



Smallholder Farmers Supplying Tourism Sector

ILO - ASEAN Small Business Competitiveness

A product of



Small Business
Competitiveness



Small Business Competitiveness by International Labour Organization (ILO – SBC) is licensed under a Creative Commons Attribution-Non Commercial Attribution-NonCommercial-ShareAlike 3.0 Unported License.



Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.



NonCommercial — You may not use the material for commercial purposes.



ShareAlike — If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original.

<https://creativecommons.org/licenses/by-nc-sa/3.0/legalcode>



Small Business
Competitiveness

brought to you by:



Table of Contents

About C-BED v

About the Smallholder Farmer Packagev

Message to the Group.....vi

Session 1: Introductions..... 1

Activity 1A: Getting to Know Each Other 1

Activity 1B: What Makes a Successful Business?2

Session 2: Better Marketing 7

Activity 2A: The 5P's7

Activity 2B: Improving Your Marketing Strategy.....10

Session 3: Improving Quality 13

Activity 3A: Exceeding Customer Expectations14

Session 4: Improving Productivity 19

Activity 4A: Farming Productivity20

Activity 4B: Productivity Recordkeeping22

Activity 4C: Planning for Change28

Session 5: Farm Costs31

Activity 5A: Variable and Fixed Costs32

Activity 5B: Variable Sosts34

Activity 5C: Fixed Costs.....38

Activity 5D: Planning for Change40

Session 6: Cash Management43

Activity 6A: Cash Flow Planning46

Activity 6B: Planning for Change.....48

Session 7: Action Planning..... 51

Activity 7A: Prioritized Actions51

About C-BED

Community-Based Enterprise Development (C-BED) is a low cost, innovative training programme designed by the International Labour Organization (ILO) to support skills development and empowerment in local communities for improvements in livelihoods, productivity and working conditions.

As an approach to training, C-BED is unique in that the programme is built around peer-to-peer, activity based learning methods with no role for teachers, experts, or external consultants specialised in the skill area. Instead, C-BED participants work together through a series of activities and discussions guided only by simple step-by-step instructions in the training manual. New knowledge, skills and competencies are developed through the interactions between participants and sharing of existing local knowledge and experience. In this way the programme is a low cost, sustainable option for any organization or community.

The C-BED programme is structured around two core training packages designed to develop competencies for business start-up and operation through a focus on marketing, financial management, and action planning. These are the C-BED for Aspiring Entrepreneurs and C-BED for Small Business Operators. Additionally, a growing suite of tools to strengthen business competencies and enhance skills for specific sectors is in continual development. These packages can be implemented as either stand-alone trainings or integrated in modular format into existing programmes.

About the Smallholder Farmer Package

C-BED for Smallholder farmer package is an introductory training that is suitable also for audiences with very limited literacy and useful to everyone who wants to gain basic familiarity with business development and operation. Participants arrive seeking opportunities to make change in their lives, wanting to find or change a vocation or improve their working conditions. They leave with basic competencies in business operation and critical learning. For criteria to select the participants refer to the C-BED curriculum Outline. At the end of the training participants will have:

- Gained new knowledge on enterprise development
- Acquired critical competences to weigh job prospective or current conditions for work
- Raised awareness about enterprise development
- Learned about different steps to start-up or improve a business
- Strengthened confidence to make decisions, plan and take action for the future

- Recognized the potential of association and collaborations

Message to the Group

At the end of this C-BED training you will have a clear plan for the practical steps you can take to start or improve your business. Your understanding of the basic principles of doing business will be much stronger and you will have begun relationships with others in your community that can potentially support or cooperate with you to achieve mutual success in the future.

The style of this training is different to traditional education approaches. There will be no teacher, trainer or expert to assist you. Instead, you will work together as a team to follow the simple step-by-step instructions for discussions and activities in your training guide. Because there is no group leader, all group members should take a turn reading the information and instructions out loud to the group, and all group members share responsibility for monitoring time. In this new style of training, we will learn from each other by sharing ideas and opinions, skills, knowledge and experience. For this to work, all group members must participate in discussions.

Before and after the training you will be asked to complete a survey to understand the impact of the training. This information will be kept confidential and is used to improve the training materials and organization of future programs. Some trainees may also be contacted in the future after 3, 6 or 12 months for another survey to learn about your business plans.

The instructions in the training guide are easy to follow and suggested timing for each step is provided. Look out for these signs:



When you see this sign, read aloud



When you see this sign, you are reading instructions and doing activities



When you see this sign, share with the group



This sign gives you the estimated time for the session



Use the flipchart as outlined in Appendix 1, if you don't have a flipchart use extra paper or the Training Guide

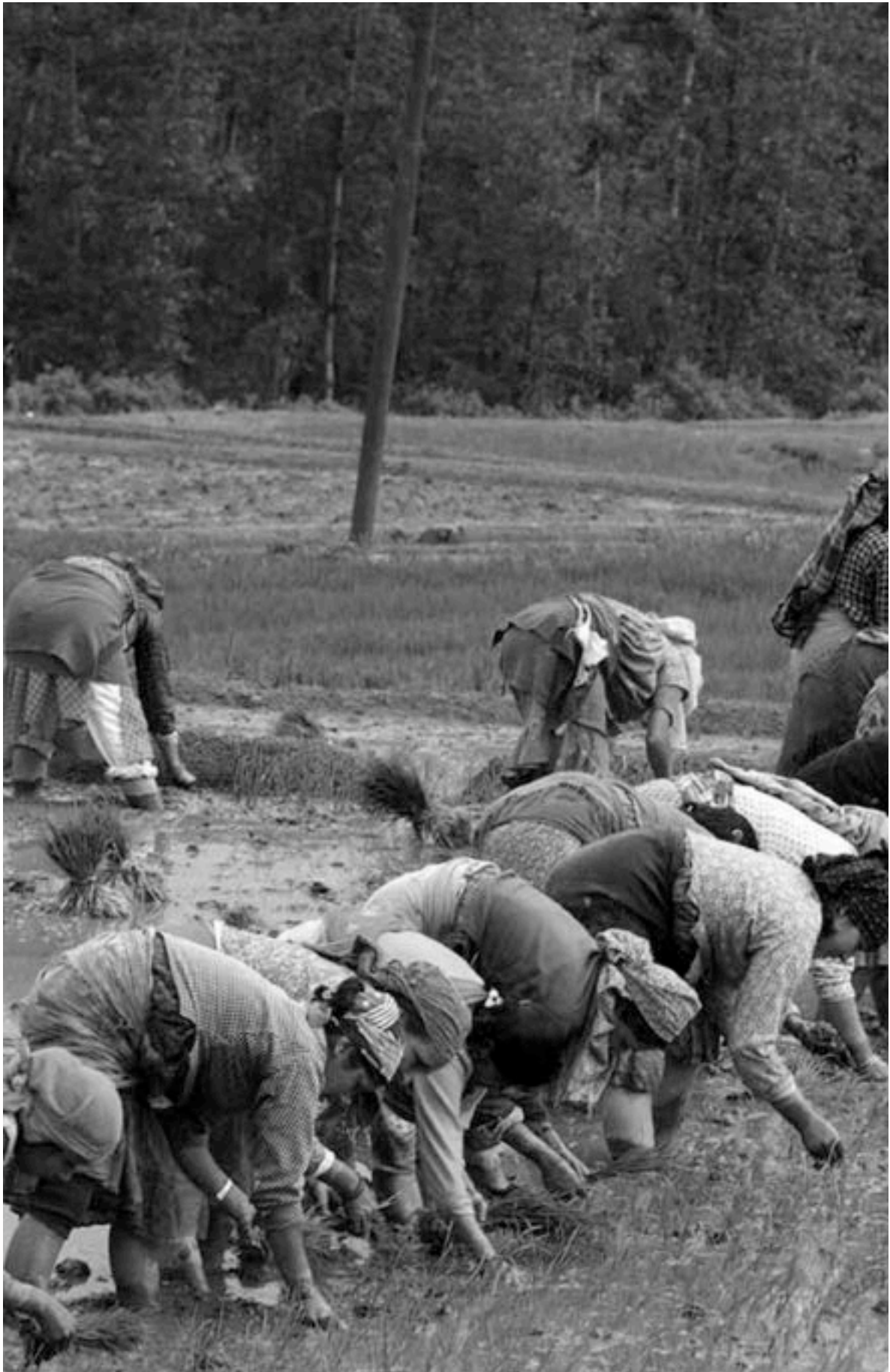
Before you begin the training, follow the simple steps below to get organized.

- Fill out the pre-training survey. Ask the organizers if you don't have a copy or have not already filled it in.
- Organize into small groups of 5-7. The organizers will guide you in how best to do this.
- Identify one group member to volunteer to start the training as 'Group Reader'. The 'Group Reader's' role is to read the information and activity instructions out loud to the group. Any group member with basic literacy can be the 'Group Reader' and you should aim to share this role among group members throughout the training.

All group members are responsible for monitoring time but one group member should be nominated for each session to remind the group when the suggested time for a step has been reached. You do not strictly need to follow the suggested timing but you will need to manage your time for the total training. If one activity lasts longer than the suggested timing, try to save time in other activities to keep the balance.

All group members will receive the same training guide. Individual work can be completed in these guides as well as group work. Groups may also like to complete activities together on flipchart paper if available.

Enjoy the Training!



Session 1: Introductions

Session 1: Introductions



50 Mins



Session Overview

In this session you will complete two activities to get to know one another and become familiar with the style of C-BED training. In C-BED our goal is to learn from each other as we complete the activities in each of the seven sessions. There will be no teacher so you should help each other by sharing our different ideas and experiences, and ask questions to the group if you don't understand a concept or activity.

Activity 1A: Getting to Know Each Other



In Activity 1A you will get to know each other as a group and learn about each others farming businesses.



This is a programme designed to 'teach without teachers' and allow people to learn through their own experience and from each other. You will be challenged to assess your existing farming practices and become more entrepreneurial in considering your farm as a business that needs to generate sufficient income as well as food for your family.

Each participant needs to be open-minded, and try to think outside the limitations of your current farming practices and beliefs to explore new areas. Don't be afraid to suggest new innovations to your business, no matter how crazy these may seem, as this is the type of thinking of successful entrepreneurs. But also learn from each other, and what your neighbours are doing on their farms, which may or may not be successful. Upon completion of the training you should be able to better understand your farm as a business made up of individual enterprises (cropping, livestock, etc.) and be more confident to make strategic decisions about your business' future directions.



15 Mins

Each of you draws a map of your farm business and labels it clearly. The map could include the location of farmhouse, vegetable gardens, fields, stock pens, farm boundary, roads, etc. [5 minutes]

1. Each of you introduces yourself to the other members of the group by displaying your map, and explaining your farm business. [2 minutes each]
2. Everyone hangs his or her farm business map on the wall.



In this first activity we got to know more about one another and shared our drawings of our farms. Now we can move to the next activity. You should remember that farming businesses are just like any other businesses that have products or services. A successful farming business sells to market what customers need or want, at the price that they are willing to pay. The farming business should also give you sufficient income and happiness.

Activity 1B: What Makes a Successful Business?



The goal of this activity is to highlight good farming business practices and to assist you in prioritizing different strategies.



35 Mins

1. If you are not already in small groups, form into groups of 5 – 7 people. Groups can be formed among people with the same farming business.
2. Work in pairs to discuss the business traits in the word cloud in Table 1B(1) before individually completing Table 1B(2). [8 minutes]
3. Share your choices with the rest of the group and explain your selection. [10 minutes]
4. As a group discuss the different choices and agree on the 3-6 traits most important traits for successful farming businesses. [15 minutes]