

Table 21. Business checklist to review enterprise plan.

Marketing	
• Who is our buyer	
• Sales targets	
• Define the product	
– What is quality class A B C	
– What are the alternative markets	
– Packaging	
– Labelling of farm produce for traceability	
• Price	
– How will farmers/BDS be paid	
– Promotion (what will attractive the buyer)	
– Distribution (what is the logistics needs)	
Production target	
• Production target to match sales target	
– Schedule of delivery (weekly, monthly)	
– Production inputs needed	
– Technology requirements	
– Upgrading of production	
– Needs in post harvest	
Financial targets	
• Capital requirements for production target	
• What needs to be available for start up	
• What is needed for operational	
• Sources of capital	
– Local	
– External (grant CRS, loan, conditions)	
Profitability	
• Target profitability	
• Financial evaluation compared with existing	
• Sensitivity of the income and costs	
– Where is the critical point	
Management	
• Who does what?	
• How are they paid	
• What are their incentives	
Review process	
• Review the system every 3 to 6 months	
• Compare targets. Are they well linked	
• What changes are needed	
• More regular review process as the product increases in value	

additional experimentation may give the farmer group the necessary confidence to invest more heavily in a specific enterprise. Being able to experiment is a particularly useful skill for a group to develop, especially if the aim is to build a diversified product portfolio in the future.

The introduction of experimentation into the marketing process is a vital part of catalysing innovation systems and all members in the market chain should be encouraged to try out new ideas as a means of developing more competitive approaches to the market.