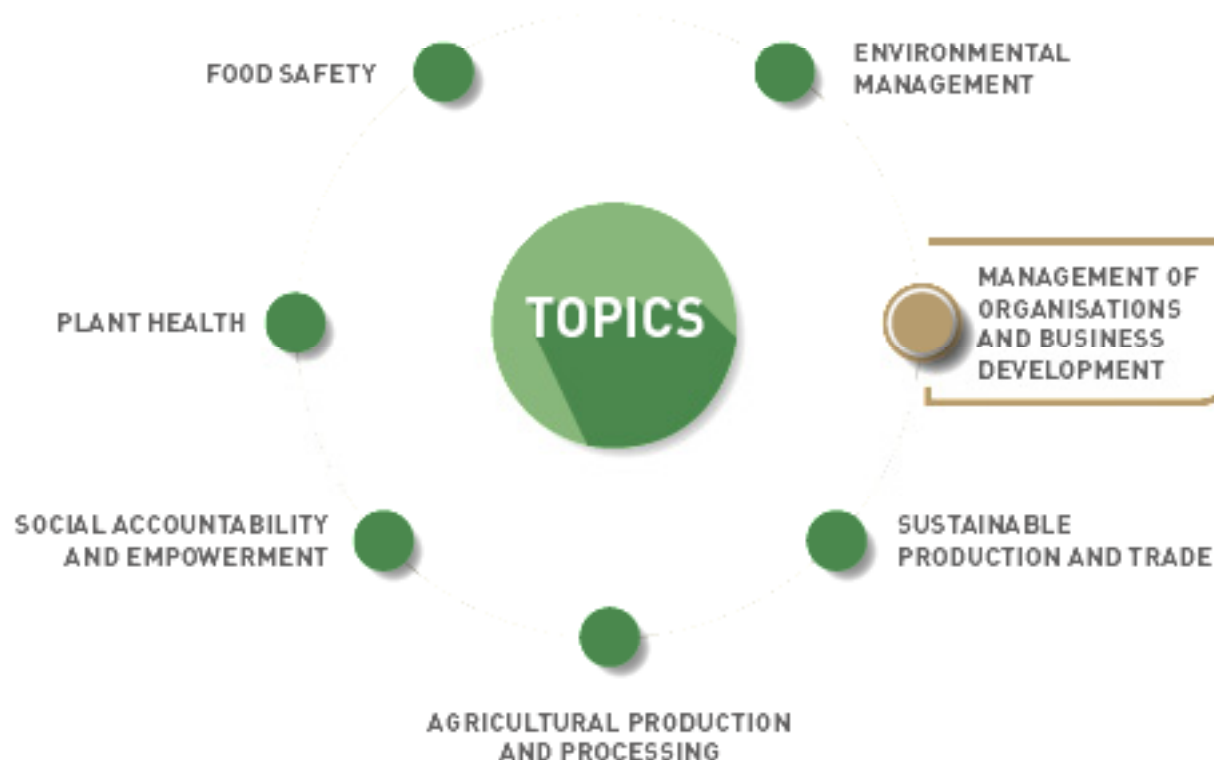
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