



# **Poultry production**

## **Level II**

# **Learning Guide #58**

Unit of Competence: Develop Business Practice

Module Title: Developing Business Practice

LG Code: AGR APR2 M016 L01 LG #58

TTLM Code: AGR APR 2 TTLM M016 0919v1

## **LO4. Review implementation process and take corrective measures**



<b>Instruction Sheet</b>	<b>Learning Guide#58</b>
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Reviewing business implementation process
- identifying improvements in business operation and associated management process
- Implementing and monitoring identified improvements

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to –

- Review business implementation process
- identify improvements in business operation and associated management process
- Implement and monitor identified improvements



### Learning Instructions:

1. Read the specific objectives of this Learning Guide .
2. Follow the instructions described in number 1 to 3
3. Read the information written in the “Information Sheet (1, 2and 3) in page 2,6,and 12 respectively
4. Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
5. Accomplish the “Self-check 1, Self-check 2, , and Self-check 3respectively.
6. If you earned a satisfactory evaluation proceed to “the next topic”. However, if your rating is unsatisfactory, see your teacher for further instructions or read back the Learning guide information sheets 1-3.Submit your accomplished Self-check. This will form part of your training portfolio.

Information sheet-1	Reviewing business implementation process
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#### 4.1. Review process is developed and implemented for implementation of business operation.

The business development Plan is already Implemented in order to check whether the implemented plan achieved its goal or not . To determine this periodically we should have develop plan /schedule review process using the following steps:

- Monitor progress
- Determine status of plans and schedules



- Confirm requirements and their system allocation
- Or, evaluate management approaches used to achieve fitness or purpose

Implementation planning must define the data to be collected and the method used for monitoring. Obtaining advice from experts in data collection during the planning process will contribute to a robust and credible methodology. Monitoring will inform other components of implementation such as risk management. • Review regularly: Factor in reviews as part of your planning process to assess progress of implementation at critical milestones or in response to specific issues. Reviews are a ‘snapshot’ in the life of an initiative and tend to focus on operational issues, effectiveness of governance and project management structures, and may also include policy outcomes. Findings and recommendations from reviews should be used to improve implementation. • Evaluate the outcomes: The success of an initiative is determined by the extent to which intended and unintended policy outcomes are achieved and how they have affected stakeholders. Planning for evaluation should identify and map baseline information as well as ensure that ongoing access to consistent data sources will be available through monitoring over the life of the initiative. Data can be quantitative (hard or numerical data) or qualitative (soft or categorical). Those managing an evaluation need to focus on asking good.

Self-Check -1	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are the steps to review business ? (9 points)





**Note: Satisfactory rating – 9 points**

**Unsatisfactory - below 9 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

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<b>Information sheet-2</b>	Identifying improvements in business operation and associated management process
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### 4.2. Identifying improvements in business operation

**Business process improvement(BPI)** is a strategic planning methodology aimed at identifying the operations or employee skills that could be improved to encourage



smoother procedures, more efficient workflow and overall business growth. This process can also be referred to as functional process improvement.

The purpose of business process improvement is to meet customer demands and business goals more effectively. Rather than drawing out change management in incremental steps, BPI seeks to bring drastic transformation in an organization's performance.

**Business Process management (BPM):** is a field in operations management that focuses on improving corporate performance by managing and optimizing a company's business processes. It can therefore be described as a "process optimization process". It is argued that BPM enables organizations to be more efficient, more effective and more capable of change than a functionally focused, traditional hierarchical management approach. These processes can impact the cost and revenue generation of an organization. As a policy-making approach, Business Process Management sees processes as important assets of an organization that must be understood, managed, and developed to announce value-added products and services to clients or customers. This approach closely resembles other total quality management or continual improvement process methodologies and BPM proponents also claim that this approach can be supported, or enabled, through technology. As such, many BPM articles and scholars frequently discuss BPM from one of two viewpoints: people and/or technology.

Business process management as: the definition, improvement and management of a firm's end-to-end enterprise business processes in order to achieve three outcomes crucial to a performance-based, customer-driven firm: 1) clarity on strategic direction, 2) alignment of the firm's resources, and 3) increased discipline in daily operations

Business process management activities can be arbitrarily grouped into categories such as design, modeling, execution, monitoring, and optimization



## **Design**

Process design encompasses both the identification of existing processes and the design of "to-be" processes. Areas of focus include representation of the process flow, the factors within it, alerts and notifications, escalations, standard operating procedures, service level agreements, and task hand-over mechanisms.

Whether or not existing processes are considered, the aim of this step is to ensure that a correct and efficient theoretical design is prepared.

The proposed improvement could be in human-to-human, human-to-system or system-to-system workflows, and might target regulatory, market, or competitive challenges faced by the businesses.

The existing process and the design of new process for various applications will have to synchronize and not cause major outage or process interruption.

## **Modeling**

Modeling takes the theoretical design and introduces combinations of variables (e.g., changes in rent or materials costs, which determine how the process might operate under different circumstances).

It may also involve running "what-if analysis"(Conditions-when, if, else) on the processes: "What if I have 75% of resources to do the same task?" "What if I want to do the same job for 80% of the current cost?"

## **Execution**

One of the ways to automate processes is to develop or purchase an application that executes the required steps of the process; however, in practice, these applications rarely execute all the steps of the process accurately or completely. Another approach is to use a combination of software and human intervention; however this approach is more complex, making the documentation process difficult.



Monitoring encompasses the tracking of individual processes, so that information on their state can be easily seen, and statistics on the performance of one or more processes can be provided. An example of this tracking is being able to determine the state of a customer order (e.g. order arrived, awaiting delivery, invoice paid) so that problems in its operation can be identified and corrected.

The degree of monitoring depends on what information the business wants to evaluate and analyze and how business wants it to be monitored, in real-time.

### Optimization

Process optimization includes retrieving process performance information from modeling or monitoring phase; identifying the potential or actual bottlenecks and the potential opportunities for cost savings or other improvements; and then, applying those enhancements in the design of the process.

Self-Check -2	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are business process management activities can be arbitrarily points t?  
(12pts)

**Note: Satisfactory rating – 12 points**

**Unsatisfactory - below 12 points**

You can ask you teacher for the copy of the correct answers.





## Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

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Date: \_\_\_\_\_

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<b>Information sheet-3</b>	<b>Implementing and monitoring identified improvements</b>
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### 4.3. Implementing and monitoring identified improvements

Once you have reviewed your enterprise, developed your goals and objectives and settled on the best strategies to pursue, you need to turn your attention to actually implementing and monitoring your activities as you move through the changes you need to make to achieve your goals.

#### Guidelines to implementing and monitoring a change

Ensure that all family and staff members know what is to be implemented and by when. In a successful farming business, it is important to:

- Ensure each member of the business knows their roles and job responsibilities.
- Develop a set of clear ground rules to reduce the risk of personal conflict.
- Discuss and agree on expectations pertaining to key areas of the business.
- Create a written agreement that has regular review dates set in advance.
- Hold regular business meetings to ensure all people in the business spend part of their time and energy working on the business, and not just in the business.

The implementation of any enterprise transition plan should be part of the annual operating plan for your farm. Aim to achieve the change from current practice to new enterprise strategies in as short a time as possible. At the same time, ensure that cash flow maintains business equity and liquidity within the set limits. Develop a process that tests, priorities and sequences the best-bet options to maximize return on investment of time and capital and annual business profit. A successful transition plan should control then improve enterprise cash flow.



## **Monitor and evaluate**

Monitoring and evaluation of progress are the basis for continuous improvement in a business. Monitoring provides an extremely important check on the accuracy of the inputs and predictions from the analyses used to set the enterprise strategic direction. They are also necessary to ensure that the plan is being implemented as intended and that changes in enterprise productivity and profitability align with predetermined targets after for growth, market prices and variable costs.

### **Monitor the productivity and profitability of your business regularly**

There is generally a strong association between ongoing monitoring and feedback and the successful implementation of a plan. Continual monitoring of physical resources and financial outcomes provides you with confidence that the strategies are either on-track or need revision. The system must alert you to weaknesses in the enterprise operation and allow you to take the necessary corrective changes based on accurate information. This helps to reduce the risk and uncertainty about whether changes made to your enterprise are actually working.

### **Monitor physical resources and financial outcomes to check enterprise strategies are on-track**

Undertake sufficient monitoring to effectively update your short-, medium- and long-term objectives from the results of the previous year. It also makes sense to review the strategic direction periodically in relation to changes that have occurred in technology advances, progress and your own business and goals. Check the accuracy of inputs and predictions.



Monitoring change to the business is achieved by benchmarking the performance of your enterprise. Benchmarking is not only important to evaluate how the business compares with industry, but when your business is undergoing change, benchmarking the performance is a critical aspect to evaluate success and also to identify ongoing aspects that can be further improved.

### **Manage the risks**

Risks associated with implementing a new strategic direction in the beef enterprise can be managed by carrying out the procedures in this module with attention to those parts that are relevant to your farming business.

The main risks of transition are failure to gain a higher enterprise profit from the restructure. To ensure success:

- management needs to have the knowledge and skills to manage change
- implementing the transition plan in a logical sequence leads to greater productivity
- investments must be scheduled in the highest order of rate of return on investment
- enterprise changes are planned to control cost and maximize returns.

Other risks include one or a combination of the following:

- not knowing the accuracy of the analysis or predictions used
- not having an accurate way of knowing whether planned actions or tactics are meeting targets
- lack of objective feedback to build confidence in change





- implementation of the planned changes is not successful
- Over-time, changes in the overall business environment, or in your own business or family goals, mean that the initial directions set are no longer the most appropriate.

### **Manage risks and take the appropriate corrective actions**

When tracking progress, potential corrective actions include:

- Identifying the reason for being off-track and taking the appropriate action when outside the limits you set
- Rigorous checking that implementation is not at fault
- Revising the analysis using updated values when change is implemented correctly
- Re-examining the original analyses when the original projections are not on-track. Using your own information can add confidence to the review
- Re-examining the strategy every five years, or in the event of a new opportunity.

<b>Self-Check -3</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. How can we insure success (10pts)

**Note: Satisfactory rating – 10 points**

**Unsatisfactory - below 10 points**

You can ask you teacher for the copy of the correct answers.





## Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

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## References

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# **Poultry production**

## **Level II**

### **Learning Guide #59**

**Unit of Competence: Develop Business Practice**

**Module Title: Developing Business Practice**

**LG Code: AGR APR2 M016 L01 LG- 59**

**TTLM Code: AGR APR 2 TTLM M016 0919v1**

**LO5. Establish contact with  
customers and clarify needs of  
customer**





## Instruction Sheet

## Learning Guide # 59

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- ❖ Developing and discussing persuasion Methods
- ❖ Maintaining welcoming customer environment
- ❖ providing information to satisfy customer needs
- ❖ Gathering Information on customers and service history
- ❖ maintaining customer data
- ❖ assessing customer needs accurately
- ❖ Documenting customer details
- ❖ Conducting negotiations in a business.
- ❖ Maximizing benefits for all parties
- ❖ Communicating the results of negotiations

Identifying Opportunities to maintain regular contact with customers

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to –

- ❖ Develop and discuss persuasion Methods
- ❖ Maintain welcoming customer environment
- ❖ provide information to satisfy customer needs
- ❖ Gather Information on customers and service history
- ❖ maintain customer data





- ❖ assess customer needs accurately
- ❖ Document customer details
- ❖ Conduct negotiations in a business.
- ❖ Maximize benefits for all parties
- ❖ Communicate the results of negotiations

### **Learning Instructions:**

7. Read the specific objectives of this Learning Guide .
8. Follow the instructions described in number 1 to 11.
9. Read the information written in the “Information Sheet (1, 2, 3,4,5,6,7,8,9,10,and 11) in page 4,6,9,15,19,23,29,32,37and 39respectively
10. Accomplish the “Self-check 1, Self-check 2, Self-check 3 Self-check 4 Self-check 5,Self-check 6 ,Self-check 7,Self-check 8 Self-check 9 Self-check 10 and Self-check 11 respectively.
11. If you earned a satisfactory evaluation proceed to “the next topic”. However, if your rating is unsatisfactory, see your teacher for further instructions or read back the Learning guide information sheets 1-11.Submit your accomplished Self-check. This will form part of your training.



Information sheet-1	Developing and discussing persuasion Methods
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### 5.1. Persuasion strategies

It defines as the tactics used to influence customers to believe and buy a product/service

The following are different kinds of strategies that the business owner use to convince his or customers

1. Claim: State your argument.

Example: I am going to try to convince you that chocolate is a healthy snack.

2. Research/ Logos: reliable research can help your argument seem convincing

Example: A recent study found that students who watch TV during the week don't do as well in school.

3. Big Names: Important people or experts can make your argument seem more convincing

Example: Former U.S president Barak Obama thinks that unwanted food should be taken out of marketing machines

4. Ethos: If people believe and trust in you, you are more likely to persuade them

Example: Believe me! I have been there before, I am just like you.

5. Kairos: try to convince your customer that this good/product is so important. They should act now. This is done by creating urge on them





Example: this is a onetime offer. You can't get this price after today

6. Pathos/ Emotive language: Appeals to the customer's emotion. Demonstrating the quality or power in actual life experience or in literature, music and speech.

Example: Give money to our charity in order to save the life of elders' people

7. Repetition/slogan: Repeating keywords or phrases

Example: "Yes we can!" "Yes we can!" "Yes we can!" From Obama's presidential campaign.

**Activity:** Assume that you have potential customers. Create your convincing message for your customers by picking one strategy from the above on which we discussed before.

Self-Check -1	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

- What are strategies that the business owner use to convince his or customers ( 9 Points)

**Note: Satisfactory rating – 9 points**

**Unsatisfactory - below 9 points**

You can ask you teacher for the copy of the correct answers.

**Answer Sheet**

Score = _____
Rating: _____





Name: \_\_\_\_\_

Date: \_\_\_\_\_

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<b>Information sheet-2</b>	<b>Maintaining welcoming customer environment</b>
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## 5.2. Maintaining welcoming customer environment

Enterprise play a pivotal role for the development of country and therefore it is a priority that Enterprise are rendered with support not only in the developing countries but also in developed countries. Enterprises are, as a matter of fact, the backbone of the public sector, the main source of innovation, and furthermore they can create job opportunities, reduce poverty, enable entrepreneurship and have a tendency to respond to entrepreneurship and market demand. Thus, it is actually the driving force for the development of a country as it can direct the development during the period of economic instability.

The followings which are obstacles for small and medium enterprises development shall be emphasized

- Potential false trading practices in competing for market share;
- Potential false practices of business owners with self-interest who will take advantage on policy and opportunities indented for technicians who are willing to set up Enterprise that cannot afford for the investment;



- Initial capital investment to be allocated in advance for technical and financial support;
- Utilization of appropriate means and technology to dispose solid, liquid and gas waste for having minimum environmental impact;
- Controlling the release of toxic gas including greenhouse gas, vapor and elements;
- Obtaining prior permission or initial environmental assessment or environmental impact analysis;
- Conducting impact assessment on socio-economic environment, health and devastation natural disaster.

In order to promote domestic Enterprise the following issues shall carry on through policies and procedure

- Encouraging supporting enterprises that can create linkage to the domestic and foreign markets;
- Carrying out the transfer of technology and knowledge and investment promotion in cooperation with local and international organizations;
- Encouraging human resource development and employment opportunities;
- Encouraging the promotion of information and research activities and to make the smooth processes by eliminating obstacles;
- Undertaking the development of entrepreneurial businesses;
- Undertaking the development of business development services;
- Enabling the participation of entrepreneurs and enterprise in regional business activities;
- Enabling the economic development pattern that creates the sustainability and the capacity of enterprise





- Focusing the shift from import substitution to export oriented system

The following shall be carried out to enable conducive business environment for enterprise development

- Assisting and supporting the banks and money lender enterprises to get capital investment
- Arranging workshops, seminars, management and production related training, vocational training and technical training with the support of local and international organizations
- Arranging for the development of research institutions, incubation centers, intellectual property certification centers and facilitating increased cooperation;

<b>Self-Check -2</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What shall be carried out to enable conducive business environment for enterprise development ( 6 Points)

**Note: Satisfactory rating – 6 points**

**Unsatisfactory - below points**

You can ask you teacher for the copy of the correct answers.

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_





Name: \_\_\_\_\_

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Information sheet-3	Providing information to satisfy customer needs
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### 5.3. Information to satisfy customer needs.

In order to gather the information you need to begin a plan with a new client, asking a series of questions to determine the specific problem they want to fix would be the possible approach.

There are five steps that can be used by any business activity to gather information to know customers' needs/wants.

#### 1. Talk to customers

Develop a list of five to 10 open-ended and multiple choice questions designed to stimulate information from customers about how they perceive your service/product and the level of service you deliver. These interviews can be conducted one-on-one with customers over the phone, or in small focus groups of five to ten people.

#### 2. Listen to employees





While organizations might think customer service challenges are only about the customers, they are often surprised to learn the employees who work with customers have some valuable ideas about customer service. Developing a confidential, unspecified survey that employees take electronically can be a game changer. Because it's anonymous, employees who might not feel comfortable talking with managers open up with their observations, challenges and even suggestions. The results of an employee survey often reveal that customers and employees are more on the same page than management ever imagined.

### **3. Address the real issues**

Armed with solid, realistic information from both customers and employees, business leaders can begin to address the real problems they're facing to deliver quality customer service. They may begin to develop processes and procedures that will ensure outstanding service. They may find that additional training is needed for employees. They may also find creative and productive ways to create on-going communication with customers.

### **4. Reality check with customers**

Although it may seem like the hard work is over, it's crucial that companies continue to measure customer satisfaction, either through one-on-one conversations, focus groups, hand-written questionnaires, or a confidential electronic survey.

### **5. Develop on-going processes for working with customers**

As the pieces of the customer service puzzle start to fall into place, and the company has a clearer understanding of what its customers and employees need to deliver outstanding service, it's crucial to invest the time into developing a plan that will ensure continuing high levels of service. Without formal policies, procedures, and processes to



support the commitment to service, the company might find itself falling back into old practices by ignoring its customers' needs and desires.

**Activity:** Develop a questioners and go out and conduct interview with your potential ideal customers. What additional information do you get? Share your experience with your classmate.

Self-Check -3	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are are five steps that can be used by any business activity to gather information to know customers' needs/wants 10 POINTS

**Note: Satisfactory rating – 10 points      Unsatisfactory - below 10 points**

You can ask you teacher for the copy of the correct answers.

#### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

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Information sheet-4	Gathering Information on customers and service history
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#### 5.4. Gathering Information on customers and service history

The business owner gathered information. Now how does information analysis? Customer Information analysis consist two parts. The first one is information which focused on their need/wants or problems. The other one is Information which focused on customer profile, product or service and invoices

What things should be considered to analysis customers' needs/ problems? Here is worked example.

Assume that Almaz wants to start a business on hair salon. She collected all the information from her potential customer's .Now she wants to analysis. Thus she will use the following steps.



Name/group of customers	Customers have suppressed need: needs they don't even know they have	Customers struggle to articulate their needs	Customers' needs change quickly over time	Customers won't know what they want until they see it	It is impossible to ever know all the customer's needs
<b>NGO Employee</b>	Most potential customer don't know what kind of soap do they have of use for the protection of their hair	Few customers even have difficulty to get what kind of service do they want to get while they make their hair	Style is a dynamic need they want to get from the hair maker. They don't want to make only one style every week	Most customers want oily paraffin that can be used for their hair before they make with fire	It is very difficult to know convenience tie of them. As a result of this they may face a challenge of not using their time properly after they came to the hair salon



Thus based on the above example now you will articulate and categorized the information for other potential customers. What new things know about your potential customers? Here the business owner will help the customer to reach on purchasing decision and the business owner will also know about their customers post purchase behavior

The second one which mentioned earlier is information about customer profile, your product/service and invoices. Please look the following template and do your own data base.





<b>Easy Invoice Template</b>			
<b>Sender Company, Address. Telephone, email</b>			
<b>Invoice</b>			
Mr. Customer		Invoice Date Order#	
Product	Unit Price	Unit	Total

### Customers Database

Name	Address	Telephone	Email	Compiled Address



## Product Data base

Product	Price/Unit

**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Draw tables for product data base and customer data base ( 5 Points)

**Note: Satisfactory rating – 5 points**

**Unsatisfactory - below 5 points**

You can ask you teacher for the copy of the correct answers.

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_



Name: \_\_\_\_\_

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Information sheet-5	Maintaining customer data
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### 5.5. Documenting and Maintaining Customer data to ensure database relevance and currency.

Customer data used as:

**Create a more personalized, pleasurable experience:** By leveraging customer and consumer data, business owner can make personalized recommendations, inform shoppers of special offers and promotions that are most relevant to them and fully maximize cross-sell and up-sell opportunities to realize increased revenues

**Customize promotions and special offers:** Successfully analyzing and acting on customer, market and competitive data can help companies provide their customers with customized offers, appropriate marketing and ad campaigns, and the right deals

**Get helpful product feedback and improve your products or services:** companies can identify the specific products that each customer is likely to want, and the price they are willing to pay,



**Improve your marketing:** Big data enables marketers to understand the cross-channel behavior of prospects that become customers, meaning you can see the prospect-to-customer journey and the campaigns that influenced them the most.

**Create new products or services:** For instance, a sports equipment manufacturer could create a complimentary service providing guidance to athletes on how they optimize their workout regime, or a healthcare provider could use information from a fitness watch to provide personalized healthcare services to their clients

**Provide better customer service:** helps large organizations make sense of mass amounts of data in real time. “For example, when a customer calls, [agents could greet him] with a customized response along the lines of, ‘Hello, Thomas. Thank you for being a customer since 1995. I see that your last call was regarding product X. Is this the same product you’re calling about?’”

**Improve organizational effectiveness and reduce risk and fraud:** Many companies see customer insights as opportunities for cost savings. For example, by analyzing customer data, such as customer behaviors, companies are empowered with the insights needed to maximize efficiency, which can result in considerable savings.

**Create share-able content:** Use the data you've gathered – from surveys, for example and turn it into a well-designed, on social media to generate voices about your business.

Activity: Practice in the cooperative session at the industry with the help your instructor .

Self-Check -5	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:



3. Why customers data used ( 9 Points)

**Note: Satisfactory rating – 9 points**

**Unsatisfactory - below 9 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

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Information sheet-6	Assessing customer needs accurately
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### 5.6. Assessment of Customer need against the products/services of the enterprise.

Enterprise customers need high touch treatment from customer success and additional facts about the product to fill gaps. This might take in terms of:

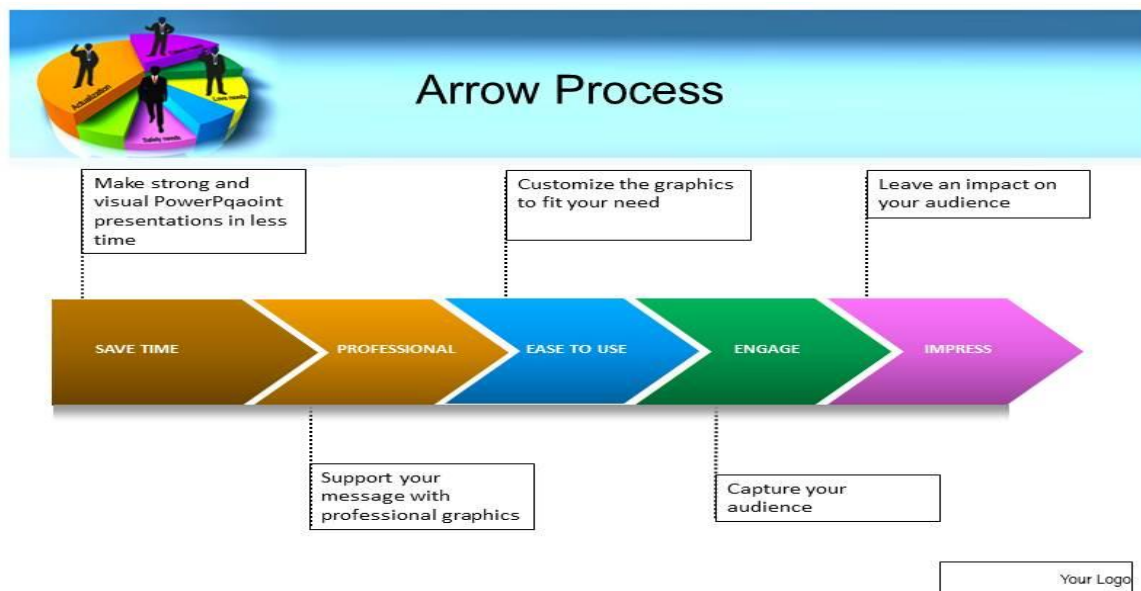
**Product Customization:** based on customer need/want or problem, the product will refine or brought different kinds of product





**Professional Service:** Scale professional services by level staffing to match the targeted new customers

**Arrow process:** in this process saving the customers, professional service which is mentioned on the above points, easy to use engagement and impression of the customer is included. It is demonstrated in the following way:



**Activity:** Now come up with your customer analysis which we discussed earlier and demonstrate and elaborate against the business product/service.

## Business Negotiations skill

The ability to negotiate requires a collection of interpersonal (communication with others) and communication skills used together to bring a desired result. The circumstances of negotiation occur when two parties or groups of individuals disagree



on the solution for a problem or the goal for a project or contract. The following are the skills that exist in a business transaction

### **Problem Analysis**

Effective negotiators must have the skills to analyze a problem to determine the interests of each party in the negotiation. A detailed problem analysis identifies the issue, the interested parties and the outcome goals.

For example, in an employer and employee contract negotiation, the problem or area where the parties disagree may be in salary or benefits. Identifying the issues for both sides can help to find a compromise for all parties.

### **Preparation**

Before entering a bargaining conversation either with customers or suppliers, the skilled negotiator prepared. Preparation includes determining goals, areas for trade and alternatives to the stated goals. In addition, negotiators study the history of the relationship between the two parties and past negotiations to find areas of agreement and common goals. Past instances and outcomes can set the tone for current negotiations.

### **Active Listening**

Negotiators have the skills to listen actively to the other party during the debate. Active listening involves the ability to read body language as well as verbal communication. It is important to listen to the other party to find areas for compromise during the conversation. Instead of spending the bulk of the time in negotiation helps the virtues of his viewpoint, the skilled negotiator will spend more time listening to the other party.

### **Emotional Control**

It is vital that a negotiator have the ability to keep his emotions in check during the negotiation. While a negotiation on contentious issues can be frustrating, allowing emotions to take control during the meeting can lead to unfavorable results. For



example, a manager frustrated with the lack of progress during a salary negotiation may concede more than is acceptable to the organization in an attempt to end the frustration. On the other hand, employees negotiating a pay raise may become too emotionally involved to accept a compromise with management and take an all or nothing approach, which breaks down the communication between the two parties.

### **Verbal Communication**

Negotiators must have the ability to communicate clearly and effectively to the other side during the negotiation. Misunderstandings can occur if the negotiator does not state his issue clearly. During a bargaining discussion, an effective negotiator must have the skills to state his desired outcome as well as his reasoning.

### **Collaboration and Teamwork**

Negotiation is not necessarily a one side against another arrangement. Effective negotiators must have the skills to work together as a team and adopt a collaborative atmosphere during negotiations. Those involved in a negotiation on both sides of the issue must work together to reach an agreeable solution.

### **Problem Solving**

Individuals with negotiation skills have the ability to seek a variety of solutions to problems. Instead of focusing on his ultimate goal for the negotiation, the individual with skills can focus on solving the problem, which may be a breakdown in communication, to benefit both sides of the issue.

### **Decision Making Ability**

Leaders with negotiation skills have the ability to act decisively during a negotiation. It may be necessary during a bargaining arrangement to agree to a compromise quickly to end a stalemate.



## Interpersonal Skills

Effective negotiators have the interpersonal skills to maintain a good working relationship with those involved in the negotiation. Negotiators with patience and the ability to persuade others without using manipulation can maintain a positive atmosphere during a difficult negotiation.

## Ethics and Reliability

Ethical standards and reliability in an effective negotiator promote a trusting environment for negotiations. Both sides in a negotiation must trust that the other party will follow through on promises and agreements. A negotiator must have the skills to execute on his promises after bargaining ends.

<b>Information sheet-7</b>	Documenting customer details
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## 5.7. Documenting customer details

Why Good Documentation is essential?

An essential part of the quality assurance system and should exist for all aspects of GMP (Good Manufacturing Practice). Good documentation practice is an expected practice!

**Correct, complete, current, and consistent** information effectively meet customer and stakeholder' requirements.

What constitutes Good Documentation?

- Approve, review and update documents
- Changes & current revision status of documents identified
- Relevant versions of applicable documents available at points of use
- Documents remain legible and readily identifiable



- Documents of external origin identified and their distribution controlled
- Prevent unintended use of obsolete documents.

### Observations on poor documentation practices

- Document error correction not signed/dated, and didn't include a reason for the correction
- Write-over, multiple line-through and use of "White-out" or other masking
- Sample sequence table and audit trail not documented (if its not documented, it didn't happen)
- SOP related to production, calibration, storage and maintenance not authorized by the QA head
- The delegation for the batch release, in case of absence of the QA manager, not recorded / documented
- Out-of-specification (OOS) procedure not detailed enough; flow chart and /or check-list not available.

### Key Documents

The following documents are integral to the implementation of this continuous improvement policy and will need to be reviewed, and may need to be updated when improvements are implemented:

- ✧ Quality Assurance Manual
- ✧ Continuous Improvement Matrix
- ✧ Continuous Improvement Register
- ✧ Delivery and assessment strategies for individual qualifications and/or units of competence
- ✧ Risk Analysis matrix
- ✧ Occupational Health and Safety policy document



- ✧ Staff development plan
- ✧ Facilities and equipment plan
- ✧ Strategic Plan
- ✧ Internal audit records
- ✧ Employee Induction form

<b>Self-Check -7</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Why good documentation is important ( 5 Points)

**Note: Satisfactory rating – 5points**

**Unsatisfactory - below 5 points**

You can ask you teacher for the copy of the correct answers.

#### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

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<b>Information sheet-8</b>	<b>Conducting negotiations in a business</b>
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## 5.8. The Outcome of Business Negotiation Skill

The following are five specific reasons why negotiation skills are absolutely imperative in the business world:

### **A Negotiation Mindset is Beneficial with Everyone from Clients to Employees**

While the ability to negotiate is certainly an important part of boardroom meetings and hammering out contracts, the benefits actually extend far beyond those better-known applications. For example, negotiation skills can be invaluable when discussing the responsibilities an employee or new hire will have, and can ensure that both parties understand exactly what is expected of the other.

### **Creates Win-Win Situations**

Contrary to what some believe, negotiation skills are not about beating the opposition out of the other party. In fact, the best negotiators are ones who are able to create win-win situations, in which everyone walks out thinking that the deal is a good one. While the ability to aggressively get what one wants might seem like a victory in the moment, the reality is that the lack of goodwill generated by this can cause problems down the road.

There is no question that finding a deal which makes everyone happy is difficult, but this is exactly why it is so highly valued.

### **Good Negotiating can improve your Bottom Line**

Ultimately, the goal of a negotiation is to get the best deal possible for you and your organization. In doing so, you are by definition improving your bottom line. For example, if you are able to reduce your overhead by 10% due to an effective negotiation, that money goes straight to your profit margin.



## Ensures that You Can Walk Into a Negotiation Confidently

Confidence is an important part of any negotiation. Walking into an important negotiation with the fundamental knowledge that you know what you are doing means you can focus on the deal itself instead of worrying about whether you are being outmaneuvered by the other party. In addition, the ability to confidently make a presentation, as well as provide offers or counteroffers, has been proven to result in better deals.

## Negotiation Skills Build Respect

Respect is an essential part of business. It is important that your employees respect you if you want to get the most productivity out of them, and it is just as important that vendors, clients, and anyone else you may be negotiating with respect you as well.

The impression you leave after a negotiation can have a lasting impression, which can impact everything from future negotiations to your reputation in your industry.

This fact underlines an important point: it is far better to be a somewhat intimidating character due to your negotiating skills than it is to be looked at as a pushover at the negotiating table. Far from being a roadblock in future deals, the ability to negotiate will make people want to work with you.

Self-Check -8	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

4. What are strategies that the business owner use to convince his or customers ( 9 Points)





**Note: Satisfactory rating – 9 points**

**Unsatisfactory - below 9 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

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Information sheet-9	Maximizing benefits for all parties
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### 9.1. Maximizing benefits for all parties

**Key Performance Indicator (KPI)** is a measurable value that demonstrates how effectively an enterprise is achieving key business objectives. **The key indicators are the following items-**

#### A. Financial Metrics

1. **Profit:** To determine how the enterprise is achieving its profit target.
2. **Cost:** Measure cost effectiveness and find the best ways to reduce and manage enterprise costs.



3. **Revenue Vs. Target:** This is a comparison between your actual revenue and your forecasted revenue.
4. **Cost of Goods Sold:** By tallying all production costs for the product your company is selling, you can get a better idea of both what your product markup should look like and what your actual profit margin is to compete in the market place.
5. **Day Sales Outstanding (DSO):** Take your accounts receivable and divide them by the number of total credit sales. Take that number and multiply it by the number of days in the timeframe you are examining
6. **Expenses Vs. Budget:** Compare your actual overhead with your forecasted budget. Understanding where you deviated from your plan can help you create a more effective departmental budget in the future.

## B. Customer Metrics

7. **Customer Lifetime Value (CLV):** helps you look at the *value* your organization is getting from a long-term customer relationship. Use this performance indicator to narrow down which channel helps you gain the best customers for the best price.
8. **Customer Acquisition Cost (CAC):** Divide your total acquisition costs by the number of new customers in the time frame you're examining because this can help you evaluate how cost effective your marketing campaigns have been.
9. **Customer Satisfaction & Retention:** You can use multiple performance indicators to measure CSR, including customer satisfaction scores and percentage of customers repeating a purchase.
10. **Number of Customers:** By determining the number of customers you've gained and lost, you can further understand whether or not you are meeting your customers' needs.

## C. Process Metrics





11. **Customer Support Tickets:** Analysis of the number of new tickets, the number of resolved tickets, and resolution time will become the best customer service department in your industry
12. **Percentage of Product Defects:** Take the number of defective units and divide it by the total number of units produced in the time frame you're examining. This will give you the percentage of defective products. Clearly, the lower you can get this number, the better.
13. **Efficiency Measure:** You can measure your organization's efficiency by analyzing how many units you have produced every hour, and what percentage of time your plant was up and running.

#### **D. People Metrics**

14. **Employee Turnover Rate (ETR):** To arrive upon your ETR, take the number of employees who have departed the company and divide it by the average number of employees. If you have a high ETR in your department, spend some time examining your workplace culture, employment packages, and work environment.
15. **Percentage of Response to Open Positions:** When you have a high percentage of qualified applicants apply for your open job positions, you know you are doing a good job maximizing exposure to the right job seekers. This will lead to an increase in interviewees, as well.
16. **Employee Satisfaction:** Measuring your employee satisfaction through surveys and other metrics is vital to your departmental and organizational health.

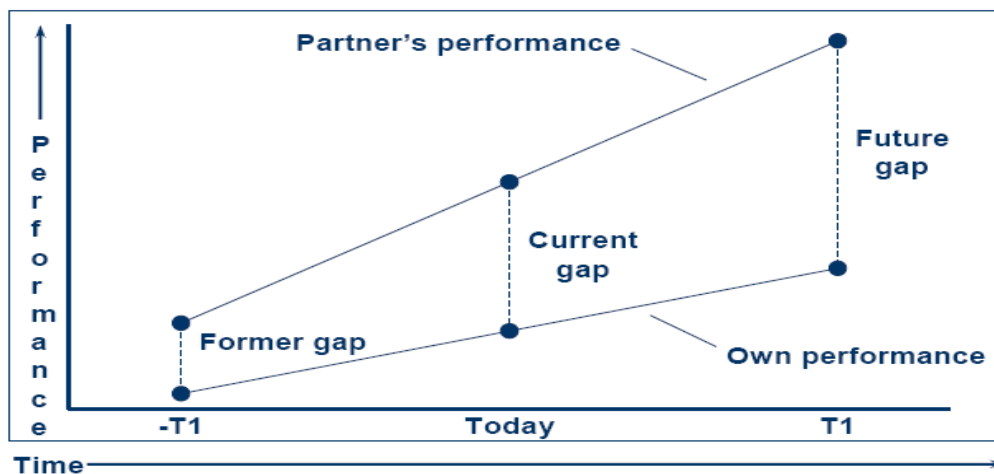
#### ***How can we determine which KPI to use?***

The right KPIs for you might not be the right KPIs for another enterprise. Make sure you have researched as many key performance indicator examples as you can to determine which ones are appropriate for your industry. From there, determine which KPIs will

help you further understand and meet your goals, and then integrate them throughout your department. KPIs should match your strategy, not just your industry.

- **Analyze and communicate:** determine current performance gap; enterprise future performance levels; and communicate benchmark findings and gain acceptance.
  - Construct a comparison matrix to compare your current performance data with your partners' data.
  - Identify outstanding practices.
  - Analyse the gaps.
  - Analyse factors that create the gaps- these factors are the critical aspects that affect the performance of the enterprises by hindering the achievement of intended objectives. Key indicators of own practice are compared with benchmark indicators. Based on the analysis result, the enterprise areas of improvements are identified for corrective measures or progress required.

## Gap Analysis (Per PI)



- Separate process enablers- these are the factors that accelerates the performance of the enterprises to achieve the intended objectives. If these



enablers are not well separated and implemented, the enterprise will not be able to achieve the intended objective.

- **Implement and control to improve performance:** establish functional goals; develop action plans; implement specific action plans and monitor progress; and recalibrate benchmarks.

## **Barriers to Bench marking**

There are a number of barriers both perceived and real, which prevent businesses implementing bench marking processes. The types of barriers may vary with business size. Large businesses have taken to benchmarking to gain and maintain competitive advantage. However, small businesses are slower to adopt benchmarking in their own operations.

### **a. Poor Planning and Evaluation**

Small businesses tend to be poor strategic planners and seldom and inconsistently review their business performance found that SMEs barely use non-financial measures let alone employ more complex and time consuming benchmarking techniques.

### **b. Cost**

Small businesses are also unlikely to be able to employ consultants to assist with the process.

Cost also prevents smaller businesses from gaining membership to associations who may be pro-active in providing its members with benchmarking data. Expense was one of the most common reasons why small firms were prevented from benchmarking.

### **c. Lack of Awareness and Understanding**





Lack of understanding about how to go about benchmarking is also a problem. Within the small business sector there are many that feel the establishment of standards is important, but are challenged by the question of how to improve standards. As stated earlier many owner/managers are confused about what benchmarking actually means and have little understanding of how to utilize available data for business improvement.

#### **d. Staff Issues**

Many small businesses are micro businesses, i.e. employ less than five people. 'Staff may be required to share a variety of roles including, administration, marketing, financial management and operations management. Such small businesses have limited resources and available time'.

#### **e. Inability to Source Benchmarking Partners**

Another hurdle is to convince dubious managers of the potential benefits of benchmarking. Small businesses are reluctant to approach competitors for comparative purposes. 'Perhaps the greatest obstacle blocking benchmarking is the inability of small businesses to easily identify and contact appropriate best-practice companies'.

#### **f. Lack of Accurate Data**

A number of other barriers may be common to both small and large businesses. Ethical aspects of benchmarking raise issues in relation to principles, guidelines and standards that define protocols for interaction. Businesses, understandably, are protective about internal operations and innovations, which make it difficult for third party researchers to collect 'sensitive data'.



### g. Poor Skills and Attitude

Lack of effective communication, fear of change, inadequate training, focus on the numbers not the process, loss of focus on the customer and resistance from employees are also considered to be serious impediments to successful benchmarking. These barriers highlight that benchmarking is a huge and complex task, requiring dedication to ongoing effort.

Self-Check -9	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

- What are strategies that the business owner use to convince his or customers ( 9 Points)

**Note: Satisfactory rating – 9 points**

**Unsatisfactory - below 9 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_





Name: \_\_\_\_\_

Date: \_\_\_\_\_

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Information sheet-10	Communicating the results of negotiation
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## 5.10. Communicating the results of negotiation

### How to Enhance Your Negotiated Agreement

Starting a business requires, quite literally, hundreds of negotiations. Some are small, like securing the best price on printing your letterhead and business cards. Others are far bigger deals that can make or break your startup business from the get-go. Sometimes you are the buyer; other times the seller. Either way, the skills you need to be a good negotiator are the same. The following are the techniques that you have to use in order to increase negotiation skill.

1. **Prepare, prepare, prepare.** Enter a negotiation without proper preparation and you've already lost. Start with yourself. Make sure you are clear on what you really want out of the arrangement. Research the other side to better understand their needs, as well as their strengths and weaknesses. Enlist help from experts, such as an accountant, attorney or tech guru.
2. **Pay attention to timing.** Timing is important in any negotiation. Sure, you must know what to ask for, but also be sensitive to when you ask for it. There are times to press ahead, and times to wait. When you are looking your best is the time to



press for what you want. But beware of pushing too hard and poisoning any long-term relationship.

3. **Leave behind your ego.** The best negotiators either don't care or don't show they care about who gets credit for a successful deal. Their talent is in making the other side feel like the final agreement was all their idea.
4. **Upgrade up your listening skills.** The best negotiators are often quiet listeners who patiently let others have the floor while they make their case. They never interrupt. Encourage the other side to talk first. That helps set up one of negotiation's oldest maxims: whoever mentions numbers first, loses. While that's not always true, it's generally better to sit tight and let the other side go first. Even if they don't mention numbers, it gives you a chance to ask what they are thinking.
5. **If you don't ask, you don't get.** Another tenet of negotiating is, "Go high, or go home." As part of your preparation, define your highest justifiable price. As long as you can argue convincingly, don't be afraid to aim high. But no ultimatums, please. Take-it-or-leave-it offers are usually out of place.
6. **Anticipate compromise.** You should expect to make concessions and plan what they might be. Of course, the other side is thinking the same, so never take their first offer. Even if it's better than you'd hoped for, practice your best look of disappointment and politely decline. You never know what else you can get.
7. **Offer and expect commitment.** The glue that keeps deals from unraveling is an unshakable commitment to deliver. You should offer this comfort level to others. Likewise, avoid deals where the other side does not demonstrate commitment.
8. **Don't absorb their problems.** In most negotiations, you will hear all of the other side's problems and reasons they can't give you what you want. They want their problems to become yours, but don't let them. Instead, deal with each as they come up and try to solve them. If their "budget" is too low, for example, maybe there are other places that money could come from.



9. **Stick to your principles.** As an individual and a business owner, you likely have a set of guiding principles and values that you just won't compromise. If you find negotiations crossing those boundaries, it might be a deal you can live without.
10. **Close with confirmation.** At the close of any meeting (even if no final deal is struck) recap the points covered and any areas of agreement. Make sure everyone confirms. Follow-up with appropriate letters or emails. Do not leave behind loose ends.

Self-Check -10	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are the techniques that you have to use in order to increase negotiation skill.

10 POINTS

**Note: Satisfactory rating – 10 points      Unsatisfactory - below 10 points**

You can ask your teacher for the copy of the correct answers.

#### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

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Information sheet-11	Identify Opportunities to maintain regular contact with customers
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### 5.11. Opportunities to maintain regular contact with customers

#### Listen to your customers

Listening to your customers is an easy way to maintain customer relationships. One way social media can help is by providing a space for businesses and customers to connect. By creating a company Twitter handle, Facebook page, and Instagram account, your company can help customers reach out if they have any concerns, issues, or feedback. Listening to them on these social networks will allow you to respond quickly.

#### Be genuine to your customers

Being genuine with your customers goes a long way when it comes to maintaining customer relationships. For example, if your customers are having issues with your product, provide an honest answer and don't make promises you can't keep. The worst thing you can do as a business is make false promises instead of an effective customer solution.

#### Put emphasis on customer success

Customer success is a pivotal focus point for businesses. If you provide support to your customers, they will, in turn, reward you with loyalty and valuable feedback. This could



start out small: for example, by entrusting someone on your team with customer support duties. This will help you maintain customer relationships, and establish your business as that which makes meeting their customer's needs a top priority.

### Keep in touch

Just like maintaining friendships, in order to maintain customer relationships you need to keep in touch. For businesses this can come in the form of holiday cards, birthday greeting Tweets, or a quarterly email reminding your customers that you're there for them if they need you. By keeping in touch with your customers, you'll stay "top of mind"—this is key to making sure your customers don't leave you for someone else, or forget about you altogether. Used before.

Self-Check -12	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

**1,why put emphasis on customer success ( 9 Points)**

**Note: Satisfactory rating – 9 points**

**Unsatisfactory - below 9 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_





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# **Poultry production**

## **Level II**

# **Learning Guide #60**

Unit of Competence: Develop Business Practice

Module Title: Developing Business Practice

LG Code: AGR APR2 M016 L01 LG #60

TTLM Code: AGR APR 2 TTLM 0919v1

## **LO6. Develop and Maintain Business Relationship**





<b>Instruction Sheet</b>	<b>Learning Guide 60</b>
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Describing features and benefits of products/services
- Discussing alternative sources of information/advice with the customer
- Seeking, reviewing and acting needed information pro-actively.
- Honoring agreements
- Making adjustments to agreements
- Nurturing relationships and using effective interpersonal and communication styles.

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to –

- ◆ Describe features and benefits of products/services
- ◆ Discuss alternative sources of information/advice with the customer
- ◆ Seek review and act needed information pro-actively.
- ◆ Honor agreements
- ◆ Make adjustments to agreements
- ◆ Nurture relationships and using effective interpersonal and communication styles.



### Learning Instructions:

12. Read the specific objectives of this Learning Guide .
13. Follow the instructions described in number 1 to 6.
14. Read the information written in the “Information Sheet (1, 2, 3 ,4, 5 and 6) in page 2,6,9,11 ,14 and 19 respectively
15. Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
16. Accomplish the “Self-check 1, Self-check 2, Self-check 3, Self-check 4, Self-check 5 and Self-check 6 respectively.
17. If you earned a satisfactory evaluation proceed to “the next topic”. However, if your rating is unsatisfactory, see your teacher for further instructions or read back the Learning guide information sheets 1-6.Submit your accomplished Self-check. This will form part of your training portfolio.



Information sheet-1	Describing features and benefits of products/services
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## 6.1.Describing features and benefits of products/services

Features are characteristics that your product or service does or has.

For example, some ovens include features such as self-cleaning, smooth stovetops, warming bins, or convection capabilities.

Benefits are the reasons customers buy the product or service. For example, the benefits of some ovens to buyers include safety, ease of use, affordability, or—in the case of many ovens that feature stainless steel casings—prestige.

### Examples of Features Versus Benefits of Products/Services

Product/ Service	Feature	So what? What's the advantage?	The compelling sales message
Mobile phone	Integrated email application.	Check your emails wherever you are.	With fully integrated email system, this state-of-the-art mobile phone allows you to keep in touch with your customers when you're on the move.

Computer	64 GB hard drive.	Integrate a large amount of software and store a large number of files.	With a 64 GB hard drive, you can store all your important documents on one computer without having to worry about performance issues.
Vehicle	Automatic safety restraint system, and both front- and side-impact airbags.	Enhanced safety features.	Protect your family with advanced safety features that give you full peace of mind even the smallest passengers will be protected in an accident.
Financial reporting ware Software	One-click financial reports.	Quick and easy access to financial information.	Access all the information your accountant is chasing you for at the click of a button.



## When Do Features Matter the Most?

Features always matter because they provide your customers with hints about how well your product or service will deliver its benefits. Although benefits are generally more important than features, there are some times when features make all the difference:

- When all the products in a category provide the same basic benefits, a unique feature may provide a competitive advantage.
- When products or services can be easily compared with competitors' —as the Internet makes increasingly possible—consumers can choose products and services with the most features. Thus, even though most cell phones will provide its owner with the same general benefits for communication, a person considering which cell phone to buy may not choose a certain model if it is missing a feature not found on a competitor's phone.

For example, if one phone has Bluetooth connectivity and a second one does not, consumers may choose the one with this extra feature even if they don't even know what Bluetooth connectivity is. It's not that such connectivity is important, it's just that it is so easy to compare the feature sets.

Self-Check -1	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Describe features and benefits ( 6 points)

**Note: Satisfactory rating – 6 points**

**Unsatisfactory - below 6 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

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Information sheet-2	Discussing alternative sources of information/advice with the customer
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## 6.2. Discussing alternative sources of information/advice with the customer

What is the information resources?

Information resources are defined as the data and information used by an organization. Examples of information resources are databases with customer

purchase information. Businesses need information to be successful, and that information can come from a variety of sources, both internal and external. Understanding the various sources of information and how to access them can help companies and their leaders stay on top of emerging trends and environmental factors that can affect their success.

## Classification of Information Sources

The general classification for sources of information

Primary sources	Secondary sources	Tertiary sources
<ul style="list-style-type: none"> <li>• Autobiographies</li> <li>• Correspondence: email, letters</li> <li>• Descriptions of travel</li> <li>• Diaries,</li> <li>• Eyewitnesses</li> <li>• Oral histories</li> <li>• Literary works</li> <li>• Interviews</li> <li>• Personal narratives</li> <li>• First-hand newspaper and magazine accounts of events</li> <li>• Legal cases, treaties</li> <li>• Statistics, surveys, opinion polls,</li> <li>• scientific data, transcripts</li> </ul>	<ul style="list-style-type: none"> <li>• Biographies, Encyclopedias, dictionaries, handbooks</li> <li>• Textbooks &amp; monographs on a topic</li> <li>• literary criticism &amp; interpretation</li> <li>• history &amp; historical criticism</li> <li>• political analyses</li> <li>• reviews of law and legislation</li> <li>• essays on morals and ethics</li> <li>• analyses of social policy</li> <li>• study and teaching material</li> <li>• Articles, such as literature</li> </ul>	<ul style="list-style-type: none"> <li>• Chronologies</li> <li>• Classifications</li> <li>• Dictionaries</li> <li>• Encyclopedias</li> <li>• Directories</li> <li>• Guidebooks and manuals</li> <li>• Population registers statistics</li> <li>• Fact books</li> <li>• Abstracts</li> <li>• Indexes</li> <li>• Bibliographies</li> <li>• Manuals/Guide books</li> </ul>

<ul style="list-style-type: none"> <li>• Journal articles</li> <li>• Records of organizations and government agencies</li> <li>• Original works of literature, art or music</li> <li>• Cartoons, postcards, posters</li> <li>• Map, paintings, photographs, films</li> </ul>	<ul style="list-style-type: none"> <li>reviews,</li> <li>• Commentaries, research articles in all subject disciplines</li> <li>• Criticism of works of literature, art and music</li> </ul>	
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The type of information needed will change depending on its application. The following things should be considered by the business in selecting and using the appropriate information for its day to day activities

1. The types of Information Resources Does a Business Usually Need
2. The resources You Need to Succeed to Start a Business
3. Types of Information Systems in a Business Organization

### Types of information sources for a Business

Types	Information	Use	Examples

Magazines	A magazine is a collection of articles and images about diverse topics of popular interest and current events. Usually these articles are written by journalists or scholars and are geared toward the average adult. Magazines may cover very "serious" material, but to find consistent scholarly information, you should use journals.	to find information or opinions about popular culture to find up-to-date information about current events	<i>National Geographic</i> <i>Ebony</i> <i>Sports Illustrated</i> <i>People</i>
Journal	A journal is a collection of articles usually written by scholars in an academic or professional field. An editorial board reviews articles to decide whether they should be accepted. Articles in journals can cover very specific topics or narrow fields of research.	when doing scholarly research to find out what has been studied on your topic to find bibliographies that point to other relevant research	Journal of Communication The Historian Journal of the American Medical Association
Database	A database contains citations of articles in magazines, journals, and newspapers. They may also contain citations to podcasts, blogs, videos, and other media types. Some databases contain abstracts or brief summaries of the articles, while other databases contain complete, full-text articles.	when you want to find articles on your topic in magazines, journals or newspapers	Academic Search Complete (a general database) Compendia (an engineering database) (a business

			database)
Newspaper	A newspaper is a collection of articles about current events usually published daily. Since there is at least one in every city, it is a great source for local information.	to find current information about international, national and local events to find editorials, commentaries, expert or popular opinions	<i>Roanoke Times</i> <i>New York Times</i>
Library	A library catalog is an organized and searchable collection of records of every item in a library and can be found on the library home page. The catalog will point you to the location of a particular source, or group of sources, that the library owns on your topic.	to find out what items the library owns on your topic to find where a specific item is located in the library	Virginia Tech's library catalog is called Addison.
Encyclopedia	Encyclopedias are collections of short, factual entries often written by different contributors who are knowledgeable about the topic.  There are two types of encyclopedias: general and subject. General encyclopedias provide concise overviews on a wide variety of topics. Subject	when looking for background information on a topic when trying to find key ideas, important dates or concepts	<i>African-American Encyclopedia</i> (subject encyclopedia) <i>Encyclopedia Americana</i> (general encyclopedia)

	encyclopedias contain in-depth entries focusing on one field of study.		<i>World Book</i> (general encyclopedia found online) <i>Gale encyclopedia of genetic disorders</i> (subject encyclopedia found online)
Web	<p>The Web allows you to access most types of information on the Internet through a browser. One of the main features of the Web is the ability to quickly link to other related information. The Web contains information beyond plain text, including sounds, images, and video.</p> <p>The important thing to do when using information on the Internet is to know <u>how to evaluate it!</u></p>	to find current information	
		<p>to find information about companies</p> <p>to find information from all levels of government - federal to local</p> <p>to find both expert and popular opinions</p> <p>to find information about hobbies and personal interests</p>	

Thus, information can come from virtually anywhere — media, blogs, personal experiences, books, journal and magazine articles, expert opinions, encyclopedias, and web pages — and the type of information you need will change depending on the



question you are trying to answer. Look at the following sources of information. Notice the similarities between them.

Self-Check -2	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are primary, secondary and tertiary sources of information? 2 POINT
2. Differentiate between primary, secondary and tertiary sources of information. 2 point
2. List 6 primary, secondary and tertiary sources of information. 2point

**Note: Satisfactory rating – 6 points**

**Unsatisfactory - below 6 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

1.. \_\_\_\_\_

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<b>Information sheet-3</b>	<b>Seeking, reviewing and acting needed information pro-actively</b>
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### **6.3. Seeking, reviewing and acting needed information pro-actively.**

Searching and acting upon Information to maintain sound business relationships. There are four Key essential ways to Build Customer Relationships tactics:

1. Build your network--it's your sales lifeline.
2. Communication is a contact sport, so do it early and often.
3. E-mail marketing keeps relationships strong on a shoestring budget
4. Reward loyal customers, and they'll reward you. ...

Why do we establish and maintain sound business relationships

- Establish and build on base of long term clients
- Enjoy repeat and referral business
- Tops up troughs in times of lower business activity
- Add to the bottom line – profitability and sustainability.

Who do we develop business relationships with? With Clients. With Supplier and Information /Approval Providers .

### **Steps for Success to develop business relationships**





1. Good first impression
2. Develop rapport
3. Effective communication skills
4. Regular contact
5. Conduct negotiations
6. Develop sound agreements and contracts
7. Avoid misunderstandings
8. Keep stakeholders informed
9. Networking
10. Be ethical

Here are three tips to build trust in your customer relationships:

- Show compassion in your actions affecting the relationship
- Be honest, credible and keep your integrity (if you say something, make sure you do it, on time!)
- Show you have the competence to act for the mutual benefit of your relationship

It's essential to exhibit these characteristics, because trust diminishes the perceived risk and vulnerability in a partnership, leading to increased customer satisfaction .

Just like products, services differ from one another in having distinctive features and benefits, though these differences may not always be so obvious to potential customers. One building contractor may use master painters while a second uses laborers to paint.





Both will tell you they do painting, but one has master painters (a feature) and produces a better-looking paint job (a definite benefit).

Every product or service has a purpose. For example, the purpose of an oven is to bake raw food, but not all ovens have the same features and benefits.

The uniqueness of a product or service can set it apart from the competition. Features can communicate the capability of a product or service. But features are only valuable if customers see those particular features as valuable. You want products or services with features which customers perceive as valuable benefits. By highlighting benefits in marketing and sales efforts, you'll increase your sales and profits.

It's important to remember that customers buy products and services because they want to solve a problem or meet a need. Consciously or unconsciously, your customers will always be asking the question, "What's in it for me?" Your product and service offerings have to deliver solutions and satisfy needs, or they won't be successful.

Given that benefits are ultimately more important to your customers than features, it is imperative that you understand the benefits your products and services provide, emphasize these benefits in your sales efforts, and update your products and services when new or additional benefits are desired by your customers.

<b>Self-Check -3</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write Steps for Success to develop business relationships(10 points)

**Note: Satisfactory rating – 7points**

**Unsatisfactory - below 7 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

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Information sheet-4	Honoring agreements
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### 6.4. Honoring agreements





A consumer is defined as a physical being that takes a legal action that is not affiliated with their personal or professional activity. This means that in most everyday cases all of us are consumers, in e.g. by making purchases for personal use via the Internet. If the case is that there is a sale of goods or services between professionals, it is customary to assume that both sides of the contact are equal, however in the case of a consumer he is treated as the legally lesser party and what follows that – the better protected one .

.A contractual relationship between businessman (owner of the company) and customers (buyer of a brand name). The businessman allows the customers to use its trademark along with certain business systems and processes in exchange for a fee.<sup>[2]</sup>

Business trainer usually get confused between the concepts of businessman contracts and customers. Although they have much in common, such as they both earn by selling intangibles<sup>[3]</sup> and are both affiliated with another company, but where a management contract acts as a framework and provides formation and structure to the company and its members, franchisee remains an independent businessman.<sup>[4]</sup>

Contracts with relevant people .May include but not limited to:

- business owners,
- suppliers,
- employees,
- agents,
- land owners,
- distributors,
- customers or any person with whom the business has, or seeks to have, a performance-based relation.

**When should I use a Service Agreement?**



For service providers: Any time you plan to perform a service for a client and wish to protect your interests and ensure you are compensated accordingly

For customers: Use a Service Agreement whenever you hire a service provider to perform a paid task in order to establish the exact details of the arrangement, including compensation, duties, and confidentiality, if required.

### How to create a Service Agreement

- Identify the customer and service provider
- Include contact information for both parties.
- Describe the services being provided

Include an accurate and clear description of exactly what the service provider is going to do for the duration of the agreement. The more detailed your description is, the less chance there will be misunderstandings later. Also, an accurate description of services gives the customer a clear idea of what to expect and lets the service provider know what is expected of them.

Self-Check -4	Written Test
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

6. **When should I use a Service Agreement?** (10 points)

**Note:** Satisfactory rating – 10points

**Unsatisfactory - below 10 points**





You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

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<b>Information sheet-5</b>	<b>Making adjustments to agreements</b>
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Negotiation techniques May include but not limited to:

- Identification of goals, limits
- Clarification of needs of all parties

### **Making adjustments to agreements**

These service contracts guidelines are appropriate for large organizations and will be too detailed and formal for many self-employed, freelance suppliers and small businesses. Adapt the level of detail and formality according to your situation.

Contracts and services agreements are essential business tools for professional trading and business relationships. Without clearly defined and agreed contracts, misunderstandings can develop, expectations of client and provider (customer and supplier) fail to match, and all sorts of problems can occur.

*Having a written contract or agreement between you and your customer can help your customers know what to expect when buying from you and, in the event of problems, protect you from unnecessary losses. Here's what you need to know to write the customer contract and advice on when you need to use it.*

The basic template of manufacturing service agreement includes the followings

1. Definition of Terms.
2. The Products.
3. Purchase Orders.
4. Agreement Period.
5. Firm Orders and Order Forecasts .
6. Pricing.



7. Delivery.
8. Inspection and Acceptance.
9. Warranty.
10. Product Changes.
11. Payment and Invoices.
12. Payment and Invoices.
13. Cancellation.
14. Force Majeure.
15. Confidentiality and Intellectual Property.
16. Assignment and Subcontracting.
17. Consigned Tooling.
18. Buyer's Warranty and Indemnity.
19. Notices.
20. Miscellaneous.

**The basic template of a service agreement** includes the followings

1. Heading/Title
2. description/purpose/the service (basically the product/service)
3. Parties (supplier and client including addresses)
4. date
5. territory (geographical coverage)
6. definitions .....essential glossary 'root' of frequently occurring items in the document
7. term..period of agreement
8. pricing (refer if appropriate to attached schedule)
9. pricing adjustment (for example annual increases linked to suitable index)
10. responsibilities of provider include or append details of services (service level agreements)



11. responsibilities of client

12. payment terms

13. confidentiality

14. dispute and arbitration process

15. termination

16. renegotiation/renewal

17. prevailing laws

18. signatures and witnesses

- Non-verbal communication techniques
- Appropriate language and situation
- Bargaining
- Developing options
- Appropriate cultural behavior
- Confirming agreements.
- identifying points of agreement and points of difference
- preparatory research of facts
- active listening and questioning
- non-verbal communication techniques.

<b>Self-Check -5</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

7. Write **The basic template of a service agreement?** (10 points)

**Note: Satisfactory rating – 10points**

**Unsatisfactory - below 10 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

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Information sheet-6	Nurturing relationships and using effective interpersonal
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	<b>and communication styles</b>
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## 6.6. Nurturing relationships and using effective interpersonal and communication styles

How do you build relationships? The followings are the common suggestions

1. Build relationships one at a time. ...
2. Be friendly and make a connection. ...
3. Ask people questions. ...
4. Tell people about yourself. ...
5. Go places and do things. ...
6. Accept people the way they are. ...
7. Assume other people want to form relationships, too. ...
8. Overcome your fear of rejection.



<b>Self-Check -6</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

8. How do build relation ship ? (9 points)

**Note: Satisfactory rating – 9 points**

**Unsatisfactory - below 9 points**

You can ask you teacher for the copy of the correct answers.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

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