Horticultural Crops Production Level-III

Learning Guide- 98

Unit of Competence: Improve Business Practice

Module Title: Improving Business Practice

LG Code: AGR HCP3 M23LO1-LG-98

TTLM Code: AGR HCP3 TTLM 0120v1

LO 1:   Diagnose the business

Instruction Sheet	Learning Guide #98

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

- Identifying sources data
- Determining and acquiring data for diagnosis
- Conducting value chain analysis
- Undertaking SWOT analysis of the data.
- Determining competitive advantage of the business

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:

- Identify sources data
- Determine and acquire data for diagnosis.
- Undertake SWOT analysis of the data.
- Determine competitive advantage of the business.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 6.
3. Read the information written in the information "Sheet 1-4,".
4. Accomplish the "Self-check 1-4," in page -8, 12, 16 and 19 respectively.
5. If you earned a satisfactory evaluation from the "Self-check" proceed to "Operation Sheet 1," in page -20.
6. Do the "LAP test" in page – 21 (if you are ready).

Information Sheet-1	Identifying Sources data

1.1. Source of data

The sources of generating primary data are -

1. Observation Method
2. Survey Method
3. Experimental Method

1.1.1. Experimental Method

There are number of experimental designs that are used in carrying out and experiment. However, Market researchers have used 4 experimental designs most frequently. These are -

1. **CRD -** Completely Randomized Design
2. **RBD -** Randomized Block Design **-** The term Randomized Block Design has originated from agricultural research. In this design several treatments of variables are applied to different blocks of land to ascertain their effect on the yield of the crop. Blocks are formed in such a manner that each block contains as many plots as a number of treatments so that one plot from each is selected at random for each treatment. The production of each plot is measured after the treatment is given. These data are then interpreted and inferences are drawn by using the analysis of Variance Technique so as to know the effect of various treatments like different dozes of fertilizers, different types of irrigation etc.
3. **LSD - Latin Square Design -** A Latin square is one of the experimental designs which has a balanced two way classification scheme say for example - 4 X 4 arrangement. In this scheme each letter from A to D occurs only once in each row and also only once in each column. The balance arrangement, it may be noted that, will not get disturbed if any row gets changed with the other.

The balance arrangement achieved in a Latin Square is its main strength. In this design, the comparisons among treatments, will be free from both differences between rows and columns. Thus the magnitude of error will be smaller than any other design.

4. **FD - Factorial Designs -** This design allows the experimenter to test two or more variables simultaneously. It also measures interaction effects of the variables and analyzes the impacts of each of the variables.

1.2. Sources of Secondary Data

While primary data can be collected through questionnaires, depth interview, focus group interviews, case studies, experimentation and observation; the secondary data can be obtained through

1. Internal Sources - These are within the organization
2. External Sources - These are outside the organization

1.2.1. Internal Sources of Data

If available, internal secondary data may be obtained with less time, effort and money than the external secondary data. In addition, they may also be more pertinent to the situation at hand since they are from within the organization. The internal sources include

1. **Accounting resources-** This gives so much information which can be used by the marketing researcher. They give information about internal factors.
2. **Sales Force Report-** It gives information about the sale of a product. The information provided is of outside the organization.
3. **Internal Experts-** These are people who are heading the various departments. They can give an idea of how a particular thing is working
4. **Miscellaneous Reports-** These are what information you are getting from operational reports.

If the data available within the organization are unsuitable or inadequate, the marketer should extend the search to external secondary data sources.

1.2.2. External Sources of Data

External Sources are sources which are outside the company in a larger environment. Collection of external data is more difficult because the data have much greater variety and the sources are much more numerous.

External data can be divided into following classes.

a. **Government Publications-** Government sources provide an extremely rich pool of data for the researchers. In addition, many of these data are available free of cost on internet websites. There are number of government agencies generating data. These are:
    i. **Registrar General of India-** It is an office which generate demographic data. It includes details of gender, age, occupation etc.
    ii. **Central Statistical Organization-** This organization publishes the national accounts statistics. It contains estimates of national income for several years, growth rate, and rate of major economic activities. Annual survey of Industries is also published by the CSO. It gives information about the total number of workers employed, production units, material used and value added by the manufacturer.
    iii. **Director General of Commercial Intelligence-** This office operates from Kolkata. It gives information about foreign trade i.e. import and export. These figures are provided region-wise and country-wise.
    iv. **Ministry of Commerce and Industries-** This ministry through the office of economic advisor provides information on wholesale price index. These indices may be related to a number of sectors like food, fuel, power, food grains etc. It also generates All India Consumer Price Index numbers for industrial workers, urban, non manual employees and cultural labourers.
    v. **Planning Commission-** It provides the basic statistics of Indian Economy.
    vi. **Reserve Bank of India-** This provides information on Banking Savings and investment. RBI also prepares currency and finance reports.
    vii. **Labour Bureau-** It provides information on skilled, unskilled, white collared jobs etc.

viii. **National Sample Survey-** This is done by the Ministry of Planning and it provides social, economic, demographic, industrial and agricultural statistics.

ix. **Department of Economic Affairs-** It conducts economic survey and it also generates information on income, consumption, expenditure, investment, savings and foreign trade.

x. **State Statistical Abstract-** This gives information on various types of activities related to the state like - commercial activities, education, occupation etc.

b. **Non-Government Publications-** These includes publications of various industrial and trade associations, such as

i. The Indian Cotton Mill Association

ii. Various chambers of commerce

iii. The Bombay Stock Exchange (it publishes a directory containing financial accounts, key profitability and other relevant matter)

iv. Various Associations of Press Media.

v. Export Promotion Council.

vi. Confederation of Indian Industries (CII)

vii. Small Industries Development Board of India

viii. Different Mills like - Woolen mills, Textile mills etc

The only disadvantage of the above sources is that the data may be biased. They are likely to colour their negative points.

c. **Syndicate Services-** These services are provided by certain organizations which collect and tabulate the marketing information on a regular basis for a number of clients who are the subscribers to these services. So the services are designed in such a way that the information suits the subscriber. These services are useful in television viewing, movement of consumer goods etc. These syndicate services provide information data from both household as well as institution.

In collecting data from household they use three approaches

i. **Survey-** They conduct surveys regarding - lifestyle, sociographic, general topics.

ii. **Mail Diary Panel-** It may be related to 2 fields - Purchase and Media.

iii. **Electronic Scanner Services-** These are used to generate data on volume.

They collect data for Institutions from

- Whole sellers
- Retailers, and
- Industrial Firms

Various syndicate services are Operations Research Group (ORG) and The Indian Marketing Research Bureau (IMRB).

1.3. Importance of Syndicate Services

Syndicate services are becoming popular since the constraints of decision making are changing and we need more of specific decision-making in the light of changing environment. Also Syndicate services are able to provide information to the industries at a low unit cost.

Disadvantages of Syndicate Services

The information provided is not exclusive. A number of research agencies provide customized services which suits the requirement of each individual organization.

International Organization- These includes

- **The International Labour Organization (ILO)-** It publishes data on the total and active population, employment, unemployment, wages and consumer prices
- **The Organization for Economic Co-operation and development (OECD)-** It publishes data on foreign trade, industry, food, transport, and science and technology.
- **The International Monetary Fund (IMA)-** It publishes reports on national and international foreign exchange regulations.

Self-Check -1	Written Test

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

1. Discus the type of data sources? (4pts)
2. Discus how to collecting data approaches from household? (3pts)
3. Write the importance of knowing the data sources? (3pts)

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

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

Answer Sheet

Score = _____
Rating: _____

Name: _____　　　Date: _____

Information Sheet-2	Determining and acquiring data for diagnosis.

2.1. Determining and acquiring data required for diagnosis

Data required for diagnosing a business include:

- Organization capability

- appropriate business structure

- level of client service which can be provided

- internal policies, procedures and practices

- staff levels

- market changes/market segmentation

- market consolidation/fragmentation

- revenue

- level of commercial activity

- break even data

- pricing policy

- business environment(PEST)

- demographic factors

- competitors, competitor pricing and response to pricing

- competitor marketing/branding

- Competitor products etc.

2.2. Using computers to manipulate data, and present and distribute information

A good way to think about ICT is to consider all the uses of digital technology that already exist to help individuals, businesses and organizations use information. ICT covers any product that will store, retrieve, manipulate, transmits or receives information electronically in a digital form. For example, personal computers, digital television, email, robots. So ICT is concerned with the storage, retrieval, manipulation, transmission or receipt of digital data. Importantly, it is also concerned with the way these different uses can work with each other. In business, ICT is often categorized into two broad types of product: -

1. The traditional computer-based technologies (things you can typically do on a personal computer or using computers at home or at work); and
2. The more recent, and fast-growing range of digital communication technologies (which allow people and organizations to communicate and share information digitally)

Let's take a brief look at these two categories to demonstrate the kinds of products and ideas that are covered by ICT.

2.3. **Traditional Computer Based Technologies**

These types of ICT include:

Application: Use Standard Office Applications - Main Examples

Word processing: E.g. Microsoft Word: Write letters, reports etc

Spreadsheets: E.g. Microsoft Excel; Analyze financial information; calculations; create forecasting models etc

Database software;   E.g. Access; Managing data in many forms, from basic lists (e.g. customer contacts through to complex material (e.g. catalogue)

Presentation software;   E.g. Microsoft PowerPoint; make presentations, either directly using a computer screen or data projector. Publish in digital format via email or over the Internet

Desktop publishing;   E.g. Microsoft Publisher; produce newsletters, magazines and other complex documents.

Graphics software: E.g. Adobe Photoshop and Illustrator; Macromedia Freehand and Fireworks; create and edit images such as logos, drawings or pictures for use , web sites or other publications

Specialist Applications: - Examples (there are many!)

Accounting package: E.g.   Manage   an   organization's   accounts   including revenues/sales, purchases, bank accounts etc. A wide range of systems is available ranging from basic packages suitable for small businesses through to sophisticated ones aimed at multinational companies.

Computer Aided Design: Computer Aided Design (CAD) is the use of computers to assist the design process. Specialized CAD programs exist for many types of design: architectural, engineering, electronics, roadways

Customer Relations Management (CRM): Software that allows businesses to better understand their customers by collecting and analyzing data on them such as their product preferences, buying habits etc.

ICT in a Broader Context:

Your ICT course will almost certainly cover the above examples of ICT in action, perhaps focusing on the use of key applications such as spreadsheets, databases, presentation, graphics and web design software.It will also consider the following important topics that deal with the way ICT is used and managed in an organization:

The nature of information (the "I" in ICT); this covers topics such as the meaning and value of information; how information is controlled; the limitations of ICT; legal considerations

Management of information - this covers how data is captured, verified and stored for effective use; the manipulation, processing and distribution of information; keeping information secure; designing networks to share information

Information systems strategy - this considers how ICT can be used within a business or organization as part of achieving goals and objectives

Self-Check -2	Written Test

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

1. Whatare the data to be determined for diagnosis the business? (6pts.)
2. Discus how to analysis the required data by computers? (3pts.)

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: _____

Short Answer Questions

Information Sheet- 3	Undertaking SWOT analysis of the data.

3.1. SWOT

SWOT is a structured planning tool that can be used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in running a business venture. Using a SWOT analysis can help a business determine the advantages or disadvantages of changes they want to

make based on internal and external factors. A SWOT analysis can be broken down into two distinct parts: the strengths and weaknesses, based on internal environmental factors, and the opportunities and threats, based on external environmental factors. For the purposes of this lesson, we are going to focus on the internal environmental factors, or the strengths and the weaknesses. SWOT analysis is a method for analyzing a business, its resources, and its environment. SWOT is commonly used as part of strategic planning and looks at:

A. Internal strengths:
B. Internal weaknesses
C. Opportunities in the external environment
D. Threats in the external environment

SWOT can help management in a business discover:

- What the business does better than the competition
- What competitors do better than the business
- Whether the business is making the most of the opportunities available
- How a business should respond to changes in its external environment

The result of the analysis is a matrix of positive and negative factors for management to address:

	Positive factors	Negative factors
Internal factors	Strengths	Weaknesses
External factors	Opportunities	Threats

The key point to remember about SWOT is that:
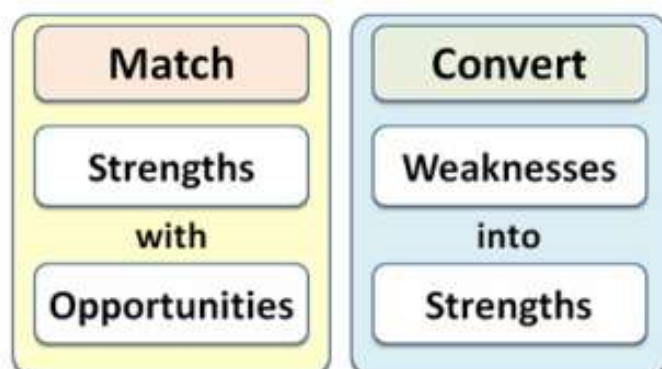
Strengths and weaknesses

- Are internal to the business
- Relate to the present situation

Opportunities and threats

- Are external to the business
- Relate to changes in the environment which will impact the business

3.1.1. SWOT analysis

There is no point producing a SWOT analysis unless it is auctioned! SWOT analysis should be more than a list - it is an analytical technique to support strategic decisions. Strategy should be devised around strengths and opportunities

A key challenge for any business is to convert weaknesses into strengths.

Weakness	Possible Response
Outdated technology	Acquire competitor with leading technology
Skills gap	Invest in training & more effective recruitment
Overdependence on a single product	Diversify the product portfolio by entering new markets
Poor quality	Invest in quality assurance

High fixed costs	Examine potential for outsourcing or off shoring

Don't forget that for every perceived threat, the same change presents an opportunity for business.

Self-Check -3	Written Test

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

1. What is hazard SWOT? (3pts.)
2. Discus the commonpart of strategic plan for SWOT? (4pts.)
3. What are the importance of SWOT? (2pts.)

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____
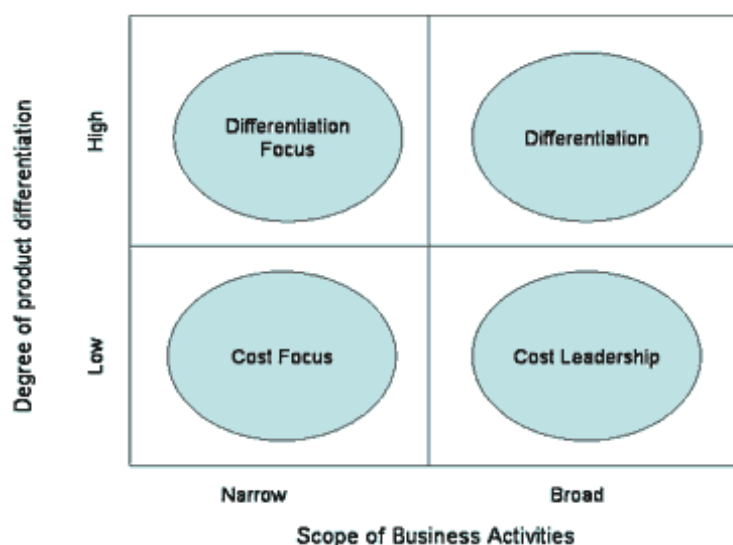
Short Answer Question

Information Sheet- 4	Determining Competitive advantage of the business

4.1. **Competitive advantage**

A competitive advantage is an advantage over competitors gained by offering consumers greater value, either by means of lower prices or by providing greater benefits and service that justifies higher prices. Michael Porter suggested four "generic" business strategies that could be adopted in order to gain competitive advantage. The four strategies relate to the extent to which the scope of businesses' activities are narrow versus broad and the extent to which a business seeks to differentiate its products.

The four strategies are summarized in the figure below:

Degree of product differentiation — High / Low

Scope of Business Activities — Narrow / Broad

	Narrow	Broad
High	Differentiation Focus	Differentiation
Low	Cost Focus	Cost Leadership

The differentiation and cost leadership strategies seek competitive advantage in a broad range of market or industry segments. By contrast, the differentiation focus and cost focus strategies are adopted in a narrow market or industry.

4.2. Strategy - Differentiation

This strategy involves selecting one or more criteria used by buyers in a market - and then positioning the business uniquely to meet those criteria. This strategy is usually associated with charging a premium price for the product - often to reflect the higher production costs and extra value-added features provided for the consumer. Differentiation is about charging a premium price that more than covers the additional production costs, and about giving customers clear reasons to prefer the product over other, less differentiated products.

Strategy - Cost Leadership

With this strategy, the objective is to become the lowest-cost producer in the industry. Many (perhaps all) market segments in the industry are supplied with the emphasis placed minimizing costs. If the achieved selling price can at least equal (or near)the average for the market, then the lowest-cost producer will (in theory) enjoy the best profits. This strategy is usually associated with large-scale businesses offering "standard" products with relatively little differentiation that are perfectly acceptable to the majority of customers. Occasionally, a low-cost leader will also discount its product to maximize sales, particularly if it has a

significant cost advantage over the competition and, in doing so, it can further increase its market share.

Strategy - Differentiation Focus

In the differentiation focus strategy, a business aims to differentiate within just one or a small number of target market segments. The special customer needs of the segment mean that there are opportunities to provide products that are clearly different from competitors who may be targeting a broader group of customers. The important issue for any business adopting this strategy is to ensure that customers really do have different needs and wants - in other words that there is a valid basis for differentiation - and that existing competitor products are not meeting those needs and wants.

Strategy - Cost Focus

Here a business seeks a lower-cost advantage in just on or a small number of market segments. The product will be basic - perhaps a similar product to the higher-priced and featured market leader, but acceptable to sufficient consumers. Such products are often called "me-too's".

Self-Check -4	Written Test

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

1. What is competitive advantage? (4pts.)
2. Discus Competitive Strategies? (3pts.)
3. Discus the scope of strategies? (2pts.)

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: _____

Short Answer Question

Operation sheet 1	Identifying competitive advantages

Objectives: to understand the current situation of competitors

Equipment tools and materials: computer, printer, pen, pencil, paper, flip chart, marker, camera

Procedure:

1.   Identify competitors
2.   Gather information about competitors
3.   Analyze competitor's strategies
4.   Develop your competitive strategy

Lap test 1	Identifying competitive advantages

Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform
the following tasks

Task 1. Identifying competitors in your locality

Reference

1.   https://www.managementstudyguide.com/sources_of_data.htm

Horticultural Crops Production

Level -III

Learning Guide-99

Unit of Competence: improve business practices

Module Title: improving business practices

LG Code: AGR HCP3 M23LO2-LG-99

TTLM Code: AGR HCP3TTLM 0120v1

LO 2: Benchmark the business.

Instruction Sheet	Learning Guide # 99

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

- Sources of relevant benchmarking data.
- Selecting Key indicators for benchmarking.
- Comparing key indicators of own practice with benchmark indicators.
- Identifying areas of 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:

- Benchmark Sources of relevant benchmarking data.
- Select Key indicators for benchmarking.
- Compare key indicators of own practice with benchmark indicators.
- Identify areas of improvements.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 6.
3. Read the information written in the information "Sheet 1, Sheet 2, Sheet 3 and Sheet 4".

4. Accomplish the "Self-check 1, Self-check t 2, Self-check 3 and Self-check 4" in page -6, 9, 12 and 14 respectively.

5. If you earned a satisfactory evaluation from the "Self-check" proceed to "Operation Sheet 1, Operation Sheet 2 and Operation Sheet 3 " in page -15.

6. Do the "LAP test" in page – 16 (if you are ready).

Information Sheet 1	Identifying and selecting benchmark of the business

1.1. Meaning of benchmarking data

Benchmarking is the process of identifying "**best practice**" in relation to both products (including) and the processes by which those products are created and delivered. The search for "best practice" can take place both inside a particular industry, and also in other industries (for example - are there lessons to be learned from other industries?).The objective of benchmarking is to **understand and evaluate the current position** of a business or organization in relation to "best practice" and to identify areas and means of performance improvement.

The Benchmarking Process

Benchmarking involves looking outward (outside a particular business, organization, industry, region or country) to examine how others achieve their performance levels and to understand the processes they use. When benchmarking is applied appropriately, they facilitate improved performance in critical functions within an organization or in key areas of the business environment.

Application of benchmarking involves four key steps:

- Understand in detail existing business processes
- Analyze the business processes of others
- Compare own business performance with that of others analyzed
- Implement the steps necessary to close the performance gap

1.2. Types of Benchmarking

There are a number of different types of benchmarking, as summarized below:

Type	Description	Most Appropriate for the Following Purposes
Strategic Benchmarking	Where businesses need to improve overall performance by examining the long-term strategies and general approaches that have enabled high-performers to succeed. It involves considering high level aspects such as core competencies, developing new products and services and improving capabilities for dealing with changes in the external environment. Changes resulting from this type of benchmarking may be difficult to implement and take a long time to materialize	Re-aligning business strategies that have become inappropriate
Performance or Competitive Benchmarking	Businesses consider their position in relation to performance characteristics of key products and services. Benchmarking partners are drawn from the same	Assessing relative level of performance in key areas or activities in comparison with others in the same sector and

	sector. This type of analysis is often undertaken through trade associations or third parties to protect confidentiality.	finding ways of closing gaps in performance
Process Benchmarking	Focuses on improving specific critical processes and operations. Benchmarking partners are sought from best practice organizations that perform similar work or deliver similar services. Process benchmarking invariably involves producing process maps to facilitate comparison and analysis. This type of benchmarking often results in short term benefits.	Achieving improvements in key processes to obtain quick benefits
Functional Benchmarking	Businesses look to benchmark with partners drawn from different business sectors or areas of activity to find ways of improving similar functions or work processes. This sort of benchmarking can lead to innovation and dramatic improvements.	Improving activities or services for which counterparts do not exist.
Internal Benchmarking	Involves benchmarking businesses or operations from within the same organization (e.g. business units in different countries). The main advantages of internal benchmarking are that access to sensitive data and information is easier; standardized data is often readily available; and, usually less time and resources are needed. There may be fewer barriers to implementation as practices may be relatively easy to transfer across the same organization. However, real innovation may be lacking and best in class performance is more likely to be found through external benchmarking.	Several business units within the same organization exemplify good practice and management want to spread this expertise quickly, throughout the organization
International Benchmarking	Best practitioners are identified and analyzed elsewhere in the world, perhaps because there are too few benchmarking partners within the same	Where the aim is to achieve world class status or simply

country to produce valid results.

Globalization and advances in information technology are increasing opportunities for international projects. However, these can take more time and resources to set up and implement and the results may need careful analysis due to national difference because there are insufficient "national" businesses against which to benchmark.

1.3.   Some sources of benchmarking data

- Professional and trade associations,
- Industry groups
- Trade publications,
- Trade shows,
- Annual reports,
- Consumer reports,
- Subject matter specialists,
- Industry analysts,
- Consultants specializing in benchmarking,
- Universities (e.g., research papers and related literature),
- Groups, special interest groups, or focus groups.

Self-Check -1	Written Test

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

1. What is bench mark? (3pts)
2. Discus the four key steps of Application of benchmarking?(3pts)
3. Explain the types of benchmarking? (4pts)

Note: **Satisfactory rating   above 4 points   Unsatisfactory - below 4 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-2	Selecting Key indicators for benchmarking.

2.2. **Benchmarking methodologies**

1. **Identify problem areas** - Because benchmarking can be applied to any business process or function, a range of research techniques may be required. They include: informal conversations with customers, employees, or suppliers; exploratory research techniques such as focus groups, or in-depth marketing research, quantitative research, surveys, questionnaires, re-engineering analysis, process mapping, quality control variance reports, financial ratio analysis, or simply reviewing cycle times or other performance indicators. Before embarking on comparison with other organizations it is essential to know the organization's function and processes; base lining performance provides a point against which improvement effort can be measured.

2. **Identify other industries that have similar processes** - For instance if one were interested in improving service in hotel industry, one would try to identify hotel other that also have similar challenges.

3. **Identify organizations that are leaders in these areas** - Look for the very best in any industry and in any country. Consult customers, suppliers, financial analysts, trade associations, and magazines to determine which companies are worthy of study.

4. **Survey companies for measures and practices** - Companies target specific business processes using detailed surveys of measures and practices used to identify business process alternatives and leading companies. Surveys are typically masked to protect confidential data by neutral associations and consultants.

5. **Visit the "best practice" companies to identify leading edge practices** - Companies typically agree to mutually exchange information beneficial to all parties in a benchmarking group and share the results within the group.

6. **Implement new and improved business practices** - Take the leading edge practices and develop implementation plans which include identification of specific opportunities,

funding the project and selling the ideas to the organization for the purpose of gaining demonstrated value from the process.

2.3. Benefit of Key Performance Indicators (KPIs) and Benchmarks

Both of these methods allow management to identify areas where the company excels as well as areas that need improvement. However, to benefit from using KPIs and Benchmarks, a company needs to be willing to set objectives, make changes and follow through. Keep in mind, it is vital for company growth and success that those objectives are set both based upon internal history as well as industry standard criterion.

Self-check 2	Written test

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

1. Discuss the benchmarking indicators? (4pts.)
2. Explain the methodologies of benchmarking indicators? (3pts.)
3. Discus benefits of benchmarking and key performance indicators? (3pts.)

Answer Sheet

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

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

Name: _____   Date: _____

Short Answer Questions

Information Sheet-3	Comparing key indicators of own practice with benchmark indicators.

3.1. Key indicators and benchmark indicators.

The two most popular methods for measuring performance are Key Performance Indicators (KPIs) and Benchmarks. Both KPIs and Benchmarking are used to motivate employees by giving them measurable targets to meet. By meeting these targets, the employees help to increase the overall performance of the company. So, if they are both used to measure performance, what's the distinction?

3.1.1. Key Performance Indicators

Key Performance Indicators are measures of how well a company, individual, business unit, or project is performing compared to specific strategic objectives or goals set by the company. KPIs that are well constructed provide direction leading to a clear understanding and awareness of current performance. KPIs often differ from company to company or department to department within a company based on the goals of the specific company or particular department.

A company's desire to measure the indicators often dictates the KPIs put into practice. When developing a KPI, how that KPI relates to a specific business objective needs to be considered. Here are a few examples of KPIs that you may use for your business:

- Staff Retention
- New Customer Acquisition
- Timeliness of Projects
- Financial Growth

3.1.2. Benchmark Indicators

Benchmarking compares other organizations in your industry to your own organization. Benchmarks are often measured by studying the results of other company operations that have best practices put in place to achieve exceptional results. The goal of benchmarking is to improve your processes to strengthen company performance, enhance customer satisfaction and increase revenue.

Performance benchmarking and strategic benchmarking are commonly used by firms. Performance benchmarking generally compares products and services with target companies in your industry allowing your firm to measure your economic position. Whereas strategic benchmarking involves observing and evaluating how other companies compete (which may include those outside of industry).

The common relevant key benchmarking indicators include the following:

- Finance
- Management of Resources and Personnel
- Strategy
- Research and Development
- Production Technology
- Product and Marketing
- Quality and Customer Satisfaction
- Warehouse management
- Supply chain

Self-Check -3	Written Test

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

1. What is benchmarking indicators? (5pts)
2. Discus the difference between key indicators and benchmarking indicators? (3pts)
3. What are the common benchmarking indicators? (3pts)

Note: **Satisfactory rating –11 points   Unsatisfactory - below 11 points**

Answer Sheet

Score = _____
Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-4	Identifying areas of improvements.

4.1. Areas of improvement in benchmarking

A. Time Management: Time management is crucial to your business's success. Without it, few tasks would get done on time (if at all). That could be disastrous for everyone involved.The best solution to this problem is to incorporate scheduling software like Sling into your daily routine. Sling not only helps you schedule when your employees are going to work, but it also provides a cloud-based to-do list with customizable deadlines and reminders that will keep everyone on task.

C. Organization: Organization can make time management much easier. When you and your employees are organized, you'll know what needs to be done — and in what order — to get the task at hand accomplished. Encourage your employees to create a daily schedule of the top three or four tasks (in order of priority) that they need to focus on. Then help them stick to that list until it's finished.

D. Interpersonal Communication: It doesn't matter if you manage a restaurant, a coffee shop, or a call center, you and everyone else who works there can all stand to improve interpersonal communication. Even if it's just between team members, being clear and direct in what you say (without offending) will improve the way you work like few other suggestions on this list.

E. Customer Service: Good customer service is the cornerstone of every great business. Even if your business already has a reputation as a customer-friendly establishment, this is one area of improvement for employees that you can never spend too much time on. One of the best ways to improve your employees' customer service skills is to demonstrate it in all you say and do. Then encourage your employees to follow your lead.

F. Cooperation

Unless your employees work by themselves with absolutely no human interaction, they're going to have to cooperate with others at some point. And for your employees to operate at their full potential and overcome the obstacles in their paths, they're going to need the help and cooperation of those on their team.

G. Conflict Resolution

Conflict among employees is bound to happen even in the well-adjusted teams. Sometimes, the stress just overwhelms and friction produces a flame. It's usually the manager's job to put out the fire of conflict, but if you can train your employees to resolve their own disagreements, it will benefit your business 100-fold.

H. Listening: Effective listening — not just hearing — is essential for communication and the success of your business.

When you foster mature listening skills in all your employees, their productivity will increase, they'll make fewer mistakes, and they (and your customers) will be much happier.

I. Written Communication

It's true that technology has made communicating with others faster and easier. So much so that we tend to rely on it for everything. That technology, though, can't make your employees' writing better. Sure, it can help catch small spelling and grammar mistakes, but it can't improve the quality and clarity of their words.

If your business relies on written communication, consider creating an internal style book for your employees to use when they're composing. Make that style guide available to everyone (perhaps in the employee handbook), and then encourage your team members to refer to it whenever possible.

J. Learning New Skills

Unless you've got a perfect employee working with you (in which case, we're going to poach him or her from you), everyone will benefit by learning new skills. Doing so not only stimulates thinking and creativity, but it also increases the employee's value to your business.

With new skills, you can use team members in different capacities, and they won't be a "one-trick pony" who is only good at one thing.

K. Goal Setting

To help your employees stretch and grow in the way they work, encourage them to set and strive to meet new goals. A surefire way to help your team members reach their goals is to create an employee development plan they can follow. The development plan acts as a road map of sorts that shows team members the steps they need to take to succeed.

L. Accepting Feedback & Constructive Criticism

Feedback and constructive criticism are a critical component of improving the way your employees work. Without it, no one would know what they're good at and what they're not good at. But accepting feedback and constructive criticism can be difficult sometimes. Especially when your employees are giving their best. Do your part to make feedback and criticism as painless as possible, but train your employees to accept the advice with an open mind.

M. Focus & Engagement

A big part of your job as a manager is to keep your team focused and engaged. But your employees can learn how to improve their productivity and work performance on their own. There are plenty of strategies they can employ (many of them the same as you would use) to keep themselves motivated and on track to succeed.

N. Patience

We all *think* we have patience. That is, until work gets difficult and we begin losing our cool at the smallest problem. If you see your employees facing this situation more often than not, don't despair. You can encourage them to improve their patience with a little practice. When you feel like they might be on the verge of losing their cool, instruct them to close their eyes, breathe deeply, and slowly count to 10 in their head. This simple technique can help them restore their patience during even the most trying of circumstances.

O. Sympathy

Sympathy, in many ways, is similar to compassion toward another person.If an employee is having a hard time accepting the behavior of a coworker during a difficult time in their life, encourage them to try to put themselves in the other person's shoes.

P. Flexibility

Whether your employees are dealing with customers or coworkers, flexibility is an essential trait for all.At its core, flexibility is about realizing that there are multiple ways to complete any job. It's also about being able to adjust quickly to whatever circumstances present themselves.

For example, employee 1 may complete a task with a specific set of steps (e.g., A then B then C then D) while employee 2 may choose to complete the task with a different set of steps (e.g., A then C then D then B).

Q. Trust

Working in a business — as an owner, a manager, or an employee — is all about trust.Owners have to trust that their managers will guide the business to success. Managers have to trust that their team will do what's best for the business, even without supervision. And employees have to trust that management will support them when work gets difficult.Everyone can build trust by always doing what they say they'll do and fulfilling expectations, no matter how difficult it may be.When everyone in your company — from the bottom to the top — trusts each other, the work environment will be much happier, the customers will notice, and business will improve.

R. Interest in others

Interest in others means connecting with them on a personal level. The easiest way to do that is by talking to other people and really getting to know them.Help your employees convey genuine interest in others by giving them this three-step process:

1. Ask a question
2. Listen to the answer

3. Ask another question

During the conversation, they should make mental note of names, dates, and important events in the other person's life. This may require that they keep track of pertinent information (i.e., write it down) so they can bring it up later and ask more questions.

S. Good Judgment

Good judgment improves when you look at the world around you, listen to what others say, and learn from that information.At first, good judgment may feel like an inborn "gut feeling" about what to do or how to react in certain situations. In many regards, this is true.But your employees can improve their judgment by listening to their "intuition" while at the same time thinking rationally about why they feel the way they do.

T. Leadership

Leadership is an integral part of all business activities. You need to exhibit leadership amongst your team. And your team members need to exhibit leadership within the group itself.Some people are born leaders, while others have to work at it. Regardless of where your employees fall on that spectrum, you can improve their leadership by encouraging them to practice the following skills:

- Optimism
- Confidence
- Being a good example
- Giving praise where praise is due

Like all the other areas on this list, the more your employees practice the better they'll be. So give them time to practice their leadership skills and you'll see your business improve.

U. Honesty

Honesty means telling the truth in good situations, bad situations, and when it's not in your best interest to do so.

When everyone on your team is honest in everything they do, the way they deal with each other will improve and they'll draw closer together. This, in turn, will foster trust and help them conquer any problem that comes their way.

4.2. Selecting process for benchmarking

1. **Select a process to benchmark**. Know specifically what your department's problems are and clearly define what you intend to study and accomplish. Choose relevant measurements.

2. **Study performance-boosting best practices**. Talk to colleagues inside your organization. Another department within your own facility may be using a process that your department can adapt. Next, talk to colleagues outside your organization. Conduct a literature search and attend educational programs to learn about best practices. Do not confine your search to your own industry—there may be comparable processes in an entirely different industry from which you can learn. Develop a questionnaire to guide telephone interviews and on-site visits.

3. **Judge the appropriateness and adapt best practices**. Consider benchmarking with organizations that are roughly the same size as your own, because their best practices will be more likely to work in your organization. At times, it makes sense to benchmark with companies that are less than the best but whose performance is better than your own organizations. The very best organizations may be overwhelmed by requests for information or site visits and unable to provide you with the assistance you need.

4. **Plan and implement best practices**. Discuss your findings with your staff. Decide which practices can be adapted to your organization. With staff support, move forward, making the necessary proposals and budget requests, developing policies and procedures, conducting required training, and implementing new technologies.

5. **Measure results and do a payback analysis**. Assess the progress your organization has made by comparing baseline data with current performance. Document the costs incurred and the benefits that have resulted. Monitor quality to make sure improvements in performance are maintained. Periodically raise the bar or change the process for continuous improvement.

Self-Check -4	Written Test

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

1. Discus the area of improvement benchmarking? (3 pts.)
2. Explain the selecting process of benchmarking? (6 pts.)

Note: **Satisfactory rating –9 points**   **Unsatisfactory –9 below 8points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Reference

1. PrachiJuneja,2015. *Marketing Research*

Horticultural Crops Production

Level -III

Learning Guide- 100

Unit of Competence: improve business practices

Module Title: improving business practices

LG Code: AGR HCP3M23LO3-LG-100

TTLM Code: AGRHCP3TTLM 0120v1

LO 3: Develop plans to improve business

performance.

Instruction Sheet	Learning Guide # 100

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

- Developing a consolidated list of required improvements.
- Determining Cost-benefit analysis.
- Determining work flow changes..
- Ranking proposed improvements..
- Developing and agreeing an action plan.
- Checking Organizational structures

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 a consolidated list of required improvements.
- Determine Cost-benefit analysis.
- Determine work flow changes
- Rank proposed improvements
- Develop and agreeing an action plan
- Check Organizational structures

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Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 5.
3. Read the information written in the information "Sheet 1-6".
4. Accomplish the "Self-check 1-6" in page 48, 50, 53,55,58 and 61 respectively.

Information Sheet-1	Developing a consolidated list of required improvements.

1.1. Listing required improvements for business performance

Performance improvement is the concept of measuring the output of a particular process or procedure, then modifying the process or procedure to increase the output, increase efficiency, or increase the effectiveness of the process or procedure. The concept of performance improvement can be applied to either individual performance such as an athlete or organizational performance such as a racing team or a commercial enterprise.

In Organizational development, performance improvement is the concept of organizational change in which the managers and governing body of an organization put into place and manage a program which measures the current level of performance of the organization and then generates ideas for modifying organizational behavior and infrastructure which are put into place to achieve higher output. The primary goals of organizational improvement are to increase organizational effectiveness and efficiency to improve the ability of the organization to deliver goods and or services. A third area sometimes targeted for improvement is organizational efficacy, which involves the process of setting organizational goals and objectives. At the organizational level, performance improvement usually involves softer forms of measurement such as customer satisfaction surveys which are used to obtain qualitative information about performance from the viewpoint of customers.

Performance improvement plan

Performance improvement plans are tools employers can use to identify areas of inadequate employee performance. PIPs can also establish a path employees can follow to boost their ability to meet expected performance standards. A plan's ultimate goal is to enable an employee to reach his best performance level, which is key to any business reaching optimum performance.

1.2. Reasons of performance improvement plan

Identification: The first reason for developing a PIP is to identify substandard performance of an employee and help the worker recognize that his performance isn't meeting expectations. Plans are tailored to address specific performance deficiencies an employee is displaying. Secondly, a plan provides a method to develop a systematic improvement program, which may include formal coaching or on-the-job training.

Documentation: The third reason for a PIP involves gathering the information necessary to document substandard performance. Employers aren't always in a position to know the exact strengths and weaknesses a particular employee is displaying. A good strategy may be to design a plan that documents performance over a specific period of time. The fourth reason involves gathering feedback concerning a particular employee's performance. This may come from the employee being evaluated or from supervisors who are assigned to monitor employee performance.

Behaviors: The fifth reason for a developing a PIP is to identify employee behaviors that are contributing to substandard work performance. An employee may be habitually coming in late for work or skipping required training sessions. Sixth, placing an employee on a fair plan signals to other employees that the company is serious about maintaining acceptable levels of job performance. Substandard performance from one employee has the potential to spread if unchecked.

Skills and Ability: The seventh reason for a PIP centers around the idea of helping employees realize their own potential. Even though an employee has been displaying substandard performance, the plan can help the employee improve on the skills he already has and show how he can gain new ones. The eighth reason involves identifying whether the employee has the skills to accomplish the job. The plan may help the employer identify the need to reassign an employee to a task he is better suited for.

Bottom Line: The ninth reason for implementing a PIP is to ensure every effort to improve performance, as required by an employment contract or other legal requirement, has been met before letting an employee go. A well-documented plan can be essential in protecting the employer from a lawsuit. The last and most important reason for implementing a plan is to encourage employees to work at their optimum performance level, since this can help increase the company's production levels and profits.

Self-Check -1	Written Test

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

1. What is performance improvement? (4pts.)

2. Discus the reasons of performance improvement plan? (3pts)

   a._____

   b. _____

   c. _____

   d. _____

Note: **Satisfactory rating - 7 points   Unsatisfactory - below 7 points**

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

Answer Sheet

| Score = _____ |
| Rating: _____ |

Name: _____   Date: _____

Short Answer Questions

Information Sheet-2	Determining Cost-benefit analysis.

2.1.   Cost-benefit analysis

Cost-benefit analysis is a formal analysis of the impacts of a measure or program, designed to assess whether the advantages (benefits) of the measure or program are greater than its disadvantages (costs). Cost-benefit analysis is one of a set of formal tools of efficiency assessment Efficiency assessment refers to analyses made for the purpose of identifying how to use scarce resources to obtain the greatest possible benefits of them.

The main steps of a cost-benefit analysis are as follows:

- Develop measures or programs intended to help reduce a certain business problem.
- Develop alternative policy options for the use of each measure or program.
- Describe a reference scenario (sometimes referred to as business-as-usual or the do-nothing alternative).
- Identify relevant impacts of each measure or program. There will usually be several relevant impacts.
- Estimate the impacts of each measure or program in "natural" units (physical terms) for each policy option.
- Obtain estimates of the costs of each measure or program for each policy option.
- Convert estimated impacts to monetary terms, applying available valuations of these impacts.
- Compare benefits and costs for each policy option for each measure or program. Identify options in which benefits are greater than costs.
- Conduct a sensitivity analysis or a formal assessment of the uncertainty of estimated benefits and costs.
- Recommend cost-effective policy options for implementation.

Cost-benefit analysis is typically applied to help find efficient solutions to business problems that are not solved by the market mechanism.

Self-Check -2	Written Test

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

1. Discuss the cost benefit analysis? (4pts)

2. What is cost benefit analysis(2pts

3. Discuss the steps to determine cost benefit analysis? (3pts.)

Note: **Satisfactory rating - 9 points**   **Unsatisfactory - below 9 points**

Answer Sheet

Score = _____   Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-3	Determining work flow changes

3. Determining work flow changes

Workflow is a term used to describe the tasks, procedural steps, organizations or people involved, required input and output information, and tools needed for each step in a business process.

A workflow consists of a sequence of connected steps. Emphasis is on the flow paradigm, where each step follows the precedent without delay or gap and ends just before the subsequent step may begin. This concept is related to non-overlapping tasks of single resources.

It is a depiction of a sequence of operations, declared as work of a person, a group of persons, an organization of staff, or one or more simple or complex mechanisms. Workflow may be seen as any abstraction of real work. For control purposes, workflow may be a view on real work under a chosen aspect, thus serving as a virtual representation of actual work. The flow being described may refer to a document or product that is being transferred from one step to another.

3.1.   Steps workflow analysis and changes

Step 1: Collect Hard Data

Take a report of the workflow you want to examine. Analyze the statistics and see which ones are performing as required and which ones aren't.

What kind of data do you need? Start with this list:

- Number of items in that workflow initiated over a period
- Number of items completed
- Number of items rejected
- Average, min, and max time is taken to complete each task
- Number of times a task is sent back or rejected
- Number of times an item requires extra clarification

However, there's a lot of chaos at the manager approver task as the average time is three days. Delving in further, you see that most tasks are completed within a day, but several items have been pending for more than a week.

Step 2: Collect Soft Data

To further your workflow analysis, you need more than just numbers. Now you need to go and talk to the people who use the workflow tool most frequently. Start with those who fill out the form.

But what if a few complain that they don't have all the data they need to approve the request. They send emails to the sales reps to get more details, but it usually takes time to get a response. Workflow analysis tools usually only focus on the hard data, so this gives you a chance to take your analysis to the next level.

Step 3: Ask the Hard Questions

The next step of workflow analysis is to ask the questions that guide the workflow. What is its purpose? Who is it supposed to serve? What defines a good process? Some workflows are created to minimize errors. Others are meant to speed up the process.

Step 4: Implement the Changes and Follow Up

Once you've identified all the changes that came from your workflow analysis, implement them in your system. Notify all stakeholders of any change, and let them know if there will be any downtime, or how to handle items in the middle of a changed workflow.Workflow analysis isn't just a good way of identifying if there are any changes that need to be done with a workflow. You can also prepare useful reports and see which workflows and which aspects of a particular workflow are helping your organization grow. It's important to analyze and improve your workflows continuously.

Self-Check -3	Written Test

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

1. Whatis work flow? (3pts)

2. Why we need to change work flow? (3pts)

3. Discus the steps to determine workflow change? (2pts)

Note: **Satisfactory rating – 8 points   Unsatisfactory - below 8 points**

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

Answer Sheet

Score = _____
Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-4	Ranking proposed improvements

4.1.   **Ranking/prioritizing proposed plans**

Prioritized planning: Each day, a businessperson needs to list the things to be accomplished and then indicate their degree of importance using a simple scale such as:

1) Being most important

2) Somewhat important

3) Moderately important

This prioritization, planning, and focus on the key issues is fundamental to time management as each individual is always able to accomplish the most important things when he or she is most efficient. Some businessperson are most efficient in the morning, some during the afternoon, and some at night. The most efficient period of the day should be set aside by the businessmen to address the most important issues.

In organizational time management we can delineate the overall tasks in the form of the following

1. **Urgent and very important matters:** these are organizational matters or activities that require immediate concern or decision-making. They are regarded as urgent because they basically influence the overall performance of an organization.

2. **Less urgent and very important matters:** these are the activities that are crucial to the organization's performance but are dealt with over a wider range of time without any urgency.

3. **Urgent and less important matters:** these are activities that are not crucial to the organization but they require immediate concern. They are seen next to those activities, which are both urgent and more important.

4. **Less urgent and less important matters:** these are organization matters or activities that require the least attention both in urgency and importance of all the organizational activities. They are dealt with after all the above activities are executed.

Self-Check -4	Written Test

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

1. What is ranking? (3pts)

2. Discus how to develop ranking? (4pts)

Note: **Satisfactory rating – 7 points   Unsatisfactory - below 7 points**

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

Answer Sheet

| Score = _____ |
| Rating: _____ |

Name: _____   Date: _____

Short Answer Questions

| **Information Sheet-5** | **Developing and agreeing an action plan** |

5.1. **Developing action plan for business improvements**

Action planning is a process which will help you to focus your ideas and to decide what steps you need to take to achieve particular goals that you may have. It is a statement of what you

want to achieve over a given period of time. Preparing an action plan is a good way to help you to reach your objectives in life: don't worry about the future, start planning for it!

It involves:

- Identifying your objectives
- Setting objectives which are achievable & measurable.
- Prioritizing your tasks effectively.
- Identifying the steps needed to achieve your goals using lists.
- Being able to work effectively under pressure.
- Completing work to a deadline.

- **Having a contingency plan**

An effective action plan should give you a concrete timetable and set of clearly defined steps to help you to reach your objective, rather than aimlessly wondering what to do next. It helps you to focus your ideas and provides you with an answer to the question ''what do I do to achieve my objective?''.

5.2. Action planning model

There are many different models of action planning, but a good starting point is shown here. Action planning is a cyclical process, and once you have been through one cycle, you can start again at the beginning. Of course, in real life it's not quite as simple as this. The process is more organic and stages will overlap, or you may change your goals as you progress, and you must be prepared to revise your plan as circumstances dictate. The stages are as follows:

- Where am I now? This is where you review your achievements and progress, and undertake self-assessment.
- Where do I want to be? This is where you decide your goals.
- How do I get there? This is where you define the strategy you will use to achieve your goals, and to break down your goal into the smaller discreet steps you will need to take to achieve your target.
- Taking action. This is the natty gritty where you implement your plan!
- Where am I now? evaluation

5.3. **Importance of action plan**

- Action plans make your work more intentional.
- It is difficult to hold each other accountable for the project goals unless there is a written plan of work to be accomplished.

5.4. Sample format for action plan is given below

Theme / Intermediate Goal	Objectives	Tasks	Responsibility	Timeline	Evaluation
Themes are the major areas or dimensions of your project. Goals are the long-term outcomes of your project.	Each goal can be divided into a set of clear objectives that detail how you will reach that goal.	Tasks are the specific steps needed to accomplish each objective.	Defines who is responsible for carrying out the various tasks.	Shows when each task needs to be completed.	Shows how you know that you have been successful in implementing each goal.

Self-Check -5	Written Test

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

1. Discuss the format of the action plan? (3pts)
2. Why contingency plan is important? (4pts)
3. Write the importance of action plan? (3pts.)

Answer Sheet

Score = _____
Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-6	Checking Organizational structures

## 4.1. Organizational structures for business improvements

An **organizational structure** consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment.An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in

which it operates and performs.Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual.

Organizational structure affects organizational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions.Organizations are structured in different ways:

1. by function
2. By regional area - a geographical structure e.g. with a marketing manage. North, marketing manager South etc.
3. By product e.g. Marketing manager crisps, marketing manager drinks, etc
4. Into work teams, etc.
5. Organizational structure consists of the following elements

- Identification of the major and key activities to be done to meet the project objectives
- Grouping these activities to related functions
- Assigning various functions to specific positions
- Determination of relationships of the various activities to achieve coordination and unity of effort.
- Fixing of responsibility and authority for each task.

To illustrate the organizational structure, an organizational chart (by function) is drawn showing the chains of a command relationship and positions.
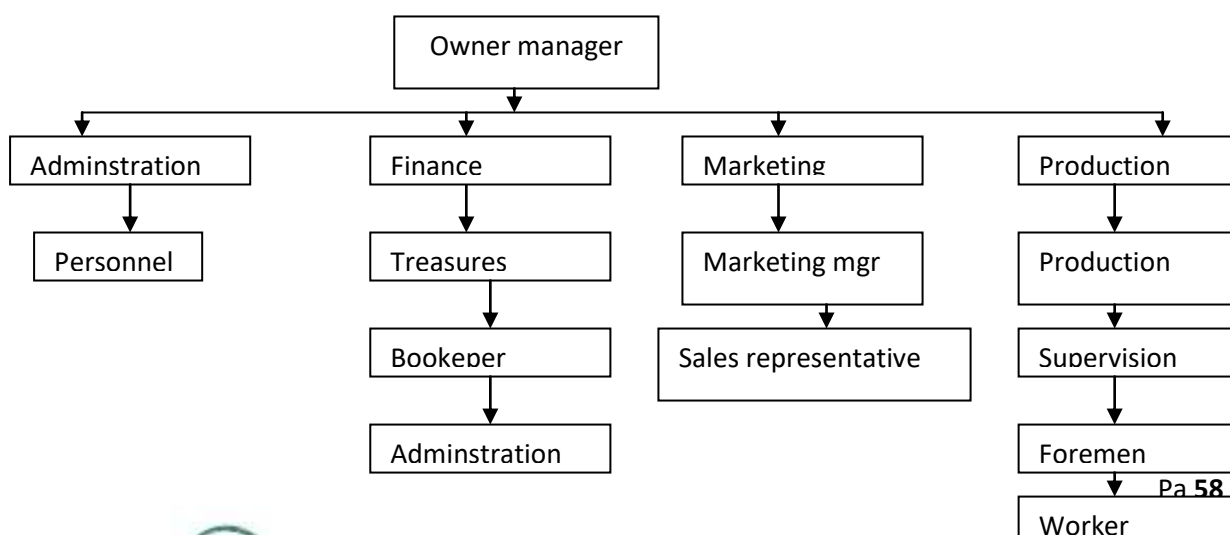
Self-Check -6	Written Test

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

1. Define the organizational structure? (3pts)
2. What are the points included in organizational structure? (4pts)
3. Discus the way of organizational structured? (4pts)

Note: **Satisfactory rating – 11 points   Unsatisfactory - below 11 points**

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

Answer Sheet

Name: _____   Date: _____

Short Answer Questions

Reference

Jeremy Francis, 2019. Workflow Analysis Fixes the Holes in Business Processes

Horticultural Crops Production

Level -III

Learning Guide-101

Unit of Competence: **Improve business practices**

Module Title: **Improving business practices**

LG Code: **AGR HCP3 M23LO4-LG-101**

TTLM Code: **AGR HCP3 TTLM 0120v1**

LO 4: Develop marketing plans

Instruction Sheet	Learning Guide #101

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

- Reviewing vision statement.
- Developing/ reviewing objectives.
- Identifying/refining target markets
- Obtaining market research data.
- Obtaining competitor analysis.
- Developing/ reviewing market position.
- Developing practice brand.
- Identifying benefits of products or services.
- Selecting and developing Promotion tools

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 vision statement.
- Develop reviewing objectives.
- Identify/refine target markets
- Obtain market research data.
- Obtain competitor analysis.
- Develop/ review market position.
- Develop practice brand.
- Identify benefits of products or services.
- Select and develop Promotion tools

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 4.
3. Read the information written in the information "Sheet 1-9".
4. Accomplish the "Self-check 1-9" in page -67,71,76,79,82,85,89,92 and 96 respectively.

Information Sheet-1	Reviewing vision statement

1.1. Reviewing practical mission and vision statement

1.1.1. Vision Statements for New and Small Firms

Vision statements and mission statements are very different. A vision statement for a new or small firm spells out goals at a high level and should coincide with the founder's goals for the business. Simply put, the vision should state what the founder ultimately envisions the business to be, in terms of growth, values, employees, contributions to society, and the like; therefore, self-reflection by the founder is a vital activity if a meaningful vision is to be developed. As a founder, once you have defined your vision, you can begin to develop strategies for moving the organization toward that vision. Part of this includes the development of a company mission.

1.1.2. Mission Statements for New and Small Firms

The mission statement should be a concise statement of business strategy and developed from the customer's perspective and it should fit with the vision for the business. The mission should answer three questions:

1. What do we do?
2. How do we do it?
3. For whom do we do it?

1.2. Mission Statement Creation

- To create your mission statement, first identify your organization's "winning idea".

- This is the idea or approach that will make your organization stand out from its competitors, and is the reason that customers will come to you and not your competitors (see tip below).

- Next identify the key measures of your success. Make sure you choose the most important measures (and not too many of them!)

- Combine your winning idea and success measures into a tangible and measurable goal.

- Refine the words until you have a concise and precise statement of your mission, which expresses your ideas, measures and desired result.

Example: Take the example of a produce store whose winning idea is "farm freshness". The owner identifies two keys measures of her success: freshness and customer satisfaction. She creates her mission statement – which is the action goal that combines the winning idea and measures of success.

The mission statement of Farm Fresh Produce is:

"To become the number one produce store in Main Street by selling the highest quality, freshest farm produce, from farm to customer in under 24 hours on 75% of our range and with 98% customer satisfaction."

Vision Statement Creation

Once created mission statement, move on to create vision statement:

- First identify organization's mission. Then uncover the real, human value in that mission.

- Next, identify what customers and other stakeholders will value most about how organization will achieve this mission. Distil these into the values that organization has or should have.

- Combine mission and values, and polish the words until you have a vision statement inspiring enough to energize and motivate people inside and outside organization.

Using the example mission statement developed for Farm Fresh Produce, the owner examines what she, her customers and her employees' value about her mission.

The four most important things she identifies are: freshness, healthiness, tastiness and "localness" of the produce. Here's the Vision Statement she creates and shares with employees, customers and farmers alike:

"We help the families of Main Town live happier and healthier lives by providing the freshest, tastiest and most nutritious localproduce:

Self-Check -1	Written Test

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

1. Discus the mission and vision statements? (3pts.)

2. Discus the questions to answered to create mission? (3pts)

  a._____

  b. _____

  c. _____

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: _____

Short Answer Questions

Information Sheet-2	Developing/ reviewing objectives

2.1. Developing/reviewing practical objectives

Once you have developed your vision and mission, you can then develop the goals and objectives needed to achieve your vision.

Goals - Goals are general statements of what you want to achieve. So they need to be integrated with your vision. They also need to be integrated with your mission of how you are going to achieve your vision. Examples of company goals are:

- To improve profitability
- To increase efficiency
- To capture a bigger market share
- To provide better customer service
- To improve employee training
- To reduce carbon emissions

A goal should meet the following criteria:

- Suitable
- Acceptable
- Understandable

- Flexible

Make sure the goals are focused on the important properties of the business. Be careful not to set too many goals. You run the risk of losing focus. Also, design your goals so that they don't contradict and interfere with each other.

Objectives - Objectives are specific, quantifiable, time-sensitive statements of what is going to be achieved and when it will be achieved. They are milestones along the path of achieving your goals. Examples of company objectives are:

- To earn at least a 20 percent after-tax rate of return on our net investment during the next fiscal year
- To increase market share by 10 percent over the next three years.
- To lower operating costs by 15 percent over the next two years by improving the efficiency of the manufacturing process.
- To reduce the call-back time of customers inquiries and questions to no more than four hours.

Objectives should meet the following criteria:

- Measurable: What will happen and when?
- Suitable: Does it fit as a measurement for achieving the goal?
- Feasible: Is it possible to achieve?
- Commitment: Are people committed to achieving the objective?
- Ownership: Are the people responsible for achieving the objective included in the objective-setting process?

2.2. objectives of market promotion

Market promotion is an integral part of marketing strategy. It is a powerful weapon used excessively by today's' marketers to achieve marketing goals in a competitive environment. Market promotion is essentially a way to communicate with the target market. Since the modern market is characterized by over-informed consumers, over-flooded products, cut-throat competition, and rapid changes, the market promotion has a crucial role to play.

1. To Stimulate Demand

It is the primary objective of market promotion. Through the use of appropriate means of market promotion, such as advertising, sales promotion, personal selling, and so forth, the

company can stimulate demand for the product. Market promotion efforts convert potential buyers into actual buyers. Company, by highlighting product benefits, tries to match the product with needs, wants, and expectations of buyers. As per need, various means of market promotion are used to establish the information link with the target customers.

2. **To Inform Consumers**:

Promotion is aimed at informing consumers about features, qualities, performance, price, and availability of firm's products. Market promotion is also a valuable means to inform consumers the changes made in the existing products and introduction of new products. In the same way, market promotion, by various tools of market communication, is used for communicating the special offers, price concession, utility of products, and incentives offered by the company.

3. **To Persuade Consumers**:

Market promotion is an effective way to persuade consumers the superiority of product over competitors. A firm can communicate competitive advantages the product offers to distinguish it from competitors' products. Obviously, market promotion can assist the firm to convince buyers that the firm's product is the best solution to their unmet needs and wants. Advertising is one of the most effective tools to distinguish the product from competitors' products.

4. **To Promote a New Product**

In a large and decentralized market, market promotion is an inevitable medium to promote a new product. By suitable promotional strategies, a company can successfully introduce a new product in the market as against existing products. Company can inform about availability, distinct features, and price of newly launched product. In every stage of consumer adoption of a new product, market promotion has critical role to play.

4. **To Face Competition**

Market promotion enables the firm to face competition effectively. In today's market situation, it is difficult to stand without the suitable promotional efforts. In short, it can be said that marketer can fight with competitors effectively, can prevent their entry, or can throw the

competitor away from the market by formulating and implementing effective market promotion strategies.

5. To Create or Improve Image

Advertising, personal selling, and publicity and public relations – all promotional tools – are capable to create or improve image and reputation of the firm. Many companies have become popular in the market due to effective market promotion. Company can reach the customers at every corner of the world through market promotion.

Self-Check -2	Written Test

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

1. Define the following terms? (6pts)
   A. promotion
   B. goal
   C. objective
   D. market
2. Discus the difference between goal and objectives? (3pts.)
3. What are the importance of developing objective for marketing and promotion in the business practices? (4pts)

Note: **Satisfactory rating – 13 points**   **Unsatisfactory - below 13 points**
Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-3	Identifying/refining target market

3.1. Target Markets

Target markets focus marketing and sales efforts towards the companies and people most likely to buy your products and services. A good target market selection creates an optimum environment for marketing campaigns to be successful.

However, most small and mid-size companies give only scant attention to the discipline of mining a target market. In more cases than not, highly segmented target markets get used that represent a small portion of the actual available market. Companies fail to properly slice up the whole before getting into the parts.

A good methodology is to introduce profiles of the four broadest markets. Each profile defines potential target markets for sales opportunities. From the profiles create targeted lists.

The four broadest market profiles are:

1) Non-Customers

2) First Time Buyers

3) Customers

4) Loyal Customers

1. Non-Customer Profile

The Non-customer profile is someone who has never been a customer of companies. These are the companies who are in a demographic range of variables think make them likely prospects for products or services. Because the non-customer market is so broad, may have several different sub-markets within the category of non-customer markets. The reality is that five primary segmentations account for 90% of the differences in a market.

- Standard Industrial Codes
- Geography
- Population
- Type of Business
- Employee Size

2. First Time Buyer Market Profile

The First Time Buyer is a person or business has purchased products for the first time. A First Time Buyer is a very unique relationship. It is actually the most perilous relationship in company. The First Time Buyer has taken action but is generally not committed to company or product. The relationship is still tenuous and risky. You pay to acquire new buyers through your advertising, promotion and selling. A primary goal for First Time Buyers is to re-enter them into a sales cycle to convert them to customers.

3. Customer Market Profile

The Customer Market Profile consists of companies or people who have purchased from more than once. Customers presumably have a deeper relationship with company than First Time Buyers. There are several good methods for segmenting your customer base. Here are a few of the categories used to separate your customers and identify the most profitable relationships.

- Frequency. How frequently the customer purchases from.
- Recency. How recently the customer purchased from.
- Duration. How long the customer has been purchasing from.

- Intensity. How much the customer purchases from.

4. Loyal Customer Market Profile

A Loyal Customer is a customer with a successful track record with the company and has been purchasing from you for three years or longer. Loyal Customers are your best customers. They have the best track records in terms of frequency, recency, duration and intensity. They provide positive value return in the form of referrals and testimonials. A primary goal of every business is to build loyal customers.

The four market profiles presented are very broad but are powerful when applied to marketing strategy. Each profile creates a powerful relationship opportunities. Within each of the profiles sub-divisions of marketing are easily created. It helps to create a broad brushstroke of target markets before getting to the fine detail.

Why Is Defining Target Customers Important?

Having a clear vision of expected customer base will increase business' chances of success. By defining target customers can: better determine if there are enough potential customers for business (in other words, whether there is enough demand for products or services) tweak business idea to better meet the needs of potential customer base tailor products and services to better meet customers' needs and desires target marketing efforts to reach most promising prospects, and craft marketing messages appropriately -- using the right tone, language, and attitude to appeal to best prospects.

Target Market

In a nutshell, defining target customers' means identifying the specific characteristics of the people or businesses who believe are most likely to buy product or service. These characteristics are sometimes called a demographic profile. Those characteristics used to classify customers include:

- age
- gender
- income level
- buying habits
- occupation or industry

- marital status

- family status (children or no children)

- geographic location

- ethnic group

- political affiliations or leanings, and

- Hobbies and interests.

The process of choosing the target Market are:-

Choosing the target market is related to, but not synonymous with, market segmentation. Segmentation is the means or the tool; choosing the target market is the purpose. Segmentation can also be viewed as the prelude to target market selection. Choosing the target market usually follows multi-level segmentation using different bases. Choosing the target market involves several other tasks in addition to segmentation. Looking at each segment as a distinct marketing opportunity. Evaluating the worth of each segment (sales/profit potential).

Evaluating whether the segment is:

- Distinguishable.

- Measurable.

- Sizable.

- Accessible.

- Growing.

- Profitable.

- Compatible with the firm's resources.

- Examining whether it is better to choose the whole market, or the only a few segment, and deciding which ones should be chosen.

- Looking for segments, which are relatively less satisfied by the current offers in the market from competing brands.

- Checking out if the firm has the differential advantage / distinctive capability for serving the selected segments.

- Evaluating the firm's resources and checking whether it is possible to put in the marketing program required for capturing the spotted segments with those resources.

- Finally selecting those segments that are most appropriate for the firm

Self-Check -3	Written Test

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

1. What is target market? (3pts)
2. Discus the process of choosing the target Market? (3pts)
3. Discuss the relationship of market targeting vs. positioning? (2pts)

Note: **Satisfactory rating – 8 points   Unsatisfactory - below 8 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-4	Obtaining market research data

4.1. **Obtaining market research data**

Data from internal sources

- Data about existing clients
- Data about possible new clients

Data from external sources such as:

- trade associations/journals
- libraries
- Internet
- Chamber of Commerce
- industry reports

Primary market research such as:

- Telephone surveys
- Personal interviews
- Mail surveys

Secondary market research

- Trade associations/journals
- Libraries
- Internet
- Chamber of Commerce
- Industry reports

Information inside the company: information is drawn in a form of financial results, customer data, distribution, competition and other specific and additional data. A source of this data tend to be company records, accounting records, management staff, all available

information, which is fairly readily available, their disadvantage, however, is questionable timeliness and relevance. It can be obtained faster and cheaper than from other sources.

b. Marketing intelligence: It is a valuable source of information obtained from various sources, usually from external channels which might be specialized agencies acquiring large volumes of data for different purposes. An overview of the competition, monitor production volume, price movements, sales methods, methods of promotion can be obtained using them. Such information may also be obtained from websites of electronic media database systems.

c. Marketing Research: The highest and most effective form of obtaining necessary information specifies the information necessary for the specification of marketing problems. Marketing research consists of obtaining objective facts of situation in a market, customer behavior and of potential risks. It is specification, collection, subsequent analysis and submission of data to enable:

- Understand a particular market.
- Identify risks and problems related to the segment and to identify potential opportunities.
- Formulate trends of marketing activities and evaluate results.

4.2. Quantitative and qualitative research

Researchers must also identify what type of information the market research should obtain. This depends on whether the research objectives require information that can be measured, categorized or analyzed numerically, or information that indicates customer opinions and motivations. Quantitative research gathers information that can be analyzed numerically. It can be obtained through secondary research; for example, by obtaining the census records for a population. It can also be obtained through primary research, such as by conducting a survey and asking questions that have answers that can be measured. For example, a researcher can ask consumers how satisfied they are with their current toothpaste on a scale of 1 to 5. The resulting information can be represented statistically. Qualitative data is descriptive information and is often transferred verbally or in writing. Among other things, qualitative research enables companies to discover what actions consumers take and why. Researchers can gather information about consumer preferences and purchasing habits and about why consumers have the preferences that they do.

Qualitative data can be used in three main ways: To enable researchers to decide what questions to ask in quantitative research To answer a specific question To help explain the

data received in quantitative research Qualitative data are usually gathered through primary research methods, including interviews, focus groups and observational analysis. Focus groups are informal, guided discussions in which a small group of potential customers are encouraged to share their views and opinions of a company, brand, product or service.

Self-Check -4	Written Test

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

1. Explain the data to be gathered? (6pts)
2. How can be obtained market data? (4pts)
3. Discus the qualitative and quantitative market research data? (4pts)

Note: **Satisfactory rating – 14 points   Unsatisfactory - below 14 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-5	Obtaining competitor analysis

5.1. **Competitor analysis**

The competitive analysis is a statement of the business strategy and how it relates to the competition. The purpose of the competitive analysis is to determine the strengths and weaknesses of the competitors within your market, strategies that will provide you with a distinct advantage, the barriers that can be developed in order to prevent competition from entering your market, and any weaknesses that can be exploited within the product development cycle.

The first step in a competitor analysis is to identify the current and potential competition. There are essentially two ways can identify competitors.

A. The first is to look at the market from the customer's viewpoint and group all competitors by the degree to which they contend for the buyer's.

B. The second method is to group competitors according to their various competitive strategies understand what motivates them.

To determine just what constitutes a key asset or skill within an industry, David A. Aaker suggests concentrating efforts in four areas:
1. The reasons behind successful as well as unsuccessful firms
2. Prime customer motivators
3. Major component costs
4. Industry mobility barriers

According to theory, the performance of a company within a market is directly related to the possession of key assets and skills. Therefore, an analysis of strong performers should reveal the causes behind such a successful track record. This analysis, in conjunction with an examination of unsuccessful companies and the reasons behind their failure, should

provide a good idea of just what key assets and skills are needed to be successful within a given industry and market segment.

Through competitor analysis you will also have to create a marketing strategy that will generate an asset or skill competitors do not have, which will provide with a distinct and enduring competitive advantage. Since competitive advantages are developed from key assets and skills, you should sit down and put together a competitive strength grid. This is a scale that lists all your major competitors or strategic groups based upon their applicable assets and skills and how company fits on this scale.

To put together a competitive strength grid, list all the key assets and skills down the left margin of a piece of paper. Along the top, write down two column headers: "weakness" and "strength." In each asset or skill category, place all the competitors that have weaknesses in that particular category under the weakness column, and all those that have strengths in that specific category in the strength column.

Competitive strategies usually fall into these four areas, product, distribution, pricing and Promotion

Self-Check -5	Written Test

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

1. What is Competitor analysis? (3pts)

2. Discus two ways can identify competitors? (4pts)

Note: **Satisfactory rating – 7 points   Unsatisfactory - below 7 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-6	Developing/ reviewing market position

6.1. Market Positioning

Market Positioning refers to the ability to influence consumer perception regarding a brand or product relative to competitors. The objective of market positioning is to establish the image or identity of a brand or product so that consumers perceive it in a certain way.

Market repositioning is when a company changes its existing brand or product status in the marketplace. Repositioning is usually done due to declining performance or major shifts in the environment. Many companies, instead of repositioning, choose to launch a new product or brand because of the high cost and effort required to successfully reposition a brand or product.

6.1.1. Types of Positioning Strategies

There are several types of positioning strategies. A few examples are positioning by:

- **Product attributes and benefits:** Associating brand/product with certain characteristics or with certain beneficial value
- **Product price:** Associating brand/product with competitive pricing
- **Product quality:** Associating brand/product with high quality
- **Product use and application:** Associating brand/product with a specific use
- **Competitors:** Making consumers think that your brand/product is better than competitors

6.1.2. Effective Market Positioning Strategy

Create a positioning statement that will serve to identify the business and how the brand to be perceived by consumers.

1. Determine company uniqueness by comparing to competitors

Compare and contrast differences between company and competitors to identify opportunities. Focus on strengths and how they can exploit these opportunities.

2. Identify current market position

Identify your existing market position and how the new positioning will be beneficial in setting apart from competitors.

3. Competitor positioning analysis

Identify the conditions of the marketplace and the amount of influence each competitor can place on each other.

4. Develop a positioning strategy

Through the preceding steps, you should achieve an understanding of what company is, how company is different from competitors, the conditions of the marketplace, opportunities in the marketplace, and how company can position itself.

Self-Check -6	Written Test

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

1. Discus the effective market positioning strategy (4pts)
2. what is market positioning? (4pts)

Note: **Satisfactory rating – 8 points   Unsatisfactory - below 8 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Information Sheet-7	**Developing practice brand**

7.1.   Developing practical brand, labeling and packaging

Branding

Brand is a "Name, term, design, symbol, or any other feature that identifies one seller's goods or service as distinct from those of other sellers. Branding began as a way to tell one person's cattle from another by means of a hot iron stamp

Advantages of Brands

A strong brand offers many advantages for marketers including:

- Brands provide multiple sensory stimuli to enhance customer recognition. For example, a brand can be visually recognizable from its packaging, logo, shape, etc.
- Customers who are frequent and enthusiastic purchasers of a particular brand are likely to become Brand Loyal.
- Well-developed and promoted brands make product positioning efforts more effective.
- Firms that establish a successful brand can extend the brand by adding new products under the same "family" brand.
- Strong brands can lead to financial advantages through the concept of Brand Equity in which the brand itself becomes valuable. Such gains can be realized through the out-right sale of a brand or through licensing arrangements.

Labeling

Labeling is a concise explanation of any given for purpose of identification. Labeling is used more as a symbol than a real idea. The general function of labels are extensively predictable and familiar as a methods of distinction that help people recognize one t product from another. Labeling are bar codes labels and seals of approval. Labeling used in food, and beverageproducts.

Packaging

It is the science, art, and technology of enclosing or protecting products for distribution, storage, sale, and use. Packaging also refers to the *process* of design, evaluation, and production of packages. Packaging can be described as a *coordinated system* of preparing goods for transport, warehousing, logistics, sale, and end use. Packaging contains, protects, preserves, transports, informs, and sells. In many countries it is fully integrated into government, business, and institutional, industrial, and personal use.

7.2. The purposes of packaging and labeling

Packaging and labeling have several objectives

Physical protection

The objects enclosed in the package may require protection from, among other things, mechanical shock, vibration, electrostatic, compression, and temperature

Barrier protection:

A barrier from oxygen, water vapor, dust, etc., is often required. Permeation is a critical factor in design. Some packages contain desiccants or Oxygen absorbers to help extend shelf life. Modified atmospheres or controlled atmospheres are also maintained in some food packages. Keeping the contents clean, fresh, sterile and safe for the intended shelf life is a primary function.

Containment or agglomeration

Small objects are typically grouped together in one package for reasons of efficiency. For example, a single box of 1000 pencils requires less physical handling than 1000 single pencils. Liquids, powders, and granular materials need containment.

Information transmission

Packages and labels communicate how to use, transport, recycle, or dispose of the package or product. With pharmaceuticals, food, medical, and chemical products, some types of information are required by governments. Some packages and labels also are used for track and trace purposes.

Marketing – The packaging and labels can be used by marketers to encourage potential buyers to purchase the product. Package graphic design and physical design have been important and constantly evolving phenomenon for several decades. Marketing communications andgraphic design are applied to the surface of the package and (in many cases) the point of sale display.

Security – Packaging can play an important role in reducing the security risks of shipment. Packages can be made with improved tamper resistance to deter tampering and also can have tamper-evident features to help indicate tampering. Packages can be engineered to help reduce the risks of package pilferage: Some package constructions are more resistant to pilferage and some have pilfer indicating seals. Packages may include authentication seals and use security printing to help indicate that the package and contents are not counterfeit. Packages also can include anti-theft devices, such as electronic article surveillance tags that can be activated or detected by devices at exit points and require specialized tools to deactivate. Using packaging in this way is a means of loss prevention.

Convenience – Packages can have features that add convenience in distribution, handling, stacking, display, sale, opening, reclosing, use, dispensing, reuse, recycling, and ease of disposal

Portion control – Single serving or single dosage packaging has a precise amount of contents to control usage. Bulk commodities can be divided into packages that are a more suitable size for individual households. It is also aids the control of inventory: selling sealed one-liter-bottles of milk, rather than having people bring their own bottles to fill themselves.

Self-Check -7	Written Test

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

1. What is labeling? (3pts)

2. What is branding?(3pts)
3. What are the importance of labeling and packing production? (4pts)
4. List importance of branding? (4pts)

Note: **Satisfactory rating – 14 points   Unsatisfactory - below 14 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Information Sheet-8	Identifying benefits of products or services.

8.1. Benefits of products or services

The distinction between the terms benefits and features is an important concept in developing and marketing a product or service. 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 horticulture products to buyers include safety, ease of use, affordability, or in the case of many ovens that feature stainless steel casing prestige.

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

8.2. Steps to develop products and services

1. Study competition. Many business marketing classes teach participants how to perform a SWOT (strengths, weaknesses, opportunities and threats) analysis.

2. **Target the ideal customer**. To successfully launch your new product or service with minimum financial outlay, it's essential to focus exclusively on the prospects you believe are most likely to purchase.

3. **Create a unique value proposition**. At this stage, a clear understanding of what you must offer in order to stand apart from competition and who will want to take advantage of offer.

4. **Define marketing strategy and tactics**. Next, choose sales and marketing channels. Generally, multichannel marketers achieve the greatest success because customers who can shop when and however they like tend to spend more and shop more often.

5. **Test concept and marketing approach**. With all the money it takes to bring a new product or service to market, it's foolhardy to rush headlong into the launch phase prior to testing.

6. **Roll out your campaign**. Public relations often plays a vital role in the launch of a product or service.

7. **Know product's lifecycle**. The campaign you use during the introduction and education phase of product or service I will need to be updated as product or service matures.

Self-Check -8	Written Test

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

1. What are the benefits of product or services? (3pts)
2. Discus the steps to develop market product or services? (4pts)

Note: **Satisfactory rating – 7 points   Unsatisfactory - below 7 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Information Sheet-9	Selecting and developing Promotion tool

9.1. Definition of promotion

Promotion is a communication process that takes place between a business and its various publics. Publics are those individuals and organizations that have an interest in what the business produces and offers for sale. Thus, in order to be effective, businesses need to plan promotional activities with the communication process in mind. The elements of the communication process are: sender, encoding, message, media, decoding, receiver, feedback, and noise. The sender refers to the business that is sending a promotional

message to a potential customer. Encoding involves putting a message or promotional activity into some form. Symbols are formed to represent the message. The sender transmits these symbols through some form of media. Media are methods the sender uses to transmit the message to the receiver. Decoding is the process by which the receiver translates the meaning of the symbols sent by the sender into a form that can be understood. The receiver is the intended recipient of the message. Feedback occurs when the receiver communicates back to the sender. Noise is anything that interferes with the communication process.

There are four basic promotion tools: advertising, sales promotion, public relations, and personal selling. Each promotion tool has its own unique characteristics and function. For instance, advertising is described as paid, non-personal communication by an organization using various media to reach its various publics. The purpose of advertising is to inform or persuade a targeted audience to purchase a product or service, visit a location, or adopt an idea. Advertising is also classified as to its intended purpose. The purpose of product advertising is to secure the purchase of the product by consumers. The purpose of institutional advertising is to promote the image or philosophy of a company. Advertising can be further divided into six subcategories: pioneering, competitive, comparative, advocacy, reminder, and cooperative advertising. Pioneering advertising aims to develop primary demand for the product or product category. Competitive advertising seeks to develop demand for a specific product or service. Comparative advertising seeks to contrast one product or service with another. Advocacy advertising is an organizational approach designed to support socially responsible activities, causes, or messages such as helping feed the homeless. Reminder advertising seeks to keep a product or company name in the mind of consumers by its repetitive nature. Cooperative advertising occurs when wholesalers and retailers work with product manufacturers to produce a single advertising campaign and share the costs. Advantages of advertising include the ability to reach a large group or audience at a relatively low cost per individual contacted. Further, advertising allows organizations to control the message, which means the message can be adapted to either a mass or a specific target audience. Disadvantages of advertising include difficulty in measuring results and the inability to close sales because there is no personal contact between the organization and consumers.

The second promotional tool is sales promotion. Sales promotions are short-term incentives used to encourage consumers to purchase a product or service. There are three basic

categories of sales promotion: consumer, trade, and business. Consumer promotion tools include such items as free samples, coupons, rebates, price packs, premiums, patronage rewards, point-of-purchase coupons, contests, , and games.

Trade-promotion tools include discounts and allowances directed at wholesalers and retailers. Business-promotion tools include conventions and trade shows. Sales promotion has several advantages over other promotional tools in that it can produce a more immediate consumer response, attract more attention and create product awareness, measure the results, and increase short-term sales.

Public relations is the third promotional tool. An organization builds positive public relations with various groups by obtaining favorable publicity, establishing a good corporate image, and handling or heading off unfavorable rumors, stories, and events. Organizations have at their disposal a variety of tools, such as press releases, product publicity, official communications, lobbying, and counseling to develop image. Public relations tools are effective in developing a positive attitude toward the organization and can enhance the credibility of a product. Public relations activities have the drawback that they may not provide an accurate measure of their influence on sales as they are not directly involved with specific marketing goals.

The last promotional tool is personal selling. Personal selling involves an interpersonal influence and information-exchange process. There are seven general steps in the personal selling process: prospecting and qualifying, pre-approach, approach, presentation and demonstration, handling objections, closing, and follow-up. Personal selling does provide a measurement of effectiveness because a more immediate response is received by the salesperson from the customer. Another advantage of personal selling is that salespeople can shape the information presented to fit the needs of the customer. Disadvantages are the high cost per contact and dependence on the ability of the salesperson.

For a promotion to be effective, organizations should blend all four promotion tools together in order to achieve the promotional mix. The promotional mix can be influenced by a number of factors, including the product itself, the product life-cycle stage, and budget. Within the promotional mix there are two promotional strategies: pull and push. Pull strategy occurs when the manufacturer tries to establish final consumer demand and thus pull the product through the wholesalers and retailers. Advertising and sales promotion are most frequently used in a pulling strategy. Pushing strategy, in contrast, occurs when a seller tries to develop

demand through incentives to wholesalers and retailers, who in turn place the product in front of consumers.

Self-Check -9	Written Test

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

1. Discus the elements of the communication process? (3pts)
2. The promotional mix can be influenced by? (4pts)
3. Explain four basic promotion tools? (4pts)
4. What is advantage of personal selling? (3pts.)

Note: **Satisfactory rating – 14 points   Unsatisfactory - below 14 points**

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

Answer Sheet

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<tr><td>Score = _____</td></tr>
<tr><td>Rating: _____</td></tr>
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Name: _____   Date: _____

Reference

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Horticultural Crops Production

Level -III

Learning Guide-102

Unit of Competence: Improve business practices

Module Title: improving business practices

LG Code: AGR HCP3 M23LO5-LG-102

TTLM Code: AGR HCP3 TTLM 0120v1

LO 5: **Develop business growth plans**

Instruction Sheet	Learning Guide # 102

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

- Planning to increase yield per existing client
- Planning to add new clients
- Ranking proposed plans.
- Developing and agreeing an action plan.
- Reviewing business work practices.

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:

- Plan to increase yield per existing client
- Plan to add new clients
- Rank action plans

- Develop and agreeing an action plan
- Review business work practices

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 4.
3. Read the information written in the information "Sheet 1-5".
4. Accomplish the "Self-check 1-5". in page 102,105,108,111 and 117 respectively.

Information Sheet-1	Planning to increase yield per existing client

1.1. Benefits of Business Planning

The systematic business planning helps the business to derive its advantages and get benefits out of them. The benefits of business planning include.

- Business planning helps the company to formulate objectives and goals clearly. The company formulates objectives after discussing thoroughly with superiors, colleagues and subordinates. These objectives help the company to achieve stability of business and maximize profits.

- Business planning helps to avoid piece-meal approach and to have integrated approach.

- Business planning helps to view the organization in total rather than department-wise.

- Business planning aims at the long-range plan rather than short-range plan.

- Business planning integrates the company plan with the national plans and priorities.

- Business planning takes into consideration the environmental factors.

- Business planning helps the company to anticipate the political changes and developments in the national and international scenarios and their possible impact on the business.
- Effective business planning helps the company to achieve its objectives and goals.
- Effective business planning certainly contributes for the achievement of high rate of profits and increases in earnings per share.
- Business planning helps to determine potential growth and profit.

1.2. Steps to getting more yield

1. Add value
2. Build relationships
3. Stay organized
4. Upsell and cross-sell
5. Give support
6. Take feedback
7. Get referrals

1.3. Plans to increase revenue per customer

The Company might try to expand the market for its product by working with the factors that make up sales volume:

Volume = number of brand users/customers x usage rate per user/customer

The company can try to expand the number of brand users in three ways:

Convert nonusers: the company can try to attract nonusers to the product.

- Enter new market segments: the company can try to enter new market segments- geographic, demographic, and so on; that use the product but not the brand.
- competitors' customers: the company can attract competitors' customers to try or adopt the brand.
- Revenue can also be increased by convincing current brand users to increase their annual usage of the brand. Here are three strategies:
- More frequent use: the company can try to get customers to use the product more frequently. For example, orange juice marketers try to get people to drink orange juice at occasions other than breakfast time.

- More usage per occasion: the company can try to interest users in using more of the product on each occasion. Thus a shampoo manufacturer might indicate that the shampoo is more effective with two rinsing than one.
- New and more varied uses: the company can try to discover new product uses and convince people to use the product in more varied ways. Food manufacturers, for example, list several recipes on their packages to broaden the consumers' uses of the product.

Self-Check -1	Written Test

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

1. Discus the benefits of planning? (3pts.)
2. Explain the steps to increase the yield from the existing clients? (3pts)

   a._____

   b. _____

   c. _____

   d. _____

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: _____

Short Answer Questions

Information Sheet-2	Planning to add new clients

2. Planning to add new clients

1. Plan – prepare

Before start connecting with prospective clients need to plan and prepare marketing. That means developing a marketing message, and writing marketing materials such as a core-issue article and website. Need to figure out ways to get the word out to the right prospective clients.

2. Reach out

Choose a number of ways to reach out to prospective clients, such as by networking, sending emails, making calls, giving presentations to groups and asking for referrals.

3. Follow-up

This is the step that's usually avoided the most. Once connected with someone through outreach marketing, goal is to have a conversation. Again, the purpose of this conversation is not to sell, but to discover if there is a possible need and want for or products services.

4. Inform

The step that almost everyone misses. Connected, followed up and had a conversation, the prospective client already understands what we do. The truth is, they only have a vague idea. This is why, after set up a meeting, next send them some detailed information about my services and also a questionnaire for them to fill out.

5. Explore

Now the prospect has some interest, knows much more about what do and has shared some information about themselves, the ground is set for an exploratory meeting to discover if what offer and what they need is a fit. Mostly this meeting includes questions about their situation and challenges, but most importantly, about the outcomes and results they are looking for.

6. Propose

At the end of this exploratory conversation, ask if what offer feels like a good fit for achieving the results they're looking for. Then we discuss my fees and see if they fit my prospect's budget. If you are selling to a larger company or organization, a written proposal is usually required. This sums up their desired objectives, measures of success and process for producing results.

7. Negotiate

Negotiation means finding a match between what the clients wants, what can deliver and what they are able to pay. When it comes to offering professional services, this is usually pretty simple and fast. If you're selling to a large company, it can often be drawn out and complex. Always going for a win-win where it works well for everyone.

8. New Client

Marketing is never finsihed! Taking care of clients, meeting their needs, keeping them informed and happy is the key to earning favorable testimonials, case studies and referrals. And, of course, this 8-step process never ends, but continues with each prospective client.

Self-Check -2	Written Test

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

1. Discus the steps to bring or add new clients? (4pts)
2. Write the importance of adding new clients for your business? (2pts.)

Note: **Satisfactory rating - 4 points**   **Unsatisfactory –4 below 6points**

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-3	Ranking proposed plans

3.1. **Ranking proposed plan**

Every good business has competition. If it's so new that it doesn't have competition today, if it's an interesting business, then it will have competition tomorrow. In that case, competitive analysis guesses which big competitors will enter the market. Furthermore, there is also the suspicion that if a business has no competition, it's not really a good business to enter.

For the competition section of business plan, first settle on which of these two business uses applies to situation:

1. Internal management plan: In the management plan for business owners, a competition section serves as a vehicle for understanding competition and developing strategic positioning.

2. Formal business plan: In a business plan event situation, with a plan to be shown to potential investors or as part of a bank loan.

Competitive positioning

Key marketing tactics including pricing, messaging, and distribution, while others are about positioning your business against the background of the other offerings.

The goal is ranking (setting your business up against the background of other offerings), and making that positioning clear to the target market.

> A. Positioning map
> B. Kotler Positioning
> C. Car Positioning Map
> D. Restaurant Positioning

Competitive matrix: Nowadays many businesses work up a competitive matrix showing how different competitors stack up according to significant factors. Compare your product or service in the light of those factors of competition. How the stack up against the others? This is a good place to include the competitive matrix showing.

	Feature 1	Feature 2	Feature 3
Competitor 1	V		V
Competitor 2		V	V
Competitor 3	V	V	
Competitor 4			V
Us	V	V	V

Table. Competitive Matrix-Drawing

3.2. Prioritized planning:

Each day, a businessperson needs to list the things to be accomplished and then indicate their degree of importance using a simple scale such as:

- being most important,
- somewhat important,
- moderately important.

This prioritization, planning, and focus on the key issues is fundamental to time management as each individual is always able to accomplish the most important things when he or she is most efficient. Some businessperson are most efficient in the morning, some during the afternoon, and some at night. The most efficient period of the day should be set aside by the businessmen to address the most important issues.

Self-Check -3	Written Test

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

1. What competition conditions will be consider before ranking? (5pts)
2. What is ranking? (8pts.)

Note: **Satisfactory rating – 5 points   Unsatisfactory - below 8 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-4	Developing and agreeing an action plan.

1.1. Developing action plan

Developing an action plan means turning ideas raised during strategic planning or evaluation into reality. It means identifying the steps that need to be taken to achieve the resource centre's aims. The resource centre officer and their manager or supervisor should develop the action plan, in consultation with members of the resource center advisory committee and/or other users.

It is useful to have action plans for each area of the resource centre's work, such as:

- fundraising
- selecting and ordering materials
- organizing materials
- computerization
- providing information services
- promoting the resource center
- networking and cooperation.

1.2. Steps to develop an action plan

An action plan consists of seven steps: setting objectives, assessing the objectives, identifying action required to meet the objectives, working out how to evaluate the activity,

agreeing a time-frame for action, identifying resources (human, financial and technical), finalising the plan, and evaluating the results.

1. **Set objectives**

Identify clear objectives that will guide work to achieve the resource centre's aims. Objectives need to be achievable - do not be over-ambitious.

Example of an objective: To produce and distribute good quality mango products to the clients.

2. **Assess the objectives**

Assessment helps to determine whether or not the objective is appropriate. It may result in confirming the objective, abandoning it or revising it. Ask yourself:

Is the objective compatible with the resource centre's aims and objectives?

Are the necessary resources (funds, equipment, staff) available to reach this objective? If not, are they obtainable?

What problems might arise in working to achieve this objective?

Example of resources needed to carry out the objective: staff time, relevant materials in the resource centre or obtainable from elsewhere, stationery, photocopier, postage.

3. **Identify action required to achieve the objective**

A series of tasks needs to be identified for the objectives to be achieved. List these as steps. Ask yourself:

What tasks are necessary, in what order, to meet the objective

4. **Work out how to evaluate the activity**

Plans for finding out how far the activity has achieved its objectives need to be built into the action plan.

5. **Agree a time frame**

As identify each task, work out how long it will take and when it needs to be done.

6. **Assess the action plan**

Ask yourself:

How will you know whether the individual tasks have been achieved?

Have you allowed for possible interruptions?

Have you tried to do too much or too little?

An action plan must be realistic if it is to work. It is easy to over-estimate what you can do, leading to disappointment and failure. For example: Leaflets that you had planned to include in the pack may have run out and need to be reprinted. Can you substitute something else,

or will you need to arrange for them to be reprinted before you can finish preparing the packs? The member of staff preparing the pack will take annual leave for six weeks during the period in which the pack was planned to be prepared. Can you re-schedule the work, or can someone else do it?

7. **Finalize the action plan**

Revise the action plan. Obtain feedback and comments from colleagues, and revise it again if necessary.

Self-Check -4	Written Test

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

1. What action plan ? (4pts)
2. Discus the steps to develop action plan? (3pts.)

Note: **Satisfactory rating – 7 points   Unsatisfactory - below 7 points**

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

Answer Sheet

Score = _____
Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet-5	Reviewing business work practices

5.1. Reviewing/evaluating work practices/performance

Performance evaluations, which provide employers with an opportunity to assess their employees' contributions to the organization, are essential to developing a powerful work team. Performance evaluation system that includes a standard evaluation form, standard performance measures, and guidelines for delivering feedback, and disciplinary procedures, performance evaluations can enforce the acceptable boundaries of performance, promote staff recognition and effective communication and motivate individuals to do their best for themselves and the practice.

The primary goals of a performance evaluation system are to provide an equitable measurement of an employee's contribution to the workforce, produce accurate appraisal documentation to protect both the employee and employer, and obtain a high level of quality and quantity in the work produced. To create a performance evaluation system in work practice, follow these five steps:

1. Develop an evaluation form.
2. Identify performance measures.
3. Set guidelines for feedback.
4. Create disciplinary and termination procedures.
5. Set an evaluation schedule.

It is also advisable to run the finished system by your attorney to identify any potential legal problems that should be fixed.

Note that

- A performance evaluation system can motivate staff to do their best for themselves and the practice by promoting staff recognition and improving communication.

- Evaluations should be conducted fairly, consistently and objectively to protect employees and your practice.
- An effective performance evaluation system has standardized evaluation forms, performance measures, feedback guidelines and disciplinary procedures.

A. Develop an evaluation form.

Performance evaluations should be conducted fairly, consistently and objectively to protect your employees' interests and to protect your practice from legal liability. One way to ensure consistency is to use a standard evaluation form for each evaluation. The form you use should focus only on the essential job performance areas. Limiting these areas of focus makes the assessment more meaningful and relevant and allows you and the employee to address the issues that matter most. You don't need to cover every detail of an employee's performance in an evaluation.

For most staff positions, the job performance areas that should be included on a performance evaluation form are job knowledge and skills, quality of work, quantity of work, work habits and attitude. In each area, the appraiser should have a range of descriptors to choose from (e.g., far below requirements, below requirements, meets requirements, exceeds requirements, far exceeds requirements). Depending on how specific the descriptors are, it's often important that the appraiser also have space on the form to provide the reasoning behind his or her rating.

Performance evaluations for those in management positions should assess more than just the essential job performance areas mentioned above. They should also assess the employee's people skills, ability to motivate and provide direction, overall communication skills and ability to build teams and solve problems.

B. Identify performance measures.

Standard performance measures, which allow you to evaluate an employee's job performance objectively, can cut down on the amount of time and stress involved in filling out the evaluation form. Although developing these measures can be one of the more time-consuming parts of creating a performance evaluation system, it's also one of the most powerful.

C. Rewarding performance with pay

If your practice's pay increases are based on merit, it may be appropriate and efficient to review an employee's salary at the time of the performance evaluation. Such a direct link between performance and pay could make you and your employees take the performance evaluations even more seriously than have otherwise. However, if your pay increases are based only partially on merit and partially on annual changes in the Consumer Price Index, it may not be quite as easy to review and change individual salaries at various times during the year.

D. Set guidelines for feedback.

Feedback is what performance evaluations are all about. So before implement performance evaluation system, make sure that everyone will be conducting evaluations knows what kind of feedback to give, how to give it and how to get it from the employee in return.

E. Give balanced feedback.

Don't make the common error of glossing over an employee's deficiencies and focusing only on his or her strengths. It is by understanding their weaknesses that employees can take ownership of their performance and role in the practice. And when given the support they need to make improvements in these areas, employees learn to take pride in their work and are willing to take on new challenges with confidence

F. Outline expectations for improvement.

When address areas where improvement is needed, outline expectations for improvement and how intend to help the employee meet them. For example, if an employee is speaking harshly with other employees and does not seem tolerant with patients, give the employee some examples of his or her behavior and offer some suggestions to resolve the problem, such as role-playing sessions or a communication skills/customer-service workshop or seminar. Define the boundaries by letting the employee know what is acceptable and what will not be tolerated, and then establish a plan for monitoring performance and re-evaluating the employee.

G. Encourage feedback from the employee.

After discussed the results of the evaluation with the employee, encourage feedback.

H. Create disciplinary and termination procedures.

In some cases, even after a thorough performance evaluation and a discussion of expected improvements, an employee will continue to perform poorly.

Verbal warning. This should be given in private, with the behavior or reason for the discipline clearly stated. For example: "I observed you talking disrespectfully to another employee at the front desk. You said she was brain-dead and tossed a chart at her. We will not tolerate disrespect in the work-place. Furthermore, this outburst could be overheard from the reception room. If this occurs again, a report will be written up and placed in your file. Do you understand the importance of this?" After the verbal warning is given, allow the employee to respond, but keep the exchange brief.

Written warning. How handle the written warning plays a critical role in the success of your disciplinary and termination procedures. This is the time to make it clear to the employee just how serious his or her performance problem is. Unfortunately, many practices fail to do this and/or to follow through with termination if necessary. Once the written warning is mishandled in this way, it no longer has any merit. A standard, written, warning form should include the following:

- A description of the behavior or problem that includes objective findings
- The measurable actions and changes expected of the employee
- The support the employer will provide for improvement
- A description of what will occur (e.g., unpaid time off or termination) and when (e.g., after one more occurrence or two) if the warning is not heeded
- The signature of the employee and appraiser and the date of the warning.

Termination. Explain the reason for the termination but do so briefly and objectively to avoid getting into an elaborate discussion that puts you in a defensive position. Validate the employee as a person, perhaps by giving a positive slant to the employee's potential in the job market. For example, although an employee might have been a poor file clerk for you because he or she didn't pay attention to detail, the employee may have a friendly personality that would make him or her a good telephone operator. Also, let the employee know what will become of any accrued vacation or sick leave, pension benefits, etc. Know your state's laws on these issues. Finally, ask if the employee has any further questions and then assist the employee in retrieving all of his or her belongings and leaving with as much

dignity as possible. If you handle termination well, you are less likely to have an employee who wants to "get even" by badmouthing you in the community or seeking legal revenge.

I. Set an evaluation schedule.

Once you've built performance evaluation system the evaluation form, the performance measures, the feedback guidelines and the disciplinary procedures just need to decide when to conduct the performance evaluations. Some practices do all employee evaluations at the same time of year, while others conduct them within 30 days of each employee's anniversary of employment (the latter may work better since it spreads the work of the evaluations out for employer and employee).

The last analysis

A performance evaluation system should be a key component of practice structure. When implemented effectively, it ensures fairness and accountability, promotes growth and development and encourages a sense of pride in your employees' contributions to the practice.

Self-Check -5	Written Test

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

1. What is evaluation performance? (4pts)

2. Discus the steps to create a performance evaluation system in work practice? (3pts.)

3. Discus the evaluation performance measures? (2pts.)

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: _____

Short Answer Questions

Reference

1. https://actionplan.club/8-steps-to-creating-new-clients
2. https://articles.bplans.com/how-to-write-the-competition-section-of-your-business-plan/

Horticultural Crops Production

Level -III

Learning Guide-103

Unit of Competence: Improve business practices

Module Title: Improving business practices

LG Code: AGR HCP3 M23LO6-LG-103

TTLM Code: AGR HCP3 TTLM 0120v1

LO 6: **Implement and monitor plans.**

Instruction Sheet	**Learning Guide # 103**

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

- Relevant stakeholders

- Developing implementation plan.

- Agreeing success indicators.

- Monitoring implementation.

- Adjusting implementation

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:

- Relevant stakeholders
- Develop implementation plan.
- Agree success indicators.
- Monitor implementation.
- Adjust in implementation

Learning Instructions:
1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 4.
3. Read the information written in the information "Sheet 1-5".
4. Accomplish the "Self-check 1-5" in 124,127,129,133 and135.page respectively.

Information Sheet-1	Relevant stakeholder

2.1. Stakeholder Theory

Organizational management is largely influenced by the opinions and perspectives of internal and external stakeholders. A stakeholder is any group, individual, or community that is impacted by the operations of the organization, and therefore must be granted a voice in how the organization functions. External stakeholders have no financial stake in the organization, but are indirectly influenced by the organization's operations.

1. Internal Stakeholders

Internal stakeholders are individuals or groups who are directly and/or financially involved in the operational process.

- Stakeholders: People or organizations with a legitimate interest in a given situation, action, or enterprise.
- External stakeholders are indirectly influenced by the organization 's operations.
- Employees and managers are internal stakeholders impacted by organizational strategy and success, with some influence on the organization's decisions.

   a. **Employees**

Employees are primary internal stakeholders. Employees have significant financial and time investments in the organization, and play a defining role in the strategy, tactics, and operations the organization carries out. Well run organizations take into account employee opinions, concerns, and values in shaping the strategy, vision, and mission of the firm.

   b. **Managers**

Managers play a substantial role in determining the strategy of the organization, and a significant voice in operational decisions. Managers are also accountable for the decisions made, and act as a point of contact between shareholders, the board of directors, and the organization itself.

   c. **Owners**

Owners (who in publicly traded organizations can include shareholders) are the individuals who hold significant shares of the firm. Owners are liable for the impacts the organization has, and have a significant role in strategy. Owners often make substantial decisions regarding both internal and external stakeholders.

This graphic is a good illustration of the stakeholders involved in a search engine organization. Various groups are impacted by their operations, such as consumers, owners, financiers, governments and advertisers. Owners are directly involved in the process, and thus described as internal stakeholders. Integrating businesses into society results in a wide variety of interaction with a number of different external stakeholder groups.

3. External Stakeholders

There are quite a few external stakeholders for businesses to keep in mind when making decisions and carrying out operations. These include but are not limited to customers, suppliers, creditors, communities, governments, and society at large:

a. Customers

The primary purpose of providing goods and services is to fill needs. Understanding the needs of an organization's core customer base, and optimizing operations to best fill those needs, is therefore a significant part of managing a business. Interacting with customers through social media, emails, storefronts, user testing groups, and the delivery of services and goods is an important aspect of maintaining a strong community (and a strong sense of what customers want from the organization).

Nowadays, big data plays a significant role in determining what users want. By understanding trends, habits, and trajectories in user data, organizations can anticipate the needs of users and refine their value proposition.

Suppliers

Suppliers and other strategic alliances are interdependent, where the success of one will impact the success of another. As a result, suppliers are closely related to organizations as key external stakeholders. Timely payments, shipments, communication, and operational processes are key to maintaining a strong relationship with this stakeholder group.

b. Local community

A business can be a great benefit to a community, providing tax money, local access to unique goods and services, jobs, and community development programs. However, a business can also be a drain on a community by increasing traffic, creating pollution, hurting small businesses, and altering real estate prices. As a result, businesses must look at the needs of the community, and ensure that negative repercussions are minimized while community engagement is maximized.

c. Government

Governments tax businesses, and therefore have a firm stake in their success. Governments can in fact be considered primary stakeholders, considering the profit motive involved. Governments also provide regulatory oversight, ensuring that accounting procedures, ethical practices, and legal concerns are being handled responsibly by business representatives.

d. Broader Society

As a result of the digital and global the food that is sold at fast food chains has huge impacts on global health. Manufacturing facilities in developing nations are transforming entire ecosystems. Social networks are collecting vast amounts of data. All of these concepts aren't intrinsically good or bad, but managing them to ensure outcomes are positive for society as a whole is a critical responsibility.

Self-Check -1	Written Test

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

1. Discus the flowing? (3pts)

    a. Stakeholders

    b. Employees

2. Discus the difference between internal and external stallholders? (4pts)

Note: **Satisfactory rating – 7 points   Unsatisfactory - below 7 points**

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

Answer Sheet

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Score = _____

Rating: _____
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Name: _____   Date: _____

Information Sheet-2	**Developing implementation plan.**

2.1.   Developing implementation plan

Implementation planning explains the details of the policies and procedures, which are required to accomplish the strategies of the firm. These plans produce immediate and tangible results in relatively shorter period.

Sound implementation planning is a key element in ensuring the successful delivery services. The following guidelines are designed to organization with the implementation planning process.

What is an Implementation Plan?

An Implementation plan is a management tool for a specific policy measure, or package of measures, designed to assist organizations to manage and monitor implementation effectively.

Implementation plans are intended to be scalable and flexible; reflecting the degree of urgency, innovation, complexity and/or sensitivity associated with the particular policy measure.

In other words, implementation Planning is the process of determining how a policy will be implemented in sufficient detail for an organization to make an informed judgement about whether to proceed in the light of the risks and requirements involved.

Implementation planning has a strong management focus which requires best practice approaches, skills and experience to be applied in the following seven areas:

1. Management Control and Program/Project Management

2. Governance and Accountability

3. Planning

4. Resource Management

5. Risk Management

6. Stakeholder Engagement

7. Review, Monitoring and Evaluation

Effective implementation planning requires a structured approach to thinking and communicating in these seven areas. This will create a shared understanding among those who will drive implementation, from the most senior leaders to the most junior managers, and across boundaries between and within an organization.

An implementation plan breaks each strategy into identifiable steps, assigns each step to one or more people and suggests when each step will be completed.

If there is no effective method to carry out the strategic plan, the strategic plan is likely to collect dust and can lead to planning backlash, the feeling that planning is a waste of time. In an industry where the scarcity of resources is always a key limiting factor, good planning is essential.

However, creating an implementation plan is challenging. It requires the planner to identify each step required to mount a particular strategy. This activity in itself is a good test of the plan. If one does not know how to implement a given strategy, then the strategy is likely not going to be implemented.

Creating an implementation plan does far more than simply test the ability of the organization to make a strategy happen, however.

Self-Check -2	Written Test

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

1. What is implementation plan? (2pts.)
2. Discus how to prepare implementation plan? (3pts)

3. List developing of implementation plan? (2pts)

a._____

b. _____

c. _____

d. _____

Note: **Satisfactory rating - 7 points   Unsatisfactory - below 7 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Question

Information Sheet-3	Agreeing success indicators.

3.1.   indicators

The implementers and planners have to agree on monitoring indicators. Monitoring indicators are quantitative and qualitative signs (criteria) for measuring or assessing the achievement of project activities and objectives. The indicators will show the extent to which the objectives of every activity have been achieved. Monitoring indicators should be explicit, pertinent and objectively verifiable.

Monitoring Indicators are of four types, namely;

- Input indicators: describe what goes on in the project (eg number of bricks brought on site and amount of money spent);
- Output indicators: describe the project activity (eg number of classrooms built);
- Outcome indicators: describe the product of the activity (eg number of pupils attending the school); and
- Impact indicators: measure change in conditions of the community (eg reduced illiteracy in the community).

Writing down the structures and strategies helps in project monitoring because they specify what will be done during project implementation. Planning must indicate what should be monitored, who should monitor, and how monitoring should be undertaken.

Self-Check -3	Written Test

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

1. What is indicators? (4pts)
2. Discus types of monitoring Indicators? (3pts.)

Note: **Satisfactory rating - 7 points** **Unsatisfactory - below 7 piont**

Answer Sheet

Name: _____   Date: _____

Short Answer Questions

Information Sheet-4	Monitoring implementation.

4.1. Monitoring Implementation

Implementation is the stage where all the planned activities are put into action. Before the implementation of a project, the implementers should identify their strength and weaknesses (internal forces), opportunities and threats (external forces).

The strength and opportunities are positive forces that should be exploited to efficiently implement a project. The weaknesses and threats are hindrances that can hamper project implementation. The implementers should ensure that they devise means of overcoming them.

Monitoring is important at this implementation phase to ensure that the project is implemented as per the schedule. This is a continuous process that should be put in place before project implementation starts.

As such, the monitoring activities should appear on the work plan and should involve all stake holders. If activities are not going on well, arrangements should be made to identify the problem so that they can be corrected.

Monitoring is also important to ensure that activities are implemented as planned. This helps the implementers to measure how well they are achieving their targets. This is based on the understanding that the process through which a project is implemented has a lot of effect on its use, operation and maintenance.

4.2. Relationship among monitoring, planning and implementation

The close relationship between monitoring, planning and implementation demonstrates that:

- Planning describes ways which implementation and monitoring should be done;
- Implementation and monitoring are guided by the project work plan; and
- Monitoring provides information for project planning and implementation.

There is a close and mutually reinforcing (supportive) relationship between planning, implementation and monitoring. One of the three cannot be done in isolation from the other two, and when doing one of the three, the planners and implementers have to cater for the others.

4.3. Advantages of Monitoring and Evaluation

Monitoring and evaluating the planning activities and status of implementation of the plan is for many organizations as important as identifying strategic issues and goals. One advantage of monitoring and evaluation is to ensure that the organization is following the direction established during strategic planning.

Note that plans are guidelines. They aren't rules. It's OK to deviate from a plan. But planners should understand the reason for the deviations and update the plan to reflect the new direction.

4.4. Responsibilities for Monitoring and Evaluation

The strategic plan document should specify who is responsible for the overall implementation of the plan, and also who is responsible for achieving each goal and objective. The document should also specify who is responsible to monitor the implementation of the plan and made decisions based on the results.

Key Questions While Monitoring and Evaluating Status of Implementation of the Plan

1. Are goals and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider the following questions.
2. Will the goals be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed (be careful about making these changes -- know why efforts are behind schedule before times are changed)?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?
6. Should priorities be changed to put more focus on achieving the goals?
7. Should the goals be changed (be careful about making these changes -- know why efforts are not achieving the goals before changing the goals)?
8. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

4.5. Frequency of Monitoring and Evaluation

The frequency of reviews depends on the nature of the organization and the environment in which its operating. Organizations experiencing rapid change from inside and/or outside the organization may want to monitor implementation of the plan at least on a monthly basis.

4.6. Reporting Results of Monitoring and Evaluation

Always write down the status reports. In the reports, describe:

1. Answers to the above key questions while monitoring implementation.
2. Trends regarding the progress (or lack thereof) toward goals, including which goals and objectives
3. Recommendations about the status
4. Any actions needed by management

Self-Check -4	Written Test

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

1. What is recording? (3pts)
2. What are the importance of recording information of nurseries? (3pts)
3. Discuss the type nursery information will be recordof forecasting? (2pts)

Note: **Satisfactory rating – 8 points   Unsatisfactory - below 8 points**

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

Answer Sheet

Name: _____   Date: _____

Short Answer Question

Information Sheet-5	Adjusting implementation

5.1. Adjusting implementation plan

Be sure some mechanism is identified for changing the plan, if necessary. For example, regarding changes, write down:

- What is causing changes to be made
- Why the changes should be made (the "why" is often different than "what is causing" the changes).
- The changes to made, including to goals, objectives, responsibilities and timelines.

Manage the various versions of the plan (including by putting a new date on each new version of the plan).Always keep old copies of the plan. Always discuss and write down what

can be learned from recent planning activity to make the next strategic planning activity more efficient.

Self-Check -5	Written Test

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

1. What is recording? (3pts)
2. What are the importance of recording for horticultural crops production? (4pts)

Note: **Satisfactory rating – 11 points   Unsatisfactory - below 11 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Reference

1. https://courses.lumenlearning.com/boundless-management/chapter/business-stakeholders/

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