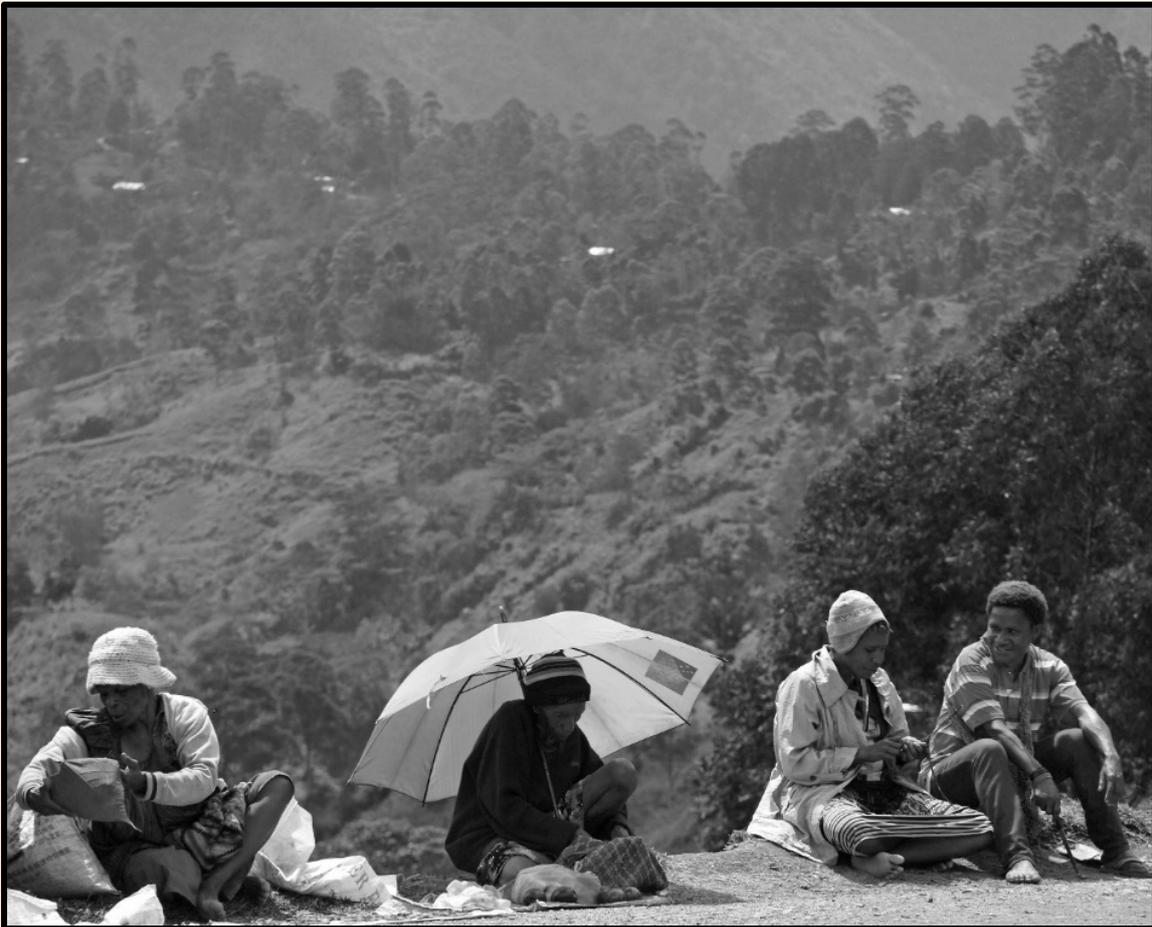


KAMAPIM BISNIS PLEN

COURSEBOOK 1



Step 1 RESEARCH the business ideas

The *strongim grup* coursebook series and the *kamapim bisnis plen* coursebook series are for Community Development Workers. Community Development Workers are people who work with communities and groups and families to help them develop. Community Development Workers support community-led development, participatory development, inclusive development, and building local capacity.

The *strongim grup* coursebook series shows a Community Development Worker how to help a community group to run their organisation so that it is well-managed, well-governed, and better able to work with other outside organisations that can give support. The *kamapim bisnis plen* coursebook series shows a Community Development Worker how to help a community group to develop a business plan. Community groups can be any community-based organisation, for example, Ward committees, youth groups, farmer groups, women's groups, family businesses, sports clubs, associations, cooperatives, church groups.



STRONGIM GRUP

①	Kamapim ol praioriti. HOW TO HELP A GROUP IDENTIFY THEIR VISION AND MISSIONS, PRIORITIES TO ACHIEVE THEIR MISSIONS, AND DEVELOP AN ORGANISATION PROFILE.
②	Kamapim ol eksen Plen. HOW TO HELP A GROUP PREPARE AN ANNUAL PLAN, A BUDGET, AND PROJECT PLANS.
③	Setim gutpela kastom bilong ronim grup. HOW TO HELP A GROUP COME UP WITH WOK MAK FOR THE PRINCIPLES OF GOOD GOVERNANCE. MAMA LO FOR THE GROUP. A CONSTITUTION.
④	Wok bilong meneja na memba na lida. THE ROLES AND RESPONSIBILITIES OF THE BOARD OF MANAGEMENT AND THE MEMBERS OF THE GROUP AND THE LEADERS.
⑤	Financial management manual. HOW TO HELP A GROUP MANAGE THE FINANCES OF THE ORGANISATION.
Course facilitator guide	

KAMAPIM BISNIS PLEN

①	Step 1 RESEARCH the business ideas. HOW TO HELP A GROUP TO RESEARCH THEIR BUSINESS IDEAS (MARKET RESEARCH) AND CHOOSE THE BEST BUSINESS IDEAS
②	Step 2 ANALYSE the best business ideas. Step 3 DECIDE on the best business idea. HOW TO HELP A GROUP TO ANALYSE THE BEST BUSINESS IDEAS (BUSINESS ANALYSIS) AND DECIDE ON THE BEST BUSINESS IDEA
③	Step 4 COMPLETE the business plan. Step 5 CONFIRM the business plan. HOW TO HELP A GROUP TO COMPLETE THE BUSINESS PLAN AND HOW TO HELP A GROUP TO REVIEW AND CONFIRM THE BUSINESS PLAN
Course facilitator guide	

The *strongim grup* series of coursebooks was prepared by Christopher Gard, with support from CARE PNG and the Australian Council for International Agricultural Research. The *kamapim bisnis plen* series of coursebooks was prepared by Christopher Gard and Kirt Hainzer, with support from the Australian Council for International Agricultural Research and guidance from the National Development Bank. Permission is given to use these coursebooks in part or in full, provided the coursebooks are not sold for profit, and so long as the source is acknowledged.



THE PNG NATIONAL STANDARD FOR COMMUNITY DEVELOPMENT WORKERS

Community Development Workers are people who work with communities and groups and families to help them develop. Community Development Workers support community-led development, participatory development, inclusive development, and building local capacity.

Community Development Workers might be people from *inside* the community. For example, Ward representatives, grade-12 leavers, youth leaders, Pastors, community volunteers, community educators, women leaders, village liaison officers, and rangers. Community Development Workers might be people from *outside* the community. For example, agriculture extension officers, District officers, Community Government members, business development officers, NGO field workers, community affairs officers, or company extension officers. Often Community Development Workers will also have other expert skills. For example, an agriculture extension officer might be an expert on farming systems (a *didiman*) and also a Community Development Worker.

If you are a Community Development Worker, the series of coursebooks below might interest you. They target the performance criteria (*wok mak*) from the PNG National Standard for Community Development Workers. Developed by leading PNG Community Development Workers, the National Standard was endorsed by the PNG Government in 2006, under the auspices of the National Apprenticeships and Trade Testing Board (NATTB). The National Standard identifies key jobs and duties for Communities Development Workers, then it lists the *wok mak* that Community Development Workers need to put into practice if they want to perform those jobs and duties in a way that meets the Standard. You can also be assessed and gain national (Government) accreditation as a Community Development Worker. To find out more, visit pngcdwstandard.com and nattb.org.

COMMUNITY DEVELOPMENT WORKER

1 MAKE PREPARATIONS, CONDUCT COMMUNITY ENTRY, AND PREPARE A REPORT
2 TRAINING AND AWARENESS SKILLS
3 COMMUNITY MAPPING AND NEEDS ANALYSIS (STEP 1 OF THE PROJECT CYCLE). GLASIM NA SKELIM SINDAUN. DEVELOP A PLAN (STEP 2 OF THE PROJECT CYCLE). KAMAPIM PLEN.
4 FACILITATE AGREEMENT (STEP 3 OF THE PROJECT CYCLE). KAMAPIM WAN BEL. PROJECT START-UP (STEP 4 OF THE PROJECT CYCLE). SET GUT NA STATIM WOK.
5 MONITORING (STEP 5 OF THE PROJECT CYCLE). SEKIM WOK. EVALUATION (STEP 6 OF THE PROJECT CYCLE). WOK LONG GLASIM BEK NA SKELIM.
6 PROVIDE MENTORING
7 FACILITATE A SPECIALIST'S VISIT
COURSE FACILITATOR GUIDE

The Community Development Worker series of coursebooks was prepared by Christopher Gard, with support from the Australian Council for International Agricultural Research, CARE PNG, the PNG-Australia Partnership, the World Bank, Oil Search Limited, the Autonomous Bougainville Government, and Fresh Product Development Agency.



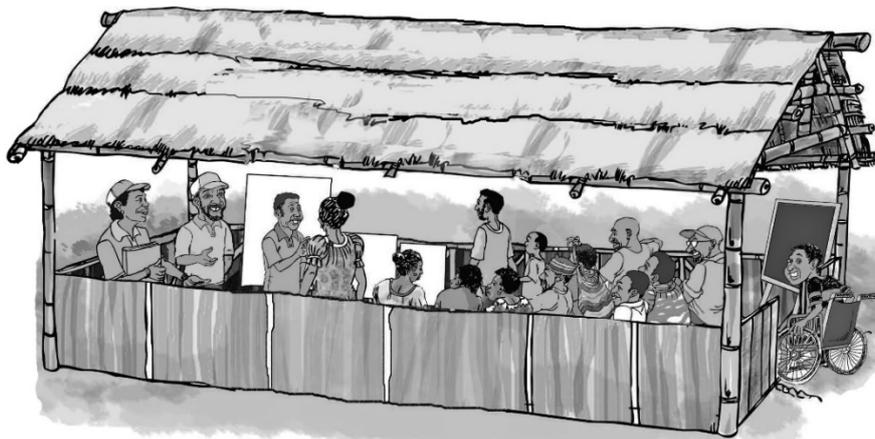
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Five steps to develop a business plan
Information for the learner
<i>Tok igo pas. What is this coursebook about?</i>
Step 1 RESEARCH the business ideas
Step 1.1 Bungim ol bisnis aidia
Step 1.2 Raun na wokim wok painim aut (market research)
Step 1.3 Skelim gut ol bisnis aidia long painim wanem ol aidia wok long go pas
Evaluation
Putting it into practice



Luk save. You can use the topic to find the section you want. The topic is shown at the top of every page in each section.

Tool kit for Community Development Workers

- ✓ Steps for Community Development Workers
- ✓ Eight market research topics
 - OUR PRODUCT
 - OUR CUSTOMERS
 - OUR COMPETITION
 - OUR SUPPLY CHAIN
 - OUR CAPACITY
 - OUR SUPPORT
 - OUR RISKS
 - OUR COMPETITIVE ADVANTAGE
- ✓ Eight market research topics and the questions to ask to collect the information you need
- ✓ How to use what you found out during market research to *skelim gut ol bisnis aidia*



Five steps to develop a business plan

Five steps to kamapim bisnis plen

COURSEBOOK 1	STEP 1	 Bungim ol bisnis aidia
	RESEARCH the business ideas	 Raun na wokim wok painimaut (market research)
		 Skelim gut ol bisnis aidia long painim wanem ol aidia wok long go pas
COURSEBOOK 2	STEP 2	 Glasim gut ol bisnis aidia we i wok long go pas (business analysis)
		 Singautim ol manmeri memba long kam bung
	STEP 3	 Tokim ol manmeri wanem as bilong kibung
		 Kliarim ol manmeri long ol bisnis aidia we i wok long go pas
		 Ol manmeri memba wokim disisen long wanem bisnis long mekim
		 Toktok long wanem ol neks step
COURSEBOOK 3	STEP 4	 Wokim bisnis plen
		 Singautim ol manmeri memba long kam bung
	STEP 5	 Tokim ol manmeri wanem as bilong kibung
		 Putim bisnis plen long ples klia
		 Kisim tok orait long ol manmeri memba long gohet na mekim
		 Toktok long wanem ol neks step



Learners who go through this series of coursebooks are encouraged to do so alongside one or more colleagues, working together in a small group. Doing this encourages shared learning and mutual support.

A good idea is to agree with your colleagues what topics you want to complete by the end of the month (or by the end of the quarter). If a colleague is unavailable, then continue without them (but let them know what they need to cover to catch up). If you don't have one or more colleagues to work with, then no problem. When the coursebooks says to work with your colleagues just do it yourself. *Nogat samting.*



In each coursebook, there are key questions that each learner will need to answer in their course exercise book. You will know if the question is one that you need to answer in your exercise book because it will have a letter (A-Z) in the top right corner (like in the example below). Your exercise book will be used by the course facilitator to check that you are on track. Some organisations will ask you to use a computer (instead of a course exercise book) so that your answers can be emailed to the course facilitator.

The course facilitator will normally be a senior officer from your organisation (or a partner organisation) with experience as a Community Development Worker. The course facilitator IS NOT an assessor. Their role is to guide you and encourage you. They will use your answers to the key questions to check that you have completed the requirements for the coursebook, and to check if you are eligible to receive a course completion certificate.

3	 Written answer What are things you might need to discuss with key people or find out about from key people <i>before</i> you make a visit?	D
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You have to put what you have learned in this course into practice when you do your work. If you work for an organisation, then they should help you to put what you have learned into practice. The hard part is putting it into practice. At the end of each coursebook, there is a tool kit of information that may help you to put it into practice when you work with a community group. *Tasol yu yet.*

HOW EACH TOPIC IS SET OUT

There are five steps to *kamapim bisnis plen*. Each step is broken into *hap step*. The topic at the top of each page shows which *hap step* it is. For example, step 1 is broken into three *hap step*. *Hap step* 1.3 is the third *hap step* in step 1. *Luksave:*

Step 1.3	<i>Skelim gut ol bisnis aidia long painim wanem ol bisnis aidia wok long go pas</i>
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At the start of each topic, there is also a list of the materials you will need for the topic. In the top left-hand corner, there is also an estimate of the time it should take to complete the topic. However, don't rush. Take whatever time you need. The purpose of this course is to learn how to do it – it doesn't really matter how long you take to do it. *Luksave:*

3 hours

Materials Exercise book. Pen or pencil. Coursebook 1. Post-it-notes (or small cards).

Next is the information you need to learn. You will notice that there are numbers on the left-hand side. These are the steps. Each topic is broken into steps. Step 1, step 2, step 3 *igo igo*. A step groups together information that is about the same sub-topic. In between each step, there is a footprint to show that one step has finished, and the next step is beginning.

The information within each step is also broken down into smaller steps. *Hap step*. In between each *hap step*, there is a discussion or activity or written answer where you and your colleagues will need to do something with the information you have just learned (or discuss something that you are about to learn).

You will also notice that sometimes there is a box (like this one) with extra information for you and your colleagues

How to develop a business plan is broken into five steps *na ol hap step*. Each topic is also broken into steps *na ol hap step*. *Noken paul. Wankain tingting.*

Luksave:

	leaves and flowers <i>na ol kain samting olsem.</i> 
	If you are going to be facilitating an agreement between your organisations and a community group, then the materials you will need for your activities might be copies of the agreement document, butcher paper, markers, and pens.
1	<div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: center;">  </div> <div> <p>Activity</p> <p>Imagine you are going to be running awareness with youth on the dangers of alcohol abuse. With your colleagues, come up with examples of the sort of materials you might use for your activities.</p> </div> <div style="text-align: right;">  </div> </div>
2	<div style="display: flex; align-items: center;">  <p>To meet the Standard, this <i>wok mak</i> says that materials for the activities need to be 'suitable'. Suitable materials:</p> <ol style="list-style-type: none"> 1 Are easy for people to understand or use. They suit the participants. 2 Help you achieve the outcome you want to achieve. They suit the work plan. </div>
2	<div style="display: flex; align-items: flex-start;"> <div style="text-align: center; margin-right: 10px;">  </div> <div> <p>Discussion</p> <p>Materials for the activities should be easy for people to understand or use.</p> </div> </div>

When you come to the end of the information in a topic, there is a final revision discussion to help you and your colleagues go back over (review) what you have learned in the topic.

At the end of each coursebook, there is an evaluation activity. The evaluation questions are key questions (so you will need to write your answers in your exercise books). And at the end of each of the five steps to *kamapim bisnis plen* there is a 'putting it into practice' activity. If you can, have a go at putting it into practice. If you do this, then *olgeta samting bai kam klia*.



Make sure you and your colleagues have a good place to meet together to go through the coursebook. Quiet. Comfortable. Relaxing. *Sindaun wantaim wanpela naispela kap ti na mekim*. When you are meeting together, if everyone gets tired then go outside for a walk or take a break. At the start of each meeting with your colleagues to go through the coursebook, it is a good idea to do a revision exercise first to go over what you learned last time. *Kirapim bek tingting*. Start the revision by taking 30 minutes to go back over what you have covered so far in the coursebook. The purpose of doing this is to come up with two or three good questions about what you have done so far that you can ask your colleagues in the 'revision ball' exercise (below).

'Revision ball'. Get a ball (or just crumple up a piece of paper). Stand in a rough circle. The person holding the ball begins. Ask one question about anything from the coursebook so far, and then throw the ball to one of your colleagues to answer the question. After they answer the question, they need to ask their own question and then throw the ball to someone else. Keep doing this until everyone has had a few turns (or until no one can think of any more questions). If someone can't answer a question, then no worries. Anyone else can help them. This is not a test. This is revision. *Kirapim bek tingting*.

HOW LONG SHOULD IT TAKE TO COMPLETE THE COURSEBOOKS?

There are three *kamapim bisnis plen* coursebooks. How long it takes to complete each coursebook depends on how often you can meet with your colleagues to go through it – and how often you can meet with your course facilitator. Completing one coursebook every month or every quarter is a good goal. But you can go through them quicker or slower depending on your workplace requirements. *Yupela yet*. This is flexible learning. Go faster when you have the opportunity and go slower when you have other commitments that make it hard. Good luck. *Stap wantaim yupela*.



You can also use these coursebooks as training handbooks. The course facilitator can be with you full-time to 'train' you how to do it. The trainer explains the information in each step, and then you and your colleagues complete the discussion or activity or written answer in between each *hap step*. If you run these courses as full-time training, it takes about 5 days to complete each coursebook, starting at 8.30 in the morning and finishing at about 4 pm. If you run these courses as training, then don't have more than 20 participants, and it is much better to have two trainers (co-trainers) so they can take turns to teach each step.

Tok igo pas | What is this coursebook about?

3 hours

Materials Exercise book. Pen or pencil. Coursebook 1.

It is a good idea if you can go through this coursebook with one or more colleagues *together*. If you don't have colleagues to sit down with you, then don't worry. You can go through this course on your own. If this is the case, then when the coursebook says to do something with your colleagues, just do it yourself.

You will need an exercise book to use for making notes and writing your answers. Use a new exercise book for each coursebook. On the cover write the name of this coursebook and your name. On the first page write the coursebook objective. For coursebook 1 of *kamapim bisnis plen* (this coursebook) the objective is 'Understand how to help a group to do market research'.

On the next page write the first topic at the top of the page (this topic). Then start going through the coursebook. Feel free to write notes and comments. If there is a question that you need to answer, you will see the letter (A-Z) in a black box on the right. You need to write down the letter and then write down your answer.



It is a good idea to use the last page in your exercise book to write down words that you are unclear about, or questions that you have. Your course facilitator will arrange to have semi-regular meetings with you and your colleagues to go through what you have covered since the last meeting, and to go through the answers in your exercise book. This is a good time to ask them to explain any words that you are unclear about, or questions that you have. But feel free to contact your course facilitator any time you need to.

1		<p>Discussion</p> <p>What is a business? Discuss this with your colleagues.</p>
1		<p>A business is an organisation that is set-up to try and make money by selling products. Products can be 'goods' or 'services'.</p> <p>Goods are things you can hold – like scones or <i>meri blaus</i> or meat birds or <i>buai</i> or green bean or <i>kaukau</i> or soap or fuel or chairs or peanuts. A service is work that you (or something you own) performs for someone – like car repairs or generator hire or security or PMV or cooking.</p> <p>Sometimes the business will be set-up as part of another organisation – a youth group or a women's group <i>o kain olsem</i> - so that they have money to try and achieve what they want to do as a group. Play sport or build a maternity ward at the <i>haus sik</i>. Nice.</p>

Tok igo pas | What is this coursebook about?

	<p>Sometimes the business will be set-up by a family so the family organisation has money to meet the needs of the family. Nice.</p> <p>Sometimes the business will be set up by one or more people and the money will be for them to do what they want with. Nice.</p>	
1	 <p>Discussion What is a business plan? Discuss this with your colleagues.</p>	
1	<p>A plan for a business is called a business plan. WHY? WHAT? WHO? WHEN? WITH? If a group wants to start a business, then it helps if they do a plan for the business. If you fail to plan you plan to fail.</p> <p style="text-align: center;">If you fail to plan you plan to fail</p> <p>This coursebook is the first of three coursebooks that will show you how to help a community group to develop a business plan.</p> <p>It will be the sort of business plan that the group can put into practice themselves <i>nogat nid long utsait sapot</i>.</p> <p>It will be the sort of business plan that the group could give to an outside organisation like the Government or an NGO or a company if they need support for their business plan.</p> <p>And it will be the sort of business plan that they could give to a bank if they need to try and get a loan.</p>	
		
2	 <p>Discussion What is a Community Development Worker? Discuss this with your colleagues.</p>	
2	<p>Community Development Workers are people who work with communities and groups and families to help them develop.</p> <p>Community Development Workers might be people from <i>inside</i> the community. For example, Ward representatives, Ward committee members, grade-12 leavers, youth leaders, Pastors, community volunteers, community educators, women leaders, village liaison officers, and community rangers.</p> <p>Community Development Workers might be people from <i>outside</i> the community. For example, agriculture extension officers, District officers, Community Government officers, business development officers, NGO field workers, community affairs officers, or company extension officers.</p>	

Tok igo pas | What is this coursebook about?

	<p>Often Community Development Workers will also have other expert skills. For example, an agriculture extension officer might be an expert on farming systems (a <i>didiman</i>) and also someone who works with communities and groups and families to help them develop (a Community Development Worker).</p>
2	 <p>Discussion Have a look at the start of this coursebook. There is a page which explains the PNG National Standard for Community Development Workers. With your colleagues, read through what it says. <i>Lukluk tasol. Bilong save tasol.</i></p>
2	<p>You are going through this coursebook because you want to know how to help a group to develop a business plan. Fit. <i>Luk olsem</i> you are a Community Development Worker.</p> <p>You might be a Community Development Worker <i>inside</i> your community. Someone who is helping your own group and other local groups to develop a business plan.</p> <p>You might a Community Development Worker from <i>outside</i> the community. If you are from <i>outside</i> the community, then when you work with the group to help them develop a business plan, it is a good idea to also work closely with leaders and key people who have the skills to become a Community Development Worker <i>inside</i> their community.</p> <p>The role of a Community Development Worker, whether from <i>outside</i> or <i>inside</i> the community, is to leave behind the skills and knowledge so that people can do it for themselves. Definitely.</p>
2	 <p>Discussion Think about the expression 'give a man a fish he feeds his family for a day - teach a man to fish he feeds his family for a lifetime'. With your colleagues, discuss what this expression tells you about what the role of a Community Development Worker should be when you help a group to develop a business plan?</p>
	 <p>Give a man a fish he feeds his family for a day Teach a man to fish he feeds his family for a lifetime</p>
2	<p>When you work with the group to help them develop a business plan NEVER EVER DO IT FOR THEM. <i>Tambu tru.</i></p> <p>Explain what to do. Show them how to do it. Do it with them.</p> <p>But always try and hand over the skills and knowledge so that local people (and Community Development Workers <i>inside</i> the community) can do it themselves. Build-up local capacity.</p>  <p>When you work with the group to help them develop a business plan NEVER EVER DO IT FOR THEM</p>

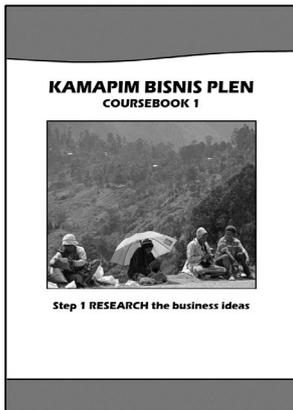
Tok igo pas | What is this coursebook about?

2	 <p>Discussion When you help a group to develop a business plan NEVER EVER DO IT FOR THEM. With your colleagues, discuss why this is important.</p>
2	<p>Las tok. There are lots of business plans that are done by outside consultants. <i>Planti ol grup long ples ol save troimwe bikipela koins long baim wanpela kaksman o kaksmeri long kam wokim bisnis plen bilong ol.</i></p> <p>BUT  But these sorts of business plans always fail. These sorts of business plans are always full of expensive English. No one in the group knows what is in the business plan.</p> <p>And the people who will read the business plan can tell if the group has written it or not. Outside organisations also know that business plans written by consultants always fail. Outside organisations would much rather support a business plan that is written by people in the group. Even if it is full of mistakes (they will help you fix any mistakes). <i>Ol tu ol les long troim we koins nating.</i></p> <p>Your job as a Community Development Worker is to show them what to do. Not to do it for them. <i>Yu save pinis.</i></p> <p>If the group says that you told them what to do, then if the business plan doesn't work out <i>ol bai kam bek long yu. Em bai olsem. Yu save. Lukautim nem bilong yu!</i></p> 
	
3	<p>There are five steps a group needs to take to develop a business plan:</p> <div style="text-align: center;"> <p>STEP 1 RESEARCH THE BUSINESS IDEAS</p> <p>STEP 2 ANALYSE THE BEST BUSINESS IDEAS</p> <p>STEP 3 DECIDE ON THE BEST BUSINESS IDEA</p> <p>STEP 4 COMPLETE THE BUSINESS PLAN</p> <p>STEP 5 CONFIRM THE BUSINESS PLAN</p> </div>  <p>RESEARCH→ANALYSE→DECIDE→COMPLETE→CONFIRM. <i>Na wanwan step igat hap step tu long mekim. Bihain bai yumi lukim ol hap step olsem na stap isi pastaim.</i></p>
3	 <p>Written answer What are the five steps that a group needs to take to develop a business plan? Don't forget to write your answer in your exercise book.</p> <div style="float: right; background-color: black; color: white; padding: 5px; font-weight: bold;">A</div>

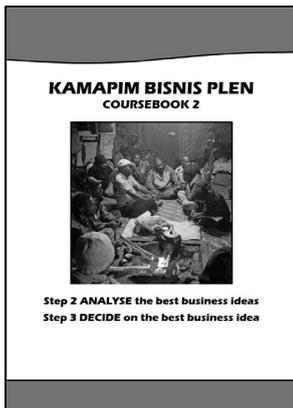
Tok igo pas | What is this coursebook about?

Kamapim bisnis plen has five steps.

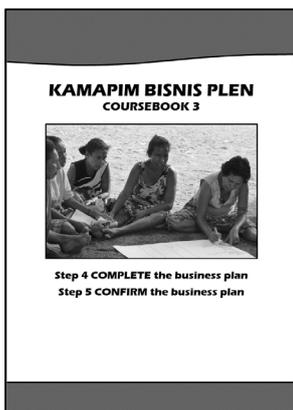
3



The first coursebook (this coursebook) shows you how to help the managers and leaders of a group to do **step 1 RESEARCH the business ideas**. Market research. *Wok painimaut*. The coursebook will also show you how to help the managers and leaders to use their market research to choose the best business ideas.



The second coursebook shows you how to help the managers and leaders of a group to do **step 2 ANALYSE the best business ideas**. *Glasing*. Business analysis. The coursebook will also show you how to help the group to do **step 3 DECIDE on the best business idea**. In step 3 all of the members of the group need to come together to make the decision.



The third coursebook shows you how to help the managers and leaders of a group to do **step 4 COMPLETE the business plan**. The coursebook will also show you how to help the group to do **step 5 CONFIRM the business plan**. In step 5 all of the members of the group need to come together to understand what is in the business plan, give their thoughts, and give the go-ahead.



4



Discussion

What is the principle of participation? Discuss this with your colleagues.

4

A principle that the PNG Government wants every organisation in PNG to put into their *kastom* – *ol liklik grup long ples na femili na bisnis igo antap long gavman* – is the principle of participation.

An organisation has good participation in its *kastom* if everyone in the organisation is encouraged to *wokim disisen wantaim na wokbung wantaim*.

Tok igo pas | What is this coursebook about?

The managers and leaders of the group do the driving – but everyone in the organisation has to feel like they have their hands on the steering wheel. Everyone has to feel that the organisation is better off because they are a part of it. Everyone has to feel they have something to contribute. Everyone has to feel that the organisation *em samting bilong mi. Mi papa bilong en. Mi mama bilong en*. Definitely.



The principle of participation is:

Pasin bilong wokim disisen wantaim na wokbung wantaim



Activity

Go outside with your colleagues. If you don't have enough colleagues then ask some friends to help you with this activity. Two people to help you is enough – but the more the better. Pretend that you and your colleagues (or friends) are all members of a community group. A youth group or a women's group or a family business *o kain olsem*. Ask one person to represent the managers and leaders. Everyone else needs to be the members of the community group.

Stand in a line, with the person who represents the managers and leaders in the middle. Hold hands. Everyone except the person who represents the managers and leaders needs to close their eyes.



4

The person who represents the managers and leaders needs to take everyone else on a walk somewhere. For example, a walk to the volleyball court then around the big tree and back to your office. The walk needs to be hard (with obstacles to move around) but not so hard so that people might get injured.

Hold hands as you walk. Keep your eyes closed. Only the person who represents the managers and leaders has their eyes open.

When the walk is finished, open your eyes and discuss how it felt to be led around by your managers and leaders with your eyes closed. *Yupela ol lain ai pas yupela pilim olsem wanem?* How it would it have helped if all the members had their eyes open when you did the walk - not just the managers and leaders?



4

One reason that many businesses fail is because only the managers and leaders know what is happening. *Ol menesa na lida pulim ol manmeri memba raun olsem ai pas.*

Everyone in a community group needs to have their eyes open. If everyone has their eyes open then *ol tu bai kamap papa bilong bisnis. Yu papa bilong samting yu bai hat wok na putim ai gut long mek sua bisnis ron hau em sapos long ron.*

Tok igo pas | What is this coursebook about?

The managers and leaders will take the lead. Nice. But if everyone else in the group *stap olem ai pas* then the business will fail. Definitely. Unless everyone in the group has their eyes open and walks together the group (and the business) will *pundaun*. Definitely.

✓ If the members have their eyes open then they will be able to see how hard the managers and leaders work. *Ol save mekim bikipela wok na yumi no luksave.*

✓ If the members have their eyes open then they can see how they can help the managers and leaders to do the work. *Ol memba tu inap long solderim wok.*

✓ If the members have their eyes open then they will be able to see if the managers and leaders are doing the wrong thing *na halavim long stretim bek.*

✓ If the members have their eyes open then they can make sure no one is being left behind. Managers and leaders don't have eyes in the back of their heads!

✓ If the members have their eyes open then they will also learn how to be managers and leaders *Tingim senis bilong yumi. Tingim bihain taim.*

✓ If the members have their eyes open then it builds trust in the group. There is less suspicion and *tok beksait*. There is no other way to build trust in a group.



4



Written answer

With your colleagues, discuss the ways it helps a group if everyone has their eyes open? Don't forget to write your answer in your exercise book.

B

4

When you help a group to develop a business plan, help the managers and leaders to put the principle of participation into practice.

One thing you can do when you start to help a group to develop a business plan is start with a *kibung*. *Bungim olgeta manmeri memba*. Then help the managers and leaders to explain the five steps to develop a business plan. Explain what will happen and who will do it. Explain how all the members will be involved. *Putim olgeta samting long ples klia*.

If you do this then you are helping to open everyone's eyes. You are helping the group to put into practice the principle of participation. *Yu fit*.

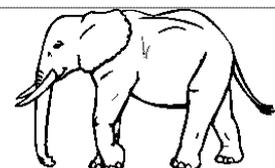


5



Activity

With your colleagues, read the story below. It is a traditional story from Thailand. A *tok bokis*. Discuss what you think the message is?



Tok igo pas | What is this coursebook about?

A group of blind men heard that a strange animal, called an elephant, had been brought to the town, but none of them were aware of its shape and form. Out of curiosity, they said: "We must inspect and know it by touch, of which we are capable". So, they sought it out, and when they found it they groped about it. In the case of the first person, whose hand landed on the trunk, said "This being is like a thick snake". For another one whose hand reached its ear, it seemed like a kind of fan. As for another person, whose hand was upon its leg, said, the elephant is a pillar like a tree-trunk. The blind man who placed his hand upon its side said, "elephant is a wall". Another who felt its tail, described it as a rope. The last felt its tusk, stating the elephant is that which is hard, smooth and like a spear.



Luk olsem no one knows the full story because we see everything from our own point of view. Everyone has a blind spot. Each of the blind men in the story had their own idea of what an elephant was because they only touched their part - but they only found out what an elephant really looks like when they all came together and shared what they knew. The full story.

Another big reason why it is good to encourage participation is because if everyone is involved you get the full story. Managers and leaders know a lot. But they don't know everything. Good managers and good leaders know that they don't know everything.

5

If everyone participates in a community or group or family, the more likely it is that you will have the full story. There are no blind spots. If you have the full story, the more likely it is that any decisions and any planning you do together will work out.

The principle of participation *save karim planti ol gutpela kaikai. Pasin bilong wokim disisen wantaim na wokbung wantaim*. This is why the PNG Government wants every organisation in PNG to put into their *kastom – ol liklik grup long ples na femili na bisnis igo antap long gavman*.



6

Luk olsem the business plan that you help the group to develop will be a business plan that the managers and leaders will understand (they will have done it). And it will be a business plan that most of the members of a group understand (their eyes will be open). And if the group needs to get support for their business plan (from the Government or a company or an NGO or a bank) then it will be a business plan that is far more likely to get their support. Time to start. Step 1. RESEARCH the business ideas.



Revision discussion

Why does everyone in a group need to understand the business plan?

Step 1 | RESEARCH the business ideas



STEP 1 RESEARCH the business ideas

1.1 *Bungim ol bisnis aidia*

**1.2 *Raun na wokim wok painimaut*
(market research)**

**1.3 *Skelim gut ol bisnis aidia long painem*
*wanem ol aidia wok long go pas***



Step 1.1 | *Bungim ol bisnis aidia*

1 hour

Materials Exercise book. Pen or pencil. Coursebook 1.

There are five steps a group needs to take to develop a business plan:



STEP 1 RESEARCH THE BUSINESS IDEAS

STEP 2 ANALYSE THE BEST BUSINESS IDEAS

STEP 3 DECIDE ON THE BEST BUSINESS IDEA

STEP 4 COMPLETE THE BUSINESS PLAN

STEP 5 CONFIRM THE BUSINESS PLAN

1 *Taim long statim wokabout. Step 1. RESEARCH the business ideas. Na step 1 tu igat ol hap step long mekim.*

STEP 1 RESEARCH THE BUSINESS IDEAS

1.1 BUNGIM OL BISNIS AIDIA

1.2 RAUN NA WOKIM WOK PAINIMAUT (MARKET RESEARCH)

1.3 SKELIM GUT OL BISNIS AIDIA LONG PAINEM WANEM OL AIDIA WOK LONG GO PAS

The first thing to do when you help a group to do step 1 is:

1.1 BUNGIM OL BISNIS AIDIA

1



Discussion

Discuss with your colleagues, who is it that should *go pas* to *bungim ol bisnis aidia*?

Luk olsem the managers and leaders of the group *bai go pas long bungim ol bisnis aidia*.

If you are an experienced Community Development Worker, you can suggest ideas to the managers and leaders. Definitely

1

But be very careful. If the group says that you told them what business to do, and it doesn't work out *ol bai kam bek long yu. Em bai olsem. Yu save*. If you make suggestions, always do it in a way that is not telling them what to do. "*Mi gat wanpela hap tingting tasol mi no save yupela yet skelim*" o "*mi gespai tasol*" o *kain olsem*.



Never ever tell the group what business to do

Step 1.1 | *Bungim ol bisnis aidia*

You will normally find that when you start to work with a group to help the managers and leaders to put their ideas together, they already have a list of possible ideas. This *hap step* is just about collecting business ideas - *bihain bai yumi lukluk long hau long skelim na prunim aut wanem bisnis aidia ino inap.*

1



Discussion

What are different ways for the managers and leaders to collect business ideas? Discuss this with your colleagues.

There are many ways for the managers and leaders to get ideas for a business.

ASK people with expert knowledge. *Askim.* School teachers, health workers, District commerce officers, organisations that you work with, church leaders, companies. *Kain kain.* But just because you hear an expert tell you about a business idea doesn't mean it will work for you. This *hap step* is all about collecting ideas - *bihain bai yumi lukluk long hau long skelim na prunim aut wanem bisnis aidia ino inap.*



OBSERVE what you see other people doing. *Lukim.* When you travel to town or around your community, what ideas seem to be working? But just because you see a business idea working somewhere else doesn't mean it will work for you. This *hap step* is just about collecting ideas - *yu save pinis.*

1



LISTEN to what people say. *Harim.* You should definitely ask the members of their group what they think. Definitely. But just because you hear about a business idea doesn't mean it will work for you. This *hap step* is just about collecting ideas - *yu save pinis.*



Step 1.1 | *Bungim ol bisnis aidia*

	<p>READ books and pamphlets and newspapers. <i>Ridim</i>. Your District Commerce Officer should be able to give you information to read - and they should be able to give you the contact details of organisations that can help. Contact organisations that can suggest business ideas. Ask them what they think - and get them to send you something to READ. But just because you read a business idea doesn't mean it will work for you. This <i>hap step</i> is just about collecting ideas - <i>yu save pinis</i>.</p>   <p>ARE THERE GAPS? Investigate what people need or want. Is there something that people need or want that they are not getting? Is there a gap? Goods or services? Is there a problem that you have a solution for? Solar-charging mobile phones? Delivering lunch packs for office workers who prefer not to go out at lunch? Investigate. <i>Brukim tingting</i>. This <i>hap step</i> is just about collecting ideas - <i>yu save pinis</i>.</p>
1	 <p>Discussion With your colleagues, discuss why it is very important for the managers and leaders of a group to listen to what the members of their group think would be a good business idea?</p>
	
2	 <p>Written answer In your exercise book, write down 'step 1 RESEARCH the business ideas', and then write down <u>in your own words</u> the three <i>hap step</i> for step 1 (1.1 and 1.2 and 1.3)</p> <div style="text-align: right; background-color: black; color: white; padding: 2px 5px;">C</div>
2	<p>Las tok. There are no bad business ideas at this stage. <i>Bungim tingting tasol</i>. But you don't want too many ideas.</p> <p>In the next <i>hap step</i>, we will look at how to help a group to do <i>wok painimaut</i> (market research). If you have too many ideas, it will be hard to do it properly. Try and come up with a few ideas that are worth investigating.</p> <p>Try and come up with a few ideas that are worth investigating</p>



Revision discussion

Why is it important for a Community Development Worker not to tell them what business to do?

Step 1.2 | *Raun na wokim wok painimaut* (market research)

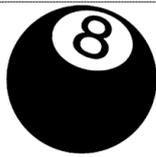
13 hours

Materials Exercise book. Pen or pencil. Coursebook 1.

1	<p>In the last <i>hap step</i> the managers and leaders put together all of the ideas for a business. <i>Aidia tasol</i>. A few good ideas that are worth investigating.</p> <p>The next thing to do when you help a group to do step 1 of develop a business plan is <i>wok painimaut</i> (market research). <i>Bikpela wok stret</i>.</p>
<p>1.2 RAUN NA WOKIM WOK PAINIMAUT (MARKET RESEARCH)</p>	
1	 <p>Discussion</p> <p>Discuss with your colleagues, who is it that should <i>go pas</i> to do <i>wok painimaut</i> (market research)?</p>
1	<p><i>Luk olsem</i> the managers and leaders <i>bai go pas long wokim wok painimaut</i>. But anyone can help them. There may be other people in the group who have expert knowledge about business (or about what the business idea is about). There may be other people in the community who can help them. Great.</p> <p>The Community Development Worker can also help them and show them what to do. But don't do the market research for them. If you do it for them then it becomes your business idea. If something goes wrong <i>ol bai kam bek long yu. Em bai olsem. Yu save. Lukautim nem bilong yu!</i></p>  <p style="text-align: center;">Never ever do the market research for them</p>
1	 <p>Discussion</p> <p>With your colleagues, discuss what could go wrong if the Community Development Worker did the market research for them?</p>
1	<p>You can't just sit down inside a <i>haus win</i> and do <i>wok painimaut</i>. You have to <i>raun na sekim gut</i>. You have to get up and go outside and do it properly. The group needs to know who their competitors will be? What are their prices? Where will they sell their product? What are their strengths? What are their weaknesses? Who will be their customers? <i>Kain kain</i>. If you need to go to town then go.</p> <p>The group will use the market research to decide which business idea is most likely to work out. A lot of time and effort (and money) will be put into the business you choose to do. <i>Noken statim as nating. Skelim gut pastaim. Wok painimaut em i bikpela wok stret.</i></p>



Step 1.2 | *Raun na wokim wok painimaut* (market research)



There are eight market research topics to look at *taim yupela raun na wokim wok painimaut*. These eight market research topics will help you collect the information you need – but the more information you collect the better. We will look at one topic at a time *olsem na stap isi pastaim*.

Eight market research topics

2

	<p>What exactly are we going to sell? What price will we charge? Where and when will we sell our product? Will our product be what our customers want when they want it?</p>
	<p>Who will be our customers? Why will customers buy our product? How will customers find out about our product? How many customers will we have and how much will they want to buy (in a year)?</p>
	<p>How many businesses already sell the same thing we plan to sell? How would our main competitors answer the questions in topic 1? How would our main competitors answer the questions in topic 2?</p>
	<p>Which other people and businesses will we need <i>upstream</i> to produce our finished product? Can we depend on them? Which other people and businesses will we need <i>downstream</i> to sell our finished product? Can we depend on them?</p>
	<p>What skills and knowledge will we need? Do we have this <i>save</i>? What <i>pasin</i> will we need? Do we have this <i>pasin</i>? What assets and other resources will we need? Do we have them? How can we get the <i>save</i> and <i>pasin</i> and resources we need?</p>
	<p>Will there be support from our group and from the community? Will men and women and youth all benefit from this business idea?</p>
	<p>What are the main things you worry could go wrong? What can you do so these risks don't happen, or to manage the damage if they do happen?</p>
	<p>What will our advantage be over our main competitors? What will our main competitors' advantage be over us? Will customers choose our product or our competitors' product?</p>
<p>OUR COMPETITIVE ADVANTAGE</p>	

Step 1.2 | *Raun na wokim wok painimaut (market research)*

2	 Written answer Write down the eight market research topics, and the questions for each topic, in your exercise book.	D		
				
3	<p>OUR PRODUCT</p> <p>The first market research topic that will help the managers and leaders to collect the information they need for each of the business ideas is:</p> <table border="1" data-bbox="256 618 1401 779"> <tr> <td data-bbox="256 618 496 779" style="text-align: center;">  OUR PRODUCT </td> <td data-bbox="496 618 1401 779"> What exactly are we going to sell? What price will we charge? Where and when will we sell our product? Will our product be what our customers want when they want it? </td> </tr> </table>		 OUR PRODUCT	What exactly are we going to sell? What price will we charge? Where and when will we sell our product? Will our product be what our customers want when they want it?
 OUR PRODUCT	What exactly are we going to sell? What price will we charge? Where and when will we sell our product? Will our product be what our customers want when they want it?			
3	 Discussion With your colleagues, discuss what the difference is between goods and services?			
3	<p><i>What exactly are we going to sell?</i></p> <p>Think about one of your business ideas. What exactly are you going to sell? What will you produce? What product or products?</p> <p>Will your product be goods? Goods are things you can hold – like scones or <i>meri blaus</i> or meat birds or <i>buai</i> or green bean or <i>kaukau</i> or soap or fuel or chairs or peanuts.</p> <p>Or will your product be a service? A service is work that you (or something you own) performs for someone – like car repairs or generator hire or security or PMV or cooking.</p> <p>Will you have different types of goods or different types of services? For example, will you sell both laundry soap for washing clothes and soap for washing hands? Will you sell hot scones by the dozen and also as individual scones? Will you offer a cooking service where they provide the food and you just cook it, and a second service where you provide both the food and cook it as well?</p> <p>You might change your mind about what exactly you are going to sell when you find out what your competitors are already selling. You might change your mind as you do more market research. Good. This is the reason for doing market research.</p>			
3	 Activity With your colleagues, choose which of the following products are goods and which of the following products are services?			



Step 1.2 | *Raun na wokim wok painimaut (market research)*

1. Traditional baskets
2. Security guard
3. Clothing repairs
4. Peanuts
5. Generator hire



Luk olsem the goods are traditional baskets and peanuts. The services are security guard, clothing repairs, generator hire.

Bikpela tok. When you are starting a new business, it is a good idea to focus on the main type of goods or service you plan to sell – like making soap or honey or *meri blaus* or baking scones or *buai/daka* or providing security. If the market research (coursebook 1) and the business analysis (coursebook 2) show that the main product that you plan to sell will work as a business then *luk olsem* the business idea is a good one. Once you start your business you can always add more products over time.

When you do your market research (and answer the eight market research topics) just focus on the main product you plan to sell

Later on, once you have started the business, you can always do the market research and business analysis for any other different products you are thinking of selling. For example, if your main product is selling *meri blaus*, then start the business by selling *meri blaus*. But if you also want to sell clothing repairs, then when you are ready, do the market research and business analysis for clothing repairs to see if it will be worth it.

3 In coursebook 3 you will learn why it can be a good idea to sell more than one type of product. If you do sell more than one type of product, then it is better and easier to think about each different type of product as like a separate business. But when you start a business keep it simple – *brukim bus* with the main product you plan to sell.

Tok save. If you are thinking of starting a trade store or table market that sells lots of different store goods, then think of your main product as 'store goods' *o kain olsem*.



3



Discussion

What is the 'market price' for a product? Discuss this with your colleagues.
Nogut yupela save pinis.

Step 1.2 | ***Raun na wokim wok painimaut (market research)***

What price will we charge?

Think about the business idea. When you do the market research you need to think about what the price will be for each product that you want to sell. There are three main strategies to setting your price:

1

Set your price higher than your competition. If you have a product which offers more than your competition - more quality or more service or more features or which makes your customers feel smarter or richer or sexier or they have to travel less distance to buy it - then you can set your price higher to establish what you are selling as a 'premium' product.

2

Set your price lower than your competition. Maybe you are lucky and your costs are lower than your competition. If this is the case, then you can set your price lower - and you should be able to win customers. Sometimes a new business will offer lower prices at the start to attract customers - and then increase their prices after they have built up customer loyalty.

3

Set your price the same as your competition. In *tok bisnis* the price that most businesses sell a product for is called the 'market price'. The market price is what most other businesses find they need to charge to cover their costs, have some money for savings, and still have enough income left over to make a profit. So it's a fair bet you should do the same.

For most business ideas, **start by setting your price the same as your competition.** *Mekim isi.* Once you start to run your business then *skelim* – do you need to set your price lower to win more customers or can you set your price higher to get more profit?

Sometimes, you don't set the price. The buyer tells you what the price is. The price will go up and down *luk olsem*. To work out the price, all you can do is find out the usual price that people get (at the time and place you plan to sell it). *O long mekim gut tru* work out the average price for the last three years. To work out the average price for the last three years, add up the price you would have got each year for the last three years (at the same time and place you plan to sell it) and then divide the total by three.



Activity

The price for each kilo (kg) of green bean for the last three years (at the time and place you plan to sell it) has been 3.15 kina per kg, 2.80 kina per kg, and 3.05 kina per kg. *Tok save* the word 'per' means 'for each'. With your colleagues, work out the average price for green bean over the last three years.

Luk olsem $3.15 + 2.80 + 3.05 = 9.9$ divided by $3 = 3$. The average price for green bean over the last three years is 3 kina per kg.

Step 1.2 | *Raun na wokim wok painimaut (market research)*

3	<p><i>Where and when will we sell our product?</i></p> <p>Think about the business idea. Think about the main product you plan to sell. Where will you sell the product (at the market or from someone's house or in town or when the buyers come)? Is this going to be easy? How will you get your product to the place you are going to sell it? What problems could there be? <i>Glasm gut.</i></p> <p>And how often will you sell it (every Friday at the market or each quarter or whenever someone calls and puts an order in)? Is this going to be easy? What problems could there be? Who will do the selling? <i>Glasm gut.</i></p>	
3	<p> Discussion</p> <p>Discuss with your colleagues what a customer will do if they come to buy your product – but you don't have the quantity or quality they want.</p>	
3	<p><i>Will our product be what our customers want when they want it?</i></p> <p>Think about the business idea. Think about the main product you plan to sell. A big challenge for any business is to supply the quantity of product their customers want, and the quality of product their customers want, at the time they want it.</p> <p>If the customers want to buy your product at a time when you (or the people you need to help you) are busy doing something else – finding money for school fees or sleeping or harvesting <i>kaukau</i> or catching fish – then your business will probably fail.</p> <p>If the customers want your product at a time when you can't get the things you need to make your product – or at a time you can't transport your product to market – then your business will probably fail.</p> <p>And if you want a business that grows, then when the demand from customers grows you need to be able to supply more of your goods or services. Will you be able to do it?</p> <p>When you do market research <i>tingim gut.</i> Will you will really be able to supply the quantity and quality your customers demand – and at the time they want it?</p>	
3	<p> Written answer</p> <p>With your colleagues, go back over topic 1 OUR PRODUCT in the coursebook. Discuss what you would say to the managers and leaders of a group to help them understand the four topic questions they need to answer. Next, in your exercise book, write down topic 1 OUR PRODUCT and the four topic questions. Finally, in your exercise book, explain what the 'market price' is for a product?</p>	E

Step 1.2 | *Raun na wokim wok painimaut (market research)*

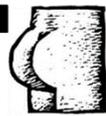
	 <p>OUR PRODUCT</p>	<p>What exactly are we going to sell? What price will we charge? Where and when will we sell our product? Will our product be what our customers want when they want it?</p>
	<h3>OUR CUSTOMERS</h3>	
<p>4</p>	 <p>OUR CUSTOMERS</p>	<p>The second market research topic that will help the managers and leaders to collect the information they need for each of the business ideas is:</p> <p>Who will be our customers? Why will customers buy our product? How will customers find out about our product? How many customers will we have and how much will they want to buy (in a year)?</p>
<p>4</p>	<p>Who will be our customers?</p> <p>When you do the market research, you need to understand who your customers are.</p> <p>Is your business going to sell directly to the people who use your product (the consumers)? Who will the consumers be? Men or women or youth? Husbands buying for their wives? Schools? <i>Wok moni lain? Ples lain?</i> What ages? What religion? <i>Kain kain.</i> If you sell directly to the consumers, then you do all the work but you get the full price.</p> <p>Or are you going to sell to stores or factories? Which stores or factories are you going to sell to? If you sell to buyers from stores or factories you won't get the full price – the store or factory will take a cut for their costs. But if you can develop a strong partnership with a store or factory, so they are loyal to you and you are loyal to them, then they might keep buying your product even when the market price goes down (or when competition goes up).</p> <p>Or are you going to sell to traders ('middlemen') who then sell your product again to stores or factories? Who are the traders? Are they local or from town? If you sell to traders, then they will take a cut for their costs – and the store or factory they sell to will also take a cut for their costs. You do the least work but you get the lowest price.</p> 	
<p>4</p>	 <p>Discussion</p>	<p>What are the different reasons a customer chooses to buy one product over another similar product? Call out whatever comes into your heads. Brainstorm. <i>Gespaia.</i></p> 

Step 1.2 | *Raun na wokim wok painimaut (market research)*

Why will customers buy our product?

Think about the main product you plan to sell. When you do market research you need to think about why customers will buy your product. If there are lots of customers but not many other businesses that already sell (supply) what you plan to sell, then you are lucky. The 'demand' for what you want to sell is higher than the 'supply'. Customers will buy your product because 'demand' is higher than 'supply'. *Tok bisnis em olsem.*

BUT



But normally there will be other businesses selling what you plan to sell. Normally you will need to try and win customers from other businesses. If this is the case, then when you think about why customers will buy your product (and not your competitors' product), start by asking whether what you plan to sell will be the same or different.

Wankain. If your product is the same as other products, then put yourself in the shoes of your customers. A customer might choose your product because it is cheaper (price), or easy to buy when they want it (convenience), or they know you (relationship). If your product is the same as other products, then why will customers buy your product? Will it be because of **PRICE** or **CONVENIENCE** or **RELATIONSHIP**? *Tingim gut.*

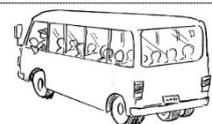


Ino wankain. If your product is different (and better) than what your competitors are selling, then put yourself in the shoes of your customers. A customer might still choose your product because it is easy to buy when they want it (convenience) or because they know you (relationship) or because it is cheaper (price). But if your product is also different (it looks different or is packaged different or tastes different or does different things or makes them feel different) then **DIFFERENCE** is another reason they might choose your product. You may even be able to charge more money for your product. *Sapos buai yu laik salim em i traipela moa na mit pulap ol manmeri bai pinisim. Yu putim prais igo antap liklik ol manmeri bai pinisim yet. Tingim.*



Activity

David and his family want to start a PMV service from Goroka to Lae. They don't plan to offer anything different to the other PMVs. If you and your colleagues were David and his family, which reasons would you try and target to win customers (price or convenience or relationship or difference)? Would it be easier for David and his family to win customers if they were able to offer something different (and better) like a brand new vehicle or an accredited driver or air-conditioning or biscuits or a safety-first policy?



Step 1.2 | *Raun na wokim wok painimaut* (market research)

4	<p>You can run a successful business if demand is higher than supply. Best. You don't even need to win customers from other businesses – as long as you have a good product!</p> <p>You can also run a successful business if you need to win customers from other businesses. If your product is the same as their product, then you will need to win customers because your product is cheaper (price) or easy to buy when they want it (convenience) or because they know you (relationship). Your competitive advantage will need to be PRICE or CONVENIENCE or RELATIONSHIP – or a combination.</p> <p>If your product is different (and better) than what your competitors are selling, then your competitive advantage can still be convenience or relationship or even price. But you have another competitive advantage. DIFFERENCE. It is easier if the product you are going to sell is different (and better) than what your competitors are selling because you will have more competitive advantage. And you may be able to charge more too.</p> 
4	 <p>Discussion What does 'advertising' mean? Discuss this with your colleagues.</p>
4	<p><i>How will customers find out about our product?</i></p> <p>When you do the market research, you need to think about how customers will find out about your product. In <i>tok bisnis</i> this is called advertising.</p> <p>Will customers find out about your product through word of mouth? <i>Surukim tok igo</i>. Will customer find out about your product through posters or notices? Will customer find out about your product through a <i>tok save</i> or public announcement? Will customers find out about your product through radio or television or the internet? Will customers find out about your product through newspapers or magazines? Or will you go and knock on their door or call them?</p> 

Step 1.2 | *Raun na wokim wok painimaut* (market research)

The more customers who find out about your product, the more customers you should have – but only if you advertise properly.



When you advertise your product there are two things you want the customers to find out (and remember):

1

They need to find out (and remember) why your product is better. Is it price or convenience or relationship or difference?

2

They need to find out (and remember) the name of your business so they remember which product to buy.



Discussion

When you advertise, one of the things you want customers to find out (and remember) is the name of your business (so they remember which product to buy). With your colleagues, discuss what can you do when you advertise to help customers remember the name of your business?

4

Luk olsem you should try and make the name of your business easy to remember. *Em mas pas gut long tingting bilong ol.* And the name of your business should relate to what you are selling (it would be a shame if the customer remembered the name of your business, but they couldn't remember what you were selling). Trukai Rice is a good example. Easy to remember and the name of the business makes you think of rice. Nice.

How many customers will we have and how much will they want to buy (in a year)?

A good way to answer this question is to group the customers you identified earlier into 'customer groups'. For example, your customer groups might be 'local families' and 'school children', or 'boarding schools' and 'town stores', or just 'traders (middlemen)'.

Then for each 'customer group', think about how many customers there will be and how much product each customer group will buy in a year. Best guess. Estimate.



4



Activity

Imagine you live near town, and you are thinking of selling curtains. What might be the main customer groups for your product (curtains)? *Gespaia.*

Step 1.2 | *Raun na wokim wok painimaut (market research)*

Imagine you live near town, and you are thinking of selling curtains. The customer groups might be (1) "households" and (2) "businesses". For each 'customer group', think about how many customers there will be and how much product each customer group will buy in a year. For customer group (1) "households" you might estimate that two households will buy two curtains every month = 48 curtains in a year. For customer group (2) "businesses" you might estimate that one business will buy four curtains every month = 48 curtains in a year.



Imagine you want to grow coffee. Your product is green bean. You harvest two times each year. You have one customer group (1) "coffee traders (middlemen)". You observe that demand is higher than supply (whatever people can grow is sold) so coffee traders will buy all the green bean you can produce, which is 40 bags (25kg bags) each harvest. This is 40 bags x 2 harvests each year = 80 bags (25kg bags) a year *o samting olsem*.



Activity

Imagine you want to sell honey. Your customer group is (1) local families. You estimate there will be 25 families who buy a half-litre jar of honey every three months (every quarter). With your colleagues, estimate how much honey local families will want to buy in a year.

Luk olsem 25 families x half-litre jar each quarter x 4 (4 quarters in a year) = 100 half-litre jars of honey each year (50 litres).



Step 1.2 | *Raun na wokim wok painimaut (market research)*

4	<p>Imagine you want to set up a local trade store. In a trade store there are lots of different products. You can work out who the customer groups will be for each product you sell and how much of each product they will want to buy (in a year). Nice. Best.</p> <p>But you can also say that your product is 'store goods' and measure the 'amount' your customers will want to buy (in a year) in kina.</p> <p>For example, you think your customer groups will be (1) local families, and you estimate that every day, Monday to Saturday, there will be 50 customers who spend an average of K5 each day. This means you estimate that every day customers will want K50 worth of store goods (your product). This is K300 per week (6 days) and K15,600 each year (K300 x 52 weeks).</p> 
4	 <p>Activity</p> <p>Imagine you want to operate a 10-seater PMV. Your product is one-way seats between Haku and Buka. Your customer groups are (1) women who sell at the Buka market and (2) people who work in Buka. However, you observe that demand for your product (one-way seats between Haku and Buka) is higher than supply (<i>luk olsem</i> the seats on other PMVs are always full). You estimate you can operate ('produce') 3 return trips (6 one-way trips) per day, and you plan to run the PMV service from Monday to Friday only. With your colleagues, estimate how many one-way seats between Haku and Buka will the customers want to buy in a year?</p> <div style="border: 1px solid gray; border-radius: 15px; padding: 10px; margin: 10px 0;"> <p><i>Luk olsem</i> you can assume each one-way PMV trip will be full (demand is higher than supply). If there are 6 one-way trips each day, and you operate for 5 days a week, this means there are 30 one-way trips each week. 30 one-way trips each week x 52 weeks in a year = 1,560 one-way trips in a year. Each one-way trip has 10 seats = 1,560 x 10 = 15,600 one-way seats between Haku and Buka in a year.</p> </div>
4	<p>When you work out how many customers there will be and how much they will buy (in a year), you can't tell for sure. It will be a best guess. A best guess is called an 'estimate'. When you make an estimate, it is always best to underestimate how many customers there will be and how much they will buy. Underestimate means to estimate slightly UNDER your best guess. Round it down to a number that you are confident you will achieve. <i>Sefti o kain olsem</i>.</p> <p>If you end up choosing this business idea to develop into a business plan, and then you start the business, and you don't get as many customers as you thought (or they buy less than you thought), then it will be a problem. <i>Het pain</i>. But if you underestimate how many customers you will have (and how much each customer will buy), and it turns out you get more than you expected, then this is a great position to be in.</p>

Step 1.2 | *Raun na wokim wok painimaut (market research)*

4	 <p>Written answer</p> <p>With your colleagues, go back over topic 2 OUR CUSTOMERS in the coursebook. Discuss what you would say to the managers and leaders of a group to help them understand the four topic questions they need to answer. Next, in your exercise book, write down topic 2 OUR CUSTOMERS and the four topic questions. Finally, in your exercise book, explain what it means to 'underestimate' the number of customers you will have and how much they will want to buy (in a year)?</p> <div style="float: right; background-color: black; color: white; padding: 2px 5px; font-weight: bold;">F</div> <table border="1" style="width: 100%; margin-top: 10px;"> <tr> <td style="text-align: center; vertical-align: middle;">  OUR CUSTOMERS </td> <td> <p>Who will be our customers?</p> <p>Why will customers buy our product?</p> <p>How will customers find out about our product?</p> <p>How many customers will we have and how much will they want to buy (in a year)?</p> </td> </tr> </table>	 OUR CUSTOMERS	<p>Who will be our customers?</p> <p>Why will customers buy our product?</p> <p>How will customers find out about our product?</p> <p>How many customers will we have and how much will they want to buy (in a year)?</p>						
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5	 <p>Discussion</p> <p>With your colleagues, discuss what the disadvantages are of having competition? <i>Wanem nogut long en?</i></p>								
5	<p>There are disadvantages from having competition. Competition is a contest. Other businesses will always try and make it harder for you to take their customers.</p> <table border="1" style="width: 100%; margin-top: 10px;"> <tr> <td style="text-align: center; vertical-align: middle;">  </td> <td>They can lower their prices - so you have to lower your prices</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;">  </td> <td>They can take all the best places to sell or they can take the best spots to sit or they can take the best routes</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;">  </td> <td>They will try and convince customers that what they are selling is better than what you are selling</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;">  </td> <td>They will try and convince customers that their customer service is better than your customer service</td> </tr> </table>		They can lower their prices - so you have to lower your prices		They can take all the best places to sell or they can take the best spots to sit or they can take the best routes		They will try and convince customers that what they are selling is better than what you are selling		They will try and convince customers that their customer service is better than your customer service
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Step 1.2 | *Raun na wokim wok painimaut (market research)*

	 <div style="border: 1px solid gray; border-radius: 15px; padding: 10px; margin-left: 20px;"> <p>If you have enough colleagues working with you (or if can find some friends to help) then do a role play. Pretend that a person is trying to set up a new PMV business. Prepare a role play showing her competitors trying to make it hard for her to set up the new business. Look at the four things that businesses can do to make it hard for a new business (above) to get ideas.</p> </div>
5	 <p>Discussion With your colleagues, discuss what the advantages are of having competition? <i>Wanem gutpela long en?</i></p>
5	<p>Having competitors is not all bad news. In fact, having competition is good news – but it all depends on how you respond to the challenge:</p> <div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">  <p>You can learn from your competitors. If there are no other businesses selling what you want to sell, then you have to be a pioneer. You have to <i>brukim bus</i>. There is a lot of opportunities if you <i>brukim bus</i> – but you take all the risks.</p>  </div> <div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">  <p>If there is already competition it probably means you have a good business idea. If there are no competitors, then there is a good chance that it is a bad idea. <i>Tingim</i>.</p> </div> <div style="border: 1px solid gray; padding: 5px; margin-bottom: 5px;">  <p>Competition makes us stronger. If it is easy to make money from a business because there is no competition, then you get lazy – and when competition starts (and it will start if there is lots of money to be made) then <i>ol bai winim yupela wansait stret</i>. Competition makes us stronger.</p> </div> <div style="border: 1px solid gray; padding: 5px;">  <p>Your competitors have already created the customers for you. The ground is cleared. All you need to do is work harder and work smarter so you can get the customers to switch their loyalty to your business.</p> </div>
5	 <p>Discussion If there is competition, then you need to work harder and smarter so you can get the customers to switch their loyalty to your business. With your colleagues, discuss what sort of things you could do to get customers to switch their loyalty to your business?</p>
5	<p><i>How many businesses already sell the same thing we plan to sell?</i></p> <p>When you do the market research, you need to find out how many businesses already sell the same thing that you plan to sell? <i>Husat stret bai resis wantaim yupela long winim ol kastoma?</i></p>

Step 1.2 | *Raun na wokim wok painimaut (market research)*

	<p>Are there no other businesses that sell the same thing you plan to sell? Are there two? Are there four? Are there more than five?</p> <p>You can run a successful business if you have lots of competition - and you can run a successful business if you have no competition. But normally the less competition you have the easier it will be to run a successful business (as long as your customers agree that what you want to sell is worth buying).</p>	
5	 <p>Discussion</p> <p>With your colleagues, look back at the dot points you wrote down in your exercise books to summarise market research topic 1 (OUR PRODUCT) and market research topic 2 (OUR CUSTOMERS). <i>Kirapim bek tinging.</i></p>	
5	 <p>The best way to understand your competition is to put yourself in their shoes. Think like they are thinking.</p> <p><i>How would our main competitors answer the questions in topic 1?</i></p> <p>What would your main competitors' answers be for each of the questions in the first market research topic (OUR PRODUCT)? Ask yourselves: <i>What exactly do they sell? What price do they charge? Where and when do they sell their product? Is their product what their customers want when they want it?</i></p> <p><i>How would our main competitors answer the questions in topic 2?</i></p> <p>What would your main competitors answers be for each of the questions in the second market research topic (OUR CUSTOMERS)? Ask yourselves: <i>Who are their customers? Why do customers buy their product? How do their customers find out about their product? How many customers do they have and how much do they buy (in a year)?</i></p>	
5	 <p>Written answer</p> <p>With your colleagues, go back over topic 3 OUR COMPETITION in the coursebook. Discuss what you would say to the managers and leaders of a group to help them understand the three topic questions they need to answer Next, in your exercise book, write down topic 3 OUR COMPETITION and the three topic questions. Finally, in your exercise book, explain how competition can be good news?</p>	<div style="background-color: black; color: white; padding: 5px; text-align: center; font-weight: bold;">G</div>
	 <p>OUR COMPETITION</p>	<p>How many businesses already sell the same thing we plan to sell? How would our main competitors answer the questions in topic 1? How would our main competitors answer the questions in topic 2?</p>

Step 1.2 | *Raun na wokim wok painimaut* (market research)

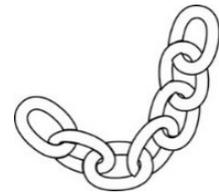


Before we look at the next market research topic, we need to learn some *tok bisnis*. Businesses need things from other people and businesses to be able to produce their finished product. And businesses also need things from other people and businesses to sell their finished product to the customers.



6

All the other people and businesses who supply the things to produce and sell your product are like links in a chain. The start of the chain is the first person or business you need, and the end of the chain is the last person or business you need. In *tok bisnis* this chain of other people and businesses is called your **supply chain**.



Bikpela tok. Only include in your supply chain the other people and businesses who supply the things you use-up (*kaikai*) each year to produce and sell your product. Don't include in your supply chain the other people and businesses who supply the big things you need to produce and sell your product that shouldn't need to be replaced each year – like a sewing machine or coffee pulper or drum oven *o kain olsem*. These big things are called **assets**. Don't include assets in your supply chain because you don't use them up each year to produce and sell your product.

Your supply chain is the chain of people and other businesses who supply the things you use-up (*kaikai*) each year to produce and sell your product

6



Discussion

With your colleagues, discuss the two questions below.

1. What are examples of things you need from other people and businesses to produce (grow) live chickens?
2. What are examples of things you need from other people and businesses to sell your live chickens to customers?



Step 1.2 | ***Raun na wokim wok painimaut (market research)***

Tingim wanpela kakaruk bisnis. Think about what you will use-up (*kaikai*) each year to produce and sell your live chickens.



Include as separate links in the chain all the other people and businesses that you need to buy or get things from each year to produce your finished product (live chickens). For example, day-old chicks, starter feed, grower feed, finisher feed, kerosene, *marasin*, transport to town to buy materials, food, accommodation in town. *Kain kain*. Include every person or business no matter how small their role.



Include your own business in the middle of the chain. *Yu stap namel.*



Next, include as separate links in the chain all the people and businesses that you need to buy or get things from each year to sell your finished product (live chickens). For example, water, transport, someone to do the selling, security, food, market fee, a place to sleep, receipt book, spare change, advertising sign. *Kain kain*. Include every person or business no matter how small their role.



6

If you have enough colleagues working with you (or if can find some friends to help) then make a supply chain. One person should stand in the middle – they are the *kakaruk bisnis*. Next, get participants to represent the different people or businesses that you need to produce your finished product (live chickens). Get them to hold hands like a chain and join the *kakaruk bisnis* on one side. Finally, get participants to represent the different people or businesses that you need to sell your finished product (live chickens). Get them to hold hands like a chain and join the *kakaruk bisnis* on the other side. Don't forget, don't include in your supply chain the other people and businesses you need for your assets – only include the other people and businesses you need to get things that you use-up (*kaikai*) each year to produce and sell your product.



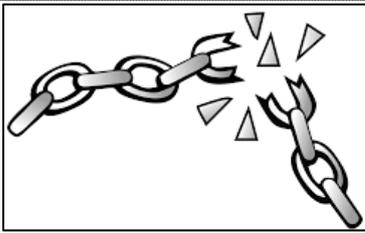
Step 1.2 | *Raun na wokim wok painimaut (market research)*

6	<div data-bbox="252 277 341 398" data-label="Image"> </div> <p data-bbox="357 277 576 315">Written answer</p> <p data-bbox="357 320 1302 398">In your exercise book, explain what a supply chain is in a way that <i>ol lain long ples</i> will understand. If you can, write your answer in <i>tok pisin</i>.</p> <div data-bbox="1334 277 1402 338" data-label="Text"> <p>H</p> </div> <div data-bbox="293 443 1369 891" data-label="Image"> </div>
6	<p data-bbox="252 949 1007 1061">Now that you know what a supply chain is – there is some more <i>tok bisnis</i> to learn. In <i>tok bisnis</i> they say a supply chain is like a river, <i>maunten igo daun long nambis</i>.</p> <p data-bbox="252 1106 1018 1294">All of the people or businesses that supply the things you need to produce your finished product are up the river from you (<i>sait bilong maunten</i>). These things that you need flow into your business from somewhere else. <i>Ol hap wara bungim bungim kam daun. Tingim.</i></p> <p data-bbox="252 1339 943 1375">Your business is halfway down the river <i>o kain olsem</i>.</p> <div data-bbox="1046 949 1402 1368" data-label="Image"> </div> <p data-bbox="252 1420 1401 1532">All of the people or businesses that you need to sell your finished product are down the river from you (<i>sait bilong nambis</i>). What you are selling flows out from your business to the customers. <i>Tingim.</i></p> <p data-bbox="252 1576 1378 1644">In <i>tok bisnis</i>, up the river from you is called 'upstream', and down the river from you is called 'downstream' (in <i>tok inglis</i> a 'stream' is the same thing as a river).</p> <p data-bbox="252 1688 1394 1839">If you have a good upstream supply chain, then <i>antap wara bai swit na klia na strong</i>. It will be easy to produce your finished product. If you have a good downstream supply chain, then <i>daunbelo wara bai swit na klia na strong</i>. It will be easy to sell your finished product. If you supply chain is full of <i>dirty wara luk olsem em bai hat</i>.</p>
6	<div data-bbox="252 1883 341 2004" data-label="Image"> </div> <p data-bbox="357 1883 576 1921">Written answer</p> <p data-bbox="357 1926 1302 2031">In your exercise book, explain the difference between the 'upstream' and 'downstream' parts of a supply chain in a way that <i>ol lain long ples</i> will understand. If you can, write your answer in <i>tok pisin</i>.</p> <div data-bbox="1334 1883 1402 1944" data-label="Text"> <p>I</p> </div>

Step 1.2 | *Raun na wokim wok painimaut* (market research)

6	<p><i>Yumi raunim liklik tasol kam bek gen.</i> The fourth market research topic that will help the managers and leaders to collect the information they need for each of the business ideas is:</p>  <h3>OUR SUPPLY CHAIN</h3> <table border="1" data-bbox="256 521 1401 685"> <tr> <td data-bbox="256 521 496 685">  <p>OUR SUPPLY CHAIN</p> </td> <td data-bbox="496 521 1401 685"> <p>Which other people and businesses will we need <i>upstream</i> to produce our finished product? Can we depend on them?</p> <p>Which other people and businesses will we need <i>downstream</i> to sell our finished product? Can we depend on them?</p> </td> </tr> </table>	 <p>OUR SUPPLY CHAIN</p>	<p>Which other people and businesses will we need <i>upstream</i> to produce our finished product? Can we depend on them?</p> <p>Which other people and businesses will we need <i>downstream</i> to sell our finished product? Can we depend on them?</p>
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6	 <p>Discussion With your colleagues, discuss examples of how a business could be let down by the people or other businesses in their upstream supply chain?</p>		
6	<p><i>Which other people and businesses will we need upstream to produce our finished product? Can we depend on them?</i></p> <p>Your upstream supply chain is all the other people and businesses that you need to get the things to produce your finished product (your goods or services).</p> <p>For example, you might produce green bean, but then you also roast green-bean and grind it to make coffee (to sell). The things that you need produce your green-bean, and to roast and grind it, and package it ready for selling, are all upstream links in your supply chain. Your basic product is green bean, but your finished product is roasted coffee in packets.</p> <p>It might be more work to turn green bean into roasted coffee in packets, but there should be a benefit. For example, you can charge a higher price, or it will be easier to store and easier to transport. In <i>tok bisnis</i> turning your basic (first) product into another (second) product is called 'secondary processing'.</p>		
6	 <p>Discussion With your colleagues, discuss ways you could further process fresh peanuts to turn them into a finished product? What other people and businesses might you need things from to do this?</p> <div data-bbox="300 1787 1358 1989" style="border: 1px solid gray; border-radius: 15px; padding: 10px; margin-top: 10px;"> <p>For example, you could roast them and shell them and salt them (to sell roasted peanuts out of their shell). If you did this, some things you might use-up (<i>kaikai</i>) from other people and businesses are hire of a roaster oven, firewood, salt, labour to shell the peanuts, plastic to wrap them in, and rubber bands to tie the bags.</p> </div>		

Step 1.2 | *Raun na wokim wok painimaut (market research)*



However, the upstream supply chain is only as strong as the weakest link. If you can't depend on a person or business in your upstream supply chain – if they let you down – then it will be hard to produce your finished product. There might be delays or cost blow-outs or you might not be able to produce your product at all.

Sometimes it won't be their fault – like the road condition means you can't buy what you need from them, or there is a tribal fight, or a natural disaster, or they are sick, or the price of what you need to buy from them goes up (because someone in their supply chain put up their prices), or someone else bought everything, or communication breakdown, or you gave them a late *tok save*. *Kain kain*.

Sometimes it will be their fault – they broke their agreement with you and sold everything to someone else, or they forgot your order, or they put their price up to try and make a quick profit from you, or they didn't produce enough product, or they forgot to pay their electricity bill. *Kain kain*

6



Discussion

With your colleagues, discuss what things you can do to try and strengthen your *upstream* supply chain - so that the other people and businesses you depend on don't let you down (as much). So that they are more reliable.

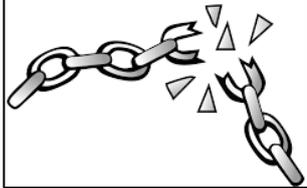
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There are ways you can strengthen your *upstream* supply chain (and your *downstream* supply chain) so that the people and business you depend on don't let you down (as much). *Strongpela kanda*. Signing agreements with *papa graun* or buyers or stores. Planning together. Making decisions together. *Kain kain*. In coursebook 3 we will look at some things you can do to help strengthen your supply chain *olsem na stap isi pastaim*.

Step 1.2 | *Raun na wokim wok painimaut (market research)*

6	<p><i>Which other people and businesses will we need downstream to sell our finished product? Can we depend on them?</i></p> <p>You have your finished product (what you produced from your upstream supply chain). Now think about what goods or services you will need to buy or hire or loan or get from other people and businesses that you will use-up (<i>kaikai</i>) each year to sell your finished product to the customers. This is your downstream supply chain.</p>
6	 <p>Discussion In <i>tok bisnis</i> what is a 'market'? Discuss this with your colleagues.</p>
6	<p>At the end of your downstream supply chain is the customer. In <i>tok bisnis</i>, the customers you sell your finished product to is called your 'market'. A 'market' can also be a place (like Rabaul market) where there are lots of customers. <i>Wankain samting</i>.</p> <p>Your market might be the consumers – the people who use ('consume') your product – the consumers. For example, you might sell honey directly to the people who eat your honey, or you might sell your typing service directly to the people who need letters typed.</p>  <p>Your market might be stores, who then sell your product to the consumers. For example, someone who buys your <i>meri blaus</i> and sells it in her shop in town.</p>  <p>Your market might be buyers from factories, who then use your product to make a different product. For example, someone who buys your timber for their furniture business and makes chairs. Your market might be traders ('middlemen'), who sell your product again to another business. For example, coffee buyers who sell your green bean again to a factory.</p> <p>If your market is traders ('middlemen') or buyers from stores or factories, then you are part of another business's upstream supply chain. They are buying your goods or services to help them produce what they want to sell to their customers. <i>Tingim</i>.</p> <p>To 'sell' your finished product to consumers or stores or buyers or traders (middlemen), there will be things you use-up (<i>kaikai</i>) from other people and businesses. These other people and businesses are also links in your downstream supply chain. A PMV to take your copra to town or local market fees or signs and price tags or advertising or accommodation in town or <i>sekuriti long rot</i> or top-up for your phone. <i>Kain kain</i>.</p>

Step 1.2 | *Raun na wokim wok painimaut* (market research)

6	 <p>Discussion With your colleagues, discuss ways that people in your downstream supply chain can let you down. What can go wrong?</p>
6	<p>Your downstream supply chain is all the people and other business you need <i>after</i> you have produced your finished product, to get the things you need to sell your finished product to the customers. The downstream supply chain is only as strong as the weakest link.</p>  <p>If you can't depend on a person or business in your downstream supply chain – if they let you down – then it will be hard to sell your product. There might be delays or cost blow-outs or you might not be able to sell your goods or services at all.</p> <p>People or businesses in your downstream supply chain might let you down for all sorts of reasons. Sometimes it won't be their fault – like the road condition means they can't pick up your product, or there is a tribal fight, or a natural disaster, or they are sick, or the price for petrol goes up, or the Rabaul market is closed for the week, or you gave them a late <i>tok save</i>, or communication breakdown. But sometimes it will be the fault – they broke their agreement with you, or they forgot to pick up your order, or they didn't maintain their vehicle. <i>Kain kain</i>.</p> 
6	 <p>Written answer</p> <p>With your colleagues, go back over topic 4 OUR SUPPLY CHAIN in the coursebook. Discuss what you would say to the managers and leaders of a group to help them understand the two topic questions they need to answer. Next, in your exercise book, write down topic 4 OUR SUPPLY CHAIN and the two topic questions. Finally, in your exercise book, explain why having a strong supply chain (that you can depend on) is important for a business?</p> <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;">  <p>OUR SUPPLY CHAIN</p> </div> <div style="border: 1px solid black; padding: 5px;"> <p>Which other people and businesses will we need <i>upstream</i> to produce our finished product? Can we depend on them?</p> <p>Which other people and businesses will we need <i>downstream</i> to sell our finished product? Can we depend on them?</p> </div> </div>

Step 1.2 | *Raun na wokim wok painimaut (market research)*

6	<p>Las tok. Don't worry too much if you are unsure whether a link in your supply chain is upstream or downstream. It doesn't really matter – as long as you include it somewhere and as long as you don't double count it (include it twice).</p> 		
			
7	<p>OUR CAPACITY</p> <p>The fifth market research topic that will help the managers and leaders to collect the information they need for each of the business ideas is:</p> <table border="1" data-bbox="256 663 1401 826"> <tr> <td data-bbox="256 663 496 826">  <p>OUR CAPACITY</p> </td> <td data-bbox="496 663 1401 826"> <p>What skills and knowledge will we need? Do we have this <i>save</i>? What <i>pasin</i> will we need? Do we have this <i>pasin</i>? What assets and other resources will we need? Do we have them? How can we get the <i>save</i> and <i>pasin</i> and resources we need?</p> </td> </tr> </table>	 <p>OUR CAPACITY</p>	<p>What skills and knowledge will we need? Do we have this <i>save</i>? What <i>pasin</i> will we need? Do we have this <i>pasin</i>? What assets and other resources will we need? Do we have them? How can we get the <i>save</i> and <i>pasin</i> and resources we need?</p>
 <p>OUR CAPACITY</p>	<p>What skills and knowledge will we need? Do we have this <i>save</i>? What <i>pasin</i> will we need? Do we have this <i>pasin</i>? What assets and other resources will we need? Do we have them? How can we get the <i>save</i> and <i>pasin</i> and resources we need?</p>		
7	<p>Discussion</p> <p>With your colleagues, discuss what 'capacity' you need to be able to run a business? <i>Nogut yupela save pinis?</i></p> 		
7	<p>If you have the capacity to do something it means you have the <i>save</i> and <i>pasin</i> and resources that you need.</p> <p>If you have the capacity to do something it means you have the <i>save</i> and <i>pasin</i> and resources that you need</p> <p>If a business organisation has capacity, it means they have everything they need to run the business. It means they have the <i>save</i> and <i>pasin</i> and resources they need.</p> <p>It is normal to not have everything you need. It is normal to have to try and build-up your <i>save</i> or <i>pasin</i> or resources, so you have everything you need. It is normal to have to build-up your capacity. Building capacity. Capacity building.</p> 		
7	<p>Discussion</p> <p>With your colleagues, discuss what skills and knowledge you need to run a business? <i>Wanem save mas i stap? Gespaia.</i></p> 		

Step 1.2 | *Raun na wokim wok painimaut (market research)*

	<p><i>What skills and knowledge will we need? Do we have this save?</i></p> <p>You need to help the managers and leaders think about what <i>save</i> they will need for the business idea – and whether the group has this <i>save o ol i sot long en? Igat kainkain save long ronim bisnis:</i></p> <p>Management skills. How to be a treasurer or secretary or chair or vice. Production skills. How to make or grow or develop what you want to sell. Numeracy skills. How to count and add up and subtract and do percentages. Literacy skills. How to read and write properly. Negotiation skills. How to negotiate with people and businesses. Governance skills. How to make decisions and put them into practice. Communication skills. How to communicate with your members and supply chain. Financial and market literacy. How finance and markets work. Customer service skills. How to serve your customers. Market research skills. How to research a business idea. Business planning skills. How to plan your business. Organisational skills. How to run your business organisation. Leadership skills. How to be a leader.</p> 
7	 <p>Discussion With your colleagues, discuss what <i>pasin</i> you need to run a business? <i>Wanem pasin mas i stap? Brainstorm. Gespaia.</i></p>
7	<p><i>What pasin will we need? Do we have this pasin?</i></p> <p>The <i>pasin</i> you need to run a business is the <i>kastom</i> of your business. Every organisation has <i>kastom</i>. <i>Kastom</i> is what everyone knows should be done. “<i>Pasin bilong mipela</i>”. You don’t need to think about it – you just know it. In <i>tok inglis</i> ‘<i>pasin</i>’ is called ‘principles’.</p> <p>Principles <i>em ol bikpela gutpela pasin we yumi tok yumi mas bihainim</i>. The more you follow principles the more they become part of the <i>kastom</i> of your family or your organisation or your clan or your church or your business or the Government.</p> <p>There are six principles that our Government (and banks, NGOs and Churches) want every organisation to put into their <i>kastom</i> - <i>olgeta femili na grup long ples na bisnis igo antap long Gavman</i>. These principles will help organisations to <i>wokim na mekim gutpela disisen</i>. In <i>tok inglis</i>, <i>wokim na mekim gutpela disisen</i> is called ‘good governance’.</p> <p>Good governance is hard, especially inside organisations where people are not used to working together, and between different organisations that have to trust each other. We are facing this now in modern PNG. Our traditional ways to <i>wokim na mekim gutpela disisen</i> are less effective inside organisations where people are not used to working together, and between different organisations that have to trust each other. <i>Tok stret</i>.</p>

Step 1.2 | *Raun na wokim wok painimaut (market research)*

	<p>But there is good news. The six principles that our Government (and banks, NGOs and Churches) want every organisation to put into their <i>kastom</i> will increase the chance that the decisions we make and put into practice will be good decisions <i>na karim kaikai</i>. And they will help keep the peace <i>inside</i> our organization and <i>between</i> organisations.</p>												
7	 <p>Discussion With your colleagues, see if you can work out what the six principles are that the Government wants every organisation to put into their <i>kastom</i>?</p>												
7	<p>We looked at one of the six principles already: The principle of participation. The principle of participation is <i>pasin bilong wokim disisen wantaim na wokbung wantaim</i>. An organisation has participation in its <i>kastom</i> if everyone in the organisation is encouraged to <i>wokim disisen wantaim na wokbung wantaim</i>. <i>Em nau yumi lukim pinis</i>.</p> <p>The six principles that the PNG Government wants every organisation to put into their <i>kastom</i> are:</p>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: black; color: white; padding: 5px;">PARTICIPATION</td> <td style="padding: 5px;"><i>Pasin bilong wokim disisen wantaim na wokbung wantaim</i></td> </tr> <tr> <td style="background-color: black; color: white; padding: 5px;">EQUALITY</td> <td style="padding: 5px;"><i>Pasin bilong lukim yu wankain olsem narapela</i></td> </tr> <tr> <td style="background-color: black; color: white; padding: 5px;">ACCOUNTABILITY</td> <td style="padding: 5px;"><i>Pasin bilong mekim wok bihainim mak na skelim wok bihainim mak</i></td> </tr> <tr> <td style="background-color: black; color: white; padding: 5px;">TRANSPARENCY</td> <td style="padding: 5px;"><i>Pasin bilong mekim na putim olgeta samting long ples klia</i></td> </tr> <tr> <td style="background-color: black; color: white; padding: 5px;">RESPONSIVENESS</td> <td style="padding: 5px;"><i>Pasin bilong bekim tingting na askim na senis wantaim eksen</i></td> </tr> <tr> <td style="background-color: black; color: white; padding: 5px;">LEGITIMACY</td> <td style="padding: 5px;"><i>Pasin bilong makim lida na menesa bihainim lo na ron wantaim lida na menesa bihainim lo</i></td> </tr> </table> <p> We will look at the PNG Government's six principles over the rest of the course <i>olsem na stap isi pastaim</i>.</p> <p>When you help the group to develop a business plan, you will need to help them to think about how they can put these principles into practice when they run their business. <i>Wok mak</i>. And this information will need to be included in the business plan that you help them develop. Organisations that help businesses (like banks or NGOs or companies or the Government) are more likely to give their support if the business is trying their best to put into practice <i>dispela ol gutpela pasin</i>. Definitely.</p>	PARTICIPATION	<i>Pasin bilong wokim disisen wantaim na wokbung wantaim</i>	EQUALITY	<i>Pasin bilong lukim yu wankain olsem narapela</i>	ACCOUNTABILITY	<i>Pasin bilong mekim wok bihainim mak na skelim wok bihainim mak</i>	TRANSPARENCY	<i>Pasin bilong mekim na putim olgeta samting long ples klia</i>	RESPONSIVENESS	<i>Pasin bilong bekim tingting na askim na senis wantaim eksen</i>	LEGITIMACY	<i>Pasin bilong makim lida na menesa bihainim lo na ron wantaim lida na menesa bihainim lo</i>
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7	 <p>Discussion With your colleagues, imagine you are all from different parts of PNG. Imagine you are all trying to work together to do something (and</p> 												

Step 1.2 | ***Raun na wokim wok painimaut (market research)***

	<p>become an organisation). How would it help to keep the peace <i>inside</i> your organization if you had the six principles of good governance in your <i>kastom</i>? How would it help to keep the peace between your organization and another organization (like a bank or the District or a company) if you had the six principles of good governance in your <i>kastom</i>?</p>
7	<p><i>What assets and other resources will we need? Do we have them?</i></p> <p>You need to help the managers and leaders think about what resources they will need for the business idea – and whether the group has these resources or not.</p> <p>The resources a business needs are the big things you use or depend on year after year. <i>Ol samting we luk olsem yupela mas igat o em mas istap ol taim.</i> Resources include:</p> <ul style="list-style-type: none">  Assets (chairs, coffee pulper, blackboards, sewing machines, generator, <i>graun</i>, car, office, radio). Assets are the big things that a business needs – the things you shouldn't need to replace each year (if you look after them). Will you be able to buy or get the assets that you need for your business? True?  Human resources (a big family, local experts, <i>haus lain</i>). Will the human resources you need be available? True?  Natural resources (water and land and <i>kunai</i> and timber and <i>wait san</i>). Will the human resources you need be available? True?  Services (mobile reception, a road to town, airstrip, good water supply, banking, post office, internet, health center, schools, peace and good order committee, village court, distance education, police, electricity supply, footbridge, sanitation). Will the services that you need be available? True?
7	<div style="display: flex; align-items: center;">  <div> <p>Activity</p> <p>With your colleagues, discuss what capacity you need to play a game of rugby. What <i>save</i> do you need? What <i>pasin</i> do you need? What assets and other resources do you need?</p> </div>  </div>
7	<p><i>How can we get the save and pasin and resources we need?</i></p> <p>It is okay if you don't have all the <i>save</i> and <i>pasin</i> and resources you need when you start a business – but the more you have already the easier it is. You need to help the managers and leaders think about how they can get the capacity that <i>ol i sot long en</i>.</p> <p>List the key <i>save</i> or <i>pasin</i> or resources that <i>luk olsem ol i sot long en</i> – and then see if they have ideas for how they could get this capacity. Who can give them training or what they can do to access the services they need or how they can <i>strongim gutpela pasin insait long grup</i> or how they can get <i>wait san</i>.</p>

Step 1.2 | *Raun na wokim wok painimaut (market research)*



Discussion

7

With your colleagues, have a look at the inside cover of this coursebook. Have a look at the *strongim grup* coursebook series. These coursebooks show a Community Development Worker how to build the capacity of a community-based organisation so that the organisation is well-managed, well-governed, and better able to work with other outside organisations that can give support. Would these coursebooks help you to help the group you are working with to get the *save* and *pasin* and resources they need? Discuss this with your colleagues. *Kaikai bilong tingting.*



7

It is always best to help people look for local solutions first. We always look for outside solutions – but often the best solution *stap pinis long ples*. There might be a local Community Development Worker or retired public servant who can deliver training or local resources they can use instead of buying them from town.



When you help the group to develop a business plan, you will need to help them to think about what *save* and *pasin* and resources *ol i sot long en* – and how they can get this capacity. And this information will need to be included in the business plan that you help them develop. Organisations that help businesses (like banks or NGOs or companies or the Government) are more likely to give their support if the business is trying to look for local solutions first to build their capacity. *Askim askim maski.*



Written answer

7

With your colleagues, go back over topic 5 OUR CAPACITY in the coursebook. Discuss what you would say to the managers and leaders of a group to help them understand the four topic questions they need to answer. Next, in your exercise book, write down topic 5 OUR CAPACITY and the four topic questions. Finally, in your exercise book, list the six *pasin* (principles) that the PNG Government wants every business (and every organisation) to put into their *kastom*?

K



OUR CAPACITY

What skills and knowledge will we need? Do we have this *save*?
 What *pasin* will we need? Do we have this *pasin*?
 What assets and other resources will we need? Do we have them?
 How can we get the *save* and *pasin* and resources we need?

Step 1.2 | *Raun na wokim wok painimaut (market research)*



8	<p>OUR SUPPORT</p> <p>The sixth market research topic that will help the managers and leaders to collect the information they need for each of the business ideas is:</p> <table border="1" data-bbox="252 501 1401 667"> <tr> <td data-bbox="252 501 496 667">  <p>OUR SUPPORT</p> </td> <td data-bbox="496 501 1401 667"> <p>Will there be support from our group and from the community? Will men and women and youth all benefit from this business idea?</p> </td> </tr> </table>	 <p>OUR SUPPORT</p>	<p>Will there be support from our group and from the community? Will men and women and youth all benefit from this business idea?</p>
 <p>OUR SUPPORT</p>	<p>Will there be support from our group and from the community? Will men and women and youth all benefit from this business idea?</p>		
8	<p> Discussion</p> <p>With your colleagues, discuss reasons why some members of a group might not support a business idea? What are the reasons that people in the community might not support a business idea?</p>		
8	<p><i>Will there be good support from our group and the community?</i></p> <p>The group you are helping to develop a business plan might be a family, or a <i>grup long ples</i> like a women's group or a farmer group or a community association or a school. <i>Kain kain grup.</i></p> <p>When you help a group to develop a business plan, you need to help the managers and leaders think about whether there will be good support from the group and from the wider community for the business idea. A business that has good support from the group and the community is more likely to succeed <i>tok i dai</i>. Unless there is good support from the group and the community it leads to <i>tok beksait</i>, lack of trust, jealousy, finger-pointing, poor cooperation, unfair demands for pay, too much work for the managers and leaders. <i>Het pain.</i></p> 		
8	<p> Discussion</p> <p>With your colleagues, discuss ways to increase support from the members of the group for a business? What are ways to increase support from the community for a business?</p>		
8	<p>A business that benefits everyone in a group (not just the managers and leaders) is more likely to work out. And a business that has benefits for the wider community (or at least doesn't cause problems) is more likely to work out.</p>		

Step 1.2 | *Raun na wokim wok painimaut (market research)*

One of the best ways to have a successful business is to involve the members of the group (and leaders from the community) whenever you can so they understand the business idea, how it benefits them, and what is happening. Remember the principle of participation from the last topic. *Pasin bilong wokim disisen wantaim na wokbung wantaim*. If you put the principle of participation into the *kastom* of your business, then you are more likely to have good support from your group and from the community.



8



Discussion

With your colleagues, discuss why the best business ideas are those that also benefit women and youth – not just men?

8

Will men and women and youth all benefit from this business idea?

You need to help the managers and leaders think about whether men and women and youth will all benefit from the business idea.

Let's look at why the best business ideas are those that also benefit women and youth – not just men.



8



Activity

With your colleagues, do the following activity. Start by getting 13 post-it-notes (or small cards). Below are 13 characters from a remote village in Simbu Province. Write one of the characters on each of the 13 post-it-notes and then put them in a line like in the photo below. Imagine these 13 characters from the remote village are standing in a line. They can step forward. Or they can step backwards.

Step 1.2 | *Raun na wokim wok painimaut* (market research)

1. 35-year old woman living with AIDS
2. Old married woman aged 70
3. Deaf 25-year old man not married
4. Chief of the village
5. Young mother aged 25 from Morobe
6. Father aged 35
7. Young married man aged 25
8. Female school teacher
9. 23-year old woman with crutches
10. 18-year old unmarried girl who never went to school
11. Male health worker aged 25
12. Female school 'drop-out' who everyone says is a failure
13. Widow aged 45 with no children living near-by



Below are 13 questions. Read the first question. If the first character (the first post-it-note) would probably answer 'yes' to the question, then the character needs to step forward (move the post-it-note forwards). However, if the first character would probably answer 'no' to the question, then the character needs to step backwards (move the post-it-note backwards). Next, do the same thing for the remaining 12 characters. You must decide for each character – forwards or backwards (don't leave them in the same spot). When you have finished the first question (and moved all 13 characters forwards or backwards), then do exactly the same thing for the remaining 12 questions.

1. Are you confident to seek police support if you need it?
2. Can you get money when you need it?
3. Do you help decide how household income is spent?
4. Can you leave your spouse if they hit you or abuse you?
5. Can you get to the Health Centre whenever you need to?
6. Can you travel to Kundiawa when you need to?
7. Can you speak out in village meetings?
8. Can you drive a car?
9. Do you read the newspaper?
10. Can you get top-up for your mobile phone when you need to?
11. Do you live near or with your own family – *ol lain bilong yu stret?*
12. Are you free to raise concerns or issues with your Ward representatives?
13. Can you apply for a bank account?

When you have finished, you should have something like the photo below (but it will depend on *hau yupela bin skelim*).

Step 1.2 | *Raun na wokim wok painimaut* (market research)



Finally, with your colleagues, answer the following questions:

1. Which characters have been stepping forward? Why?
2. Which characters are being left behind? Why?

This activity can also be done as a role play (but you will probably need more people). Get everyone to go outside and stand in a line. Give each person one of the 13 characters (if you have more than 13 people just give the same character to more than one person). Next, when you ask the 13 questions, get the participants to step forwards or backwards.



Step 1.2 | *Raun na wokim wok painimaut (market research)*

8	<p>Some people don't benefit equally from development - not because they don't have the ability - but because they have less choices and options.</p> <p>People can have less choices and options because they are poorly educated or from a remote area or sick or disabled or elderly. <i>Kain kain</i>. As PNG develops, these people should get more choices and options.</p> <p>BUT Some people have less choices and options for <i>kastom</i> reasons. <i>Kastom</i> stops them from benefitting equally from development. <i>Kastom</i> can give people fewer choices and options for all sorts of reasons:</p> <ul style="list-style-type: none"> Because they are a woman - "<i>meri tasol na ol meri no inap</i>" Because of a sickness they have - "<i>em kisim sik long koap olsem na em mas rabis man</i>" Because they are young - "<i>ol yut nogat save</i>" Because they are old - "<i>ol lapun ol ino fit</i>" Because they 'failed' at school or didn't go to school - "<i>yu no skul meri pasim maus</i>" Because they have a disability - "<i>ol disabel ol ino inap</i>" Because they are poor - "<i>man nating</i>" Because of their religion - "<i>ol lain bilong narapela lotu maski</i>" Because of their language or clan or <i>ples</i> - "<i>ol i narapela lain gen na lusim ol</i>" Because they are from somewhere else - "<i>ol kam lain olsem na noken bisi long ol</i>" Because of the political party they support - "<i>ol i no givim vot long mipela wari bilong ol</i>"
8	 <p>Discussion</p> <p>With your colleagues, discuss why it matters if some people have less choices and options? Why does it matter if some people are left behind?</p>
8	<p>There are three big reasons why it matters if some people are being left behind:</p> <ol style="list-style-type: none"> 1 It matters because it's not fair. <i>Tarangu. Wari. Tok bilong Jisas</i>. Have a heart. <i>Mi sori long ol</i>. Spiritual development. Everyone has the human right to have the same choices and options no matter who they are. <i>Em wan</i>. 2 <i>Na tu</i>, it matters because <i>bel hat na bagarap bilong ol lain we yumi yet save misimaut o abrus bai kam bek long yumi long fron</i>. <i>Em bai olsem</i>. People who are left behind can turn to crime and drugs. They can get disease and sickness which spreads. <i>Hangre tu save mekim</i>. They can become dependent on other people and the Government. <i>Yumi ol lain long fron bai yumi yet kisim bagarap</i>. 3 <i>Na tri</i>, it matters because we miss out on what they could contribute if they had the same choices and opportunities. We miss out on their point of view (remember the elephant), and we miss out on what they could do if they were able. There are great doctors and leaders and musicians and pastors amongst the people who are stepping back – but we are not helping them step forward.



Step 1.2 | *Raun na wokim wok painimaut (market research)*

8	 <p>Activity</p> <p>It can be hard to find a good way to explain to <i>ol lain long ples</i> why we need to do all we can to help those people who are left behind or excluded to step forward and catch up. With your colleagues, read the following <i>tok piksa</i> (below). Is this <i>tok piksa</i> helpful for explaining how giving everyone the same choices and opportunities makes us all stronger? See if anyone can come up with a better <i>tok piksa</i> to help explain to <i>ol lain long ples</i> why we need to do all we can to help those people who are left behind or excluded to step forward and catch up.</p> <p><i>Yu laikim gaden bilong yu bai karim kaikai moa yet noken lukluk tasol long ol samting yu planim we em i karim gut pinis. Nogat yu mas givim bikpela lukluk long klinim na prunim na putim wara na gris igo long graun long halavim ol samting we em i painim hat long karim. Dispela kain nau gaden bilong yu bai karim kaikai moa yet.</i></p> 
8	<p>It doesn't matter how developed you are. If the gap between the people stepping forward and the people stepping back gets wider, then your community gets weaker.</p> <p>Many rich countries around the world face this problem. If development is not spread fairly - if development does not include everyone - then it is no development at all.</p> <p>This is why one of the best measures of community development is not how many shops there are or how rich some people are – but how well the people who are normally left behind or excluded are <i>included</i> in the life of the community.</p> 
8	 <p>Discussion</p> <p>What is the principle of equality? We learned about it earlier. <i>Nogat yupela tingim yet.</i></p>
8	<p><i>Yumi raunim liklik tasol nau yumi kam bek gen.</i></p> <p>The principle of equality is <i>pasin bilong lukim yu wankain olsem narapela</i>. An organization (like a business) has equality in its <i>kastom</i> if it is trying to treat people fairly no matter their age, skin colour, <i>ples</i>, sexual orientation, clan, income, gender, education, language, religion, beliefs, opinions, health, disability, <i>na ol kain kain samting olsem</i>. If you treat people fairly it means you give them the same choices and opportunities as everyone else.</p>  <p>But some groups of people need more help than others (not the same) to be treated fairly. <i>Oli kaikai wankain kaikai bai oli no inap</i>. This is very important to understand, and sometimes it can seem unfair to people who are at the front (and stepping forwards).</p>

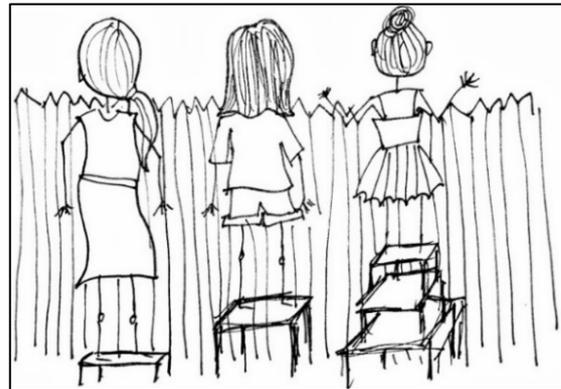
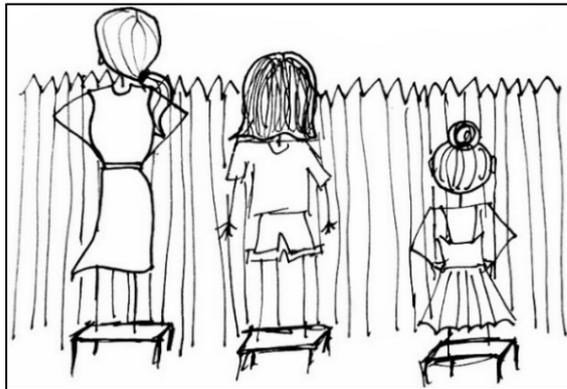
Step 1.2 | *Raun na wokim wok painimaut (market research)*

In *tok inglis* we say there is **equity** if people (who are stepping backwards) have enough of what they need to be able to have the same choices and opportunities as everyone else (enough money or Government assistance or *kaikai* or chairs or representatives in Government or positions on a committee *o kain olsem*). Sometimes this is called the principle of equity. *Tok inglis igat kain kain.*



Pairs (10 minutes)

Get into pairs. Have a look at the two pictures below. What is the difference between the two pictures? What are the two pictures trying to say? Be prepared to share your ideas.



8

In the picture on the left the short girl does not have the same choices and opportunities as the other two (even though they all have the same size chair). The short girl can't look over the fence. She wouldn't be able to take advantage of the opportunity (if there was one). She doesn't have the same choices. She is left behind. However, in the second picture (on the right) the short girl can see over the fence. This is because she has been given MORE chairs to stand on. Nice. The short girl needs MORE than the other two girls to be able to have the same choices and opportunities.

Las tok. The people who are left behind or excluded need to decide for themselves what extra help they need to catch up. They know best.

The best person to know how many chairs the short girl needs to stand on is the short girl. She knows best what she needs so she doesn't miss out. This is why people who are stepping backwards like to say "Nothing for us without us".

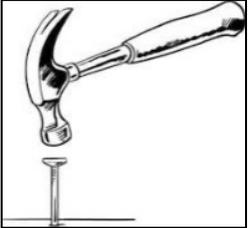
8

"Nothing for us without us"



In *tok inglis* we say there is **inclusion** if an organisation makes sure that the people (who are stepping backwards) are included whenever decisions are made (because they know best what help they need). Sometimes this is called the principle of inclusion.

Step 1.2 | *Raun na wokim wok painimaut (market research)*

8	 <p>Discussion With your colleagues, discuss what “nothing for us without us” means.</p>
8	<p>Time to hit the nail on the head. You need to help the managers and leaders think about whether the business idea will also benefit women and youth – not just men.</p> <p>The reason is because in many parts of PNG, women and youth are stepping backwards <i>ino asua bilong ol</i>. They are missing out.</p> <p>The Government wants every organisation in PNG – <i>olgeta femili na grup long ples na bisnis igo antap long Gavman</i> – to put into practice the principle of equality. <i>Pasin bilong lukim yu wankain olsem narapela</i>.</p> <h3>Pasin bilong lukim yu wankain olsem narapela</h3> <p>But to do this, organisations also need to put into practice equity and inclusion. <i>Pasin bilong halavim na sindaun wantaim ol lain we yumi save abrusim long inapim ol wankain olsem narapela</i>.</p> <p>And when we put into practice equity and inclusion, there are two groups of people that we all need to make sure we include to help them step forward. Women and youth.</p> 
8	 <p>Discussion When you help the group to develop a business plan, you will need to help them to think about how the business idea will also benefit women and youth. Organisations that help businesses (like banks or NGOs or companies or the Government) are more likely to give their support if the business idea will also help women and youth. With your colleagues, discuss why it matters that women and youth will also benefit from a business idea – not just men?</p> <div style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <ol style="list-style-type: none"> <li data-bbox="432 1581 1222 1666">1 It matters because it's not fair. <i>Tarangu. Wari. Tok bilong Jisas. Have a heart. Mi sori long ol. Spiritual development. Everyone has the human right to have the same choices and options no matter who they are. Em wan.</i> <li data-bbox="432 1666 1222 1805">2 <i>Na tu, it matters because bel hat na bagarap bilong ol lain we yumi yet save misimaut o abrus bai kam bek long yumi long fron. Em bai olsem. People who are left behind can turn to crime and drugs. They can get disease and sickness which spreads. Hangre tu save mekim. They can become dependent on other people and the Government. Yumi ol lain long fron bai yumi yet kisim bagarap.</i> <li data-bbox="432 1805 1222 1944">3 <i>Na tri, it matters because we miss out on what they could contribute if they had the same choices and opportunities. We miss out on their point of view (remember the elephant) and we miss out on what they could do if they were able. There are great doctors and leaders and musicians and pastors amongst the people who are stepping back – but we are not helping them step forward.</i> </div>

Step 1.2 | *Raun na wokim wok painimaut* (market research)

8	<p>If women also benefit from a business idea then you are helping them to catch up. If women catch up then we all benefit. The only fact in development is that if men and women walk together and make decisions together then families and communities and PNG gets stronger. The <i>kumul</i> needs two wings to fly.</p> <p>If youth also benefit from a business idea then you are helping them to catch up. <i>Senis bilong yumi</i>. If youth catch up then we all benefit. We have a lot of youth now in PNG. They are a golden opportunity for our country. They are the golden generation. But only if we help them to fly. The next generation needs to learn how to fly.</p> 
8	<p> Written answer</p> <p>With your colleagues, go back over topic 6 OUR SUPPORT in the coursebook. Discuss what you would say to the managers and leaders of a group to help them understand the two topic questions they need to answer. Next, in your exercise book, write down topic 6 OUR SUPPORT and the two topic questions. Finally, in your exercise book, explain why women also need to benefit from a business?</p> <div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;">  OUR SUPPORT </div> <div style="border: 1px solid black; padding: 5px;"> <p>Will there be support from our group and from the community? Will men and women and youth all benefit from this business idea?</p> </div> </div>
9	<p> Discussion</p> <p>With your colleagues, discuss what a 'risk' is? <i>Nogut yupela klia pinis</i>.</p>
9	<p>OUR RISKS</p> <p>The seventh market research topic that will help the managers and leaders to collect the information they need for each of the business ideas is:</p>

Step 1.2 | *Raun na wokim wok painimaut* (market research)



OUR RISKS

What are the main things you worry could go wrong?
What can you do so these risks don't happen, or to manage the damage if they do happen?

A risk is something that could go wrong. *Wanem ol birua inap painim yupela?*

A risk is something that could go wrong

9



Discussion

With your colleagues, discuss what can go wrong with a business? Brainstorm. *Gespaia.*



What are the main things you worry could go wrong?

You need to help the managers and leaders think about the main things that could go wrong with the business idea.

Don't worry about little risks - like running out of toilet paper. Don't worry about risks that are not likely - like a plane falling on your heads. *Tingim ol bikpela birua tasol we yupela gat wari long en.*

There are lots of things that could go wrong with a business. For example:

9



There is only one trader or store or factory to buy your product



There is only one place to sell your product or one road to get there



Prices change and costs increase



The market price drops



There is an election and your Member loses



The rain doesn't come



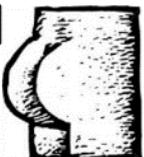
A key worker or staff member leaves



The road condition gets worse



Step 1.2 | *Raun na wokim wok painimaut* (market research)

	<ul style="list-style-type: none"> ⚠ There are too many links in your supply chain ⚠ There is only one person or business who can supply the things you need ⚠ <i>Papa graun ino wanbel</i> ⚠ No local support ⚠ Tribal fighting or crime increases ⚠ Poor management and corruption ⚠ Assets are misused or not maintained ⚠ Too much pressure from social obligations 
9	 <p>Discussion With your colleagues, discuss what 'social obligations' are? <i>Nogut yupela klia pinis.</i></p>
9	<p>In any business you will face pressure from family and friends for contributions and loans. This pressure is called social obligations.</p> <p>It is important that you try and meet your social obligations. <i>Yu givim beksait long ol tu ino gutpela. Em tu bai bagarapim bisnis bilong yupela. Em bai olsem. Yu save.</i></p>  <p>BUT  But some businesses face more pressure from social obligations simply because there is more that people can ask for – chicken projects or piggeries or trade stores <i>o kain olsem.</i></p> <p>Often businesses that face more pressure from social obligations (because there is more to ask for also face more pressure from stealing (because there is more to steal). <i>Tingim.</i></p> <p>If there will be too much pressure from social obligations then it is a big risk – unless you can think of good ways to manage the risk.</p>
9	 <p>Activity The two pictures below both show risks that a business might face. With your colleagues, answer the following questions for both pictures:</p> <ol style="list-style-type: none"> 1. What is the risk? 2. What is one thing you could do to stop it from going wrong? 3. If it did go wrong, what is one thing you could do to manage the damage?

Step 1.2 | *Raun na wokim wok painimaut (market research)*



What can you do so these risks don't happen, or to manage the damage if they do happen?

You need to help the managers and leaders to think about the main things that could go wrong with the business idea. But also help them to think about what they can do to stop each risk, or what they can do to manage the damage if each risk does happen?

9

Hau bai yu stopim birua noken kamap? Sapos birua kamap yet bai yumi mekim wanem?



Risk is normal in business. But in a good business everyone identifies the main risks. Then they plan how to stop these things from going wrong, or to manage the damage if they do go wrong. In *tok bisnis* this is called risk management. And it is always better to plan with everyone how to manage risks so that you get the full story (remember the elephant).



Written answer

9

With your colleagues, go back over topic 7 OUR RISKS in the coursebook. Discuss what you would say to the managers and leaders of a group to help them understand the two topic questions they need to answer. Next, in your exercise book, write down topic 7 OUR RISKS and the two topic questions. Finally, in your exercise book, answer the following questions: Misuse of money is a risk for many businesses in PNG. What is one thing that can be done so this risk doesn't happen? What is one thing that can be done to manage the damage if it does happen?



OUR RISKS

What are the main things you worry could go wrong?
What can you do so these risks don't happen, or to manage the damage if they do happen?



OUR COMPETITIVE ADVANTAGE

10

The eighth and final market research topic that will help the managers and leaders to collect the information they need for each of the business ideas is:

Step 1.2 | *Raun na wokim wok painimaut (market research)*

	<div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p>OUR COMPETITIVE ADVANTAGE</p> <p>What will our advantage be over our main competitors? What will our main competitors' advantage be over us? Will customers choose our product or our competitors' product?</p> </div> </div>								
10	<div style="display: flex; align-items: flex-start;">  <div style="margin-left: 20px;"> <p>Discussion</p> <p>Earlier in this coursebook, we looked at the four main reasons customers choose one product over another. With your colleagues, see if you can remember what they are? <i>Kirapim bek tinging.</i></p> </div> </div> <div style="text-align: center; margin-top: 20px;">  </div>								
10	<p>There are four main reasons why customers might choose your product over your competitors' product:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #333; color: white; padding: 5px;">PRICE</td> <td style="padding: 5px;">Your product is cheaper than your competitor's product</td> </tr> <tr> <td style="background-color: #333; color: white; padding: 5px;">CONVENIENCE</td> <td style="padding: 5px;">Your product is easier for customers to buy and when they want it</td> </tr> <tr> <td style="background-color: #333; color: white; padding: 5px;">RELATIONSHIP</td> <td style="padding: 5px;">Customers have a better relationship with you than your competitor</td> </tr> <tr> <td style="background-color: #333; color: white; padding: 5px;">DIFFERENCE</td> <td style="padding: 5px;">Your product is different and better than your competitors product</td> </tr> </table>	PRICE	Your product is cheaper than your competitor's product	CONVENIENCE	Your product is easier for customers to buy and when they want it	RELATIONSHIP	Customers have a better relationship with you than your competitor	DIFFERENCE	Your product is different and better than your competitors product
PRICE	Your product is cheaper than your competitor's product								
CONVENIENCE	Your product is easier for customers to buy and when they want it								
RELATIONSHIP	Customers have a better relationship with you than your competitor								
DIFFERENCE	Your product is different and better than your competitors product								
10	<div style="display: flex; align-items: flex-start;">  <div style="margin-left: 20px;"> <p>Activity</p> <p>With your colleagues, think of products that you buy because:</p> <ol style="list-style-type: none"> 1. It is cheaper than a similar product. PRICE. 2. It is easier to buy when you want it. <i>Stap klostu.</i> CONVENIENCE. 3. You are the seller's friend or <i>wantok.</i> RELATIONSHIP. 4. It is different and better than a similar product. DIFFERENCE. </div> </div>								

Step 1.2 | *Raun na wokim wok painimaut* (market research)

What will our advantage be over our main competitors?

You need to help the managers and leaders to think about what advantage they will have over their main competitors. Will their price be lower? Can they get their product closer to the customers so it is more convenient? Can they make use of their relationship with the customers? Or will their product be different (and better)? Or perhaps it is a combination of reasons? Or perhaps there is another reason?



If your business is located closer to the customers, then it should be easier to get your costs lower (price) and there should be more friends and *wantoks* to buy from you (relationship).



If your business is located closer to where you buy the things to produce your product, then it should be easier to get your costs lower (price).



If you already have a good relationship with people and businesses in your supply chain, then it should be easier to get your costs lower (price).



If your business is located where there is a reliable power supply or good mobile phone reception, then it should be easier to get your costs lower. Lower costs means a lower price.



If there is less fighting and crime, then it should be easier to get your costs lower (price).



If your business has less risks, then it should be easier to get your costs lower (price).



If there are less competitors, then there should be more friends and *wantoks* to buy from you (relationship).



If you have good customer service skills, then there should be more friends and *wantoks* to buy from you (relationship).



If you have a different (and better) product, then it should be easier to make your product stand out (difference).



If your business organisation has a lot of capacity – *save* and *pasin* and resource - then it should be easier to get your costs lower (price) and it should be easier to make your product stand out (difference).



If you have strong support from your organisation and your community, then it should be easier to get your costs lower (price) and there should be more friends and *wantoks* to buy from you (relationship).

10

10



Discussion

With your colleagues, see if you can think of any other reasons why customers would choose one product over another (besides price, convenience, relationship, and difference).

Step 1.2 | *Raun na wokim wok painimaut (market research)*

You will probably find that most reasons why customers would choose one product over another in the end come back to price or convenience or relationship or difference.

Competitive advantage is the eight ball. If you can get enough customers to buy your product instead of your competitor's product, then you have sunk the eight ball - and won the game. *Bisnis em olsem.*



10



What will our main competitors' advantage be over us?

But your competitors are also playing the game. You also need to help the managers and leaders to think about what advantage the main competitors will have over them. Will it be price or convenience or relationship or difference? Or something else?

10



Discussion

If the group ends up starting the business, how would it help if they knew what competitive advantage their main competitors had? How could this information be useful? Discuss this with your colleagues.

Will customers choose our product or our competitors' product?

Finally, you need to help the managers and leaders to *skelim* whether customers will choose their product - or their competitors' product?

10



Who has the best competitive advantage?

Of course, there may be enough customers for everyone. It may be that you and your competitors can all win.

Or maybe you can think of ways to create new customers (so you don't need to compete with anyone else).

But if it becomes tight, it is good to think about who would sink the eight ball – and who would be “behind the eight ball”. Would they win customers off you? Or would you win customers off them?

Step 1.2 | *Raun na wokim wok painimaut (market research)*



Written answer

With your colleagues, go back over topic 8 OUR COMPETITIVE ADVANTAGE in the coursebook. Discuss what you would say to the managers and leaders of a group to help them understand the three topic questions they need to answer. Next, in your exercise book, write down topic 8 OUR COMPETITIVE ADVANTAGE and the three topic questions. Finally, in your exercise book, explain in way that *ol lain long ples* will understand the four main reasons that customers choose one product over another product (price, convenience, relationship, difference). If you can, write your answer in *tok pisin*.

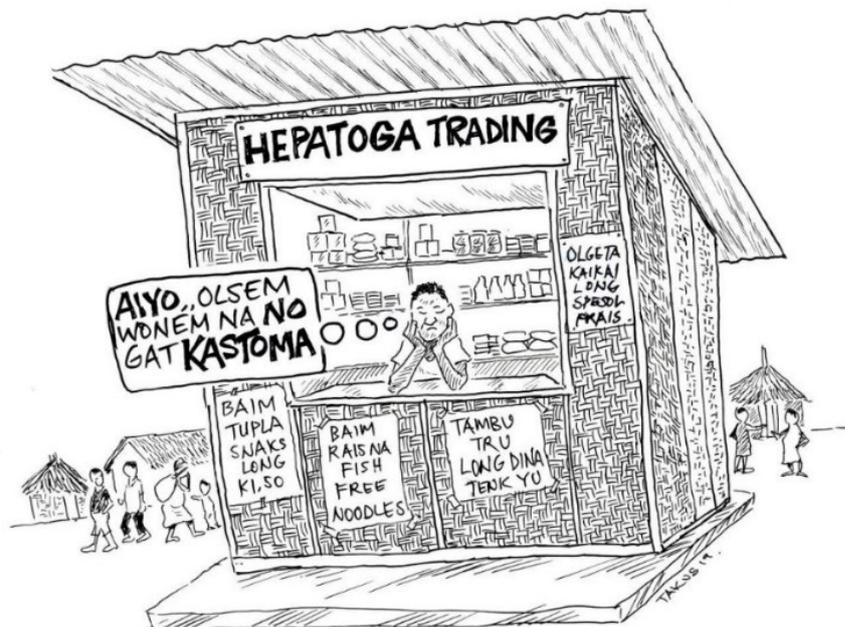
N



OUR COMPETITIVE
ADVANTAGE

What will our advantage be over our main competitors?
What will our main competitors' advantage be over us?
Will customers choose our product or our competitors' product?

10



11

Now you know what questions the managers and leaders need to ask to collect information about the eight market research topics.

This doesn't make you a consultant. *Nogat*. You are a Community Development Worker. Your job is not to do the market research – your job is to help the managers and leaders to do it.

You need to collect market research information for every business idea that the group is considering. But don't waste time if it is a *nogut* idea. If you start the market research and you quickly find that *luk olsem* it won't work out then *maski*.



Step 1.2 | *Raun na wokim wok painimaut (market research)*

	<p>As you start to go deep to think about a business idea it is normal for the idea to change. You might find that the product you were going to sell needs to change. Or you might need to sell it in a different place or to different customers. Or maybe <i>luk olsem</i> the price will be too high. <i>Kain kain</i>. Good. Your business idea is starting to develop.</p> <p>You might even come up with a new business idea. Good. If you come up with a new business idea then do the market research. <i>Yu save. Wok painimaut.</i></p>
11	 <p>Discussion</p> <p>Now you know the eight market research topics, and the questions to help you collect the information you need, discuss with your colleagues if there is any other information that would be good to collect when you do market research?</p>
11	<p>When you do the market research the most important thing is to keep asking why?</p> <h3 style="text-align: center;">Why? Why? Why?</h3> <p>Start off with the questions included in the eight market research topics, but dig deep as you go. Why is no one else selling what we want to sell? Why do the competitors charge that amount? Why are customers buying from her? Why? Why? Why? The more questions you ask the better.</p>
11	 <p>Activity</p> <p>With your colleagues, read the case study below and then answer the questions that follow.</p>  <p>You want to run a PMV service between Goroka and Lae. When you did the market research you went to the PMV stop to find out how many other PMVs were offering the route to Lae. You find that there are 22 PMVs already running a PMV service between Goroka and Lae - and you see that the PMVs travelling to Lae are nearly full. But you also find out that there are only 4 PMVs running a PMV service between Goroka and Madang - and the PMVs travelling to Madang only seem to be about half full.</p> <ol style="list-style-type: none"> 1. What might be some reasons that not many PMVs are going to Madang? 2. What else could you do during market research to investigate which idea (Goroka to Lae or Goroka to Madang) is the better business idea? <div style="border: 1px solid gray; border-radius: 15px; padding: 10px; margin-top: 20px;"> <p>There is a lot more you could do during market research to investigate which idea (Goroka to Lae or Goroka to Madang) is the better idea. For example, it would be good to see how full the PMV's are that return from Lae (and from Madang). It would be good to travel by PMV from Goroka to Lae (and from Goroka to Madang) to find out more details. It would be good to find out what the PMVs charge - and what services they offer. It would be good to find out where they pick up customers on the way. <i>Kain kain.</i></p> </div>

Step 1.2 | *Raun na wokim wok painimaut* (market research)

11	 <p>Discussion Remember the elephant. Everyone has a blind spot. Discuss with your colleagues who should be involved with the market research so that you have the full story?</p>
11	<p>Las tok. The managers and leaders do the market research. The Community Development Worker helps them to do. The Community Development Worker can give advice and <i>stia</i> - but they should never ever do it for them. <i>Tambu tru.</i></p> <p>The managers and leaders should also get help from people who have experience running a business – or experience with the sort of business they are thinking of running. <i>Ol kaks mameri.</i></p> <div style="display: flex; justify-content: space-around; align-items: center;">  <h1 style="font-size: 4em; margin: 0;">and</h1> </div> <div style="display: flex; justify-content: space-between; align-items: center;">  <div style="flex-grow: 1;"> <p>The managers and leaders should try and involve youth. Young men and young women. Youth understand young customers better – and they get experience. We need to involve young people so they become the leaders of tomorrow. <i>Senis bilong yumi.</i></p> </div> </div> <div style="display: flex; justify-content: center; align-items: center; margin: 20px 0;"> <h1 style="font-size: 4em; margin: 0;">and</h1> </div> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="flex-grow: 1;"> <p>The managers and leaders should be both men and women. Men see things that women don't see. Women see things that men don't see. Women understand women customers better. Men understand men customers better. The <i>kumul</i> needs two wings to fly.</p> </div>  </div>
11	 <p>Activity With your colleagues, look at the cartoon below. Discuss what you think the message is?</p> <div style="text-align: center; margin-top: 20px;">  </div>

Step 1.2 | *Raun na wokim wok painimaut (market research)*

	<p><i>Luk olsem</i> the man didn't know the full story. If he was doing market research to investigate a firewood business, then he would think the business idea was a bad idea. But he didn't have the full story. If he asked the women also, he would have had the full story. Even better, if there was a woman doing the market research, she would have known to ask the women. Men see things that women don't see. Women see things that men don't see. Women understand women customers better. Men understand men customers better. The <i>kumul</i> needs two wings to fly.</p>
11	<p>Las tok gen. Don't forget to write down good answers to the market research questions. Take extra notes. Take photos. Make sketches. Messy is fine. This information will all be needed in the next <i>hap step</i>, when you help the managers and leaders to <i>skelim gut ol bisnis aidia long painem wanem ol aidia wok long go pas</i>.</p> <p>And if the group decides to develop one of the business ideas into a business plan, the managers and leaders will need the market research notes to develop the business plan.</p> <p>And if the group decides to give the business plan to an outside organisation that can give support, they can include the market research notes as an attachment. Organisations that help businesses (like banks or NGOs or companies or the Government) are more likely to give their support if they can see that the group did their own market research – and they did it properly. <i>Ol bai kirap nogut</i>.</p>
11	<p> Written answer</p> <p>Discuss with your colleagues what advice you can give to the managers and leaders to help them do the market research. Next, in your exercise book, answer the following question: Why should you never ever tell the managers and leaders you are helping to develop a business plan what business they should do?</p>



Revision discussion

Which of the questions from the eight market research topics will be the hardest to answer when you do the market research?



Step 1.3 | *Skelim gut ol bisnis aidia long painim wanem ol bisnis aidia wok long go pas*

2 hours

Materials Exercise book. Pen or pencil. Coursebook 1.

There are five steps a group needs to take to develop a business plan:



STEP 1 RESEARCH THE BUSINESS IDEAS

STEP 2 ANALYSE THE BEST BUSINESS IDEAS

STEP 3 DECIDE ON THE BEST BUSINESS IDEA

STEP 4 COMPLETE THE BUSINESS PLAN

STEP 5 CONFIRM THE BUSINESS PLAN

We are looking at how to help a group to do step 1 (RESEARCH the business ideas).

STEP 1 RESEARCH THE BUSINESS IDEAS

1.1 BUNGIM OL BISNIS AIDIA

1.2 RAUN NA WOKIM WOK PAINIMAUT (MARKET RESEARCH)

1.3 SKELIM GUT OL BISNIS AIDIA LONG PAINEM WANEM OL AIDIA WOK LONG GO PAS

We have already looked at the first two *hap step*. The final *hap step* in step 1 is:

1 1.3 SKELIM GUT OL BISNIS AIDIA LONG PAINEM WANEM OL AIDIA WOK LONG GO PAS

The group doesn't have all the information they need yet to decide what business idea is best. In the next step (step 2) the managers and leaders will need to ANALYSE the best business ideas to collect detailed information about the two or three best ideas – so that everyone in the group can DECIDE on the best business idea in step 3. We will look at how to do step 2 and step 3 in the next coursebook *olsem na stap isi pastaim*.

What the managers and leaders need to do in this *hap step* is to use the market research information they have collected to prune out all the bad ideas so there are only two or three good ideas left.



Step 1.3 | *Skelim gut ol bisnis aidia long painim wanem ol bisnis aidia wok long go pas*



Discussion

After doing the market research, do you think the managers and leaders will already have a fair idea which two or three business ideas are best?

Discuss this with your colleagues.



Just by collecting the market research information, the managers and leaders should already have a good idea about which two or three business ideas smell good, and which business ideas smell bad. The Community Development Worker can give advice and *stia* to help them *skelim gut ol bisnis aidia* - but they should never ever do it for them. *Tambu tru.*

A good way to help the managers and leaders to *skelim gut ol bisnis aidia* is to rate (score) each of the business ideas.

Even if the managers and leaders are confident that they know which two or three business ideas are best, it is still a good idea to rate the ideas just to confirm.

Below are the eight market research topics – and the questions that the managers and leaders answered during the market research. *Em nau wankain long bipo.* A new question is included for each topic. Summary questions. *Lukim.*



Step 1.3 *Skelim gut ol bisnis aidia long painim wanem ol bisnis aidia wok long go pas*

	 <p>OUR PRODUCT</p> <p>What exactly are we going to sell? What price will we charge? Where and when will we sell our product? Will our product be what our customers want when they want it?</p> <p>Summary question 1: How sure are we that we can supply a product that customers will want?</p>
	 <p>OUR CUSTOMERS</p> <p>Who will be our customers? Why will customers buy our product? How will customers find out about our product? How many customers will we have and how much will they want to buy (in a year)?</p> <p>Summary question 2: How sure are we that there will be enough customers to buy our product?</p>
	 <p>OUR COMPETITION</p> <p>How many businesses already sell the same thing we plan to sell? How would our main competitors answer the questions in topic 1? How would our main competitors answer the questions in topic 2?</p> <p>Summary question 3: How sure are we that there won't be too much competition?</p>
	 <p>OUR SUPPLY CHAIN</p> <p>Which other people and businesses will we need <i>upstream</i> to produce our finished product? Can we depend on them? Which other people and businesses will we need <i>downstream</i> to sell our finished product? Can we depend on them?</p> <p>Summary question 4: How sure are we that we can depend on the other people and businesses in our supply chain?</p>
	 <p>OUR CAPACITY</p> <p>What skills and knowledge will we need? Do we have this <i>save</i>? What <i>pasin</i> will we need? Do we have this <i>pasin</i>? What assets and other resources will we need? Do we have them? How can we get the <i>save</i> and <i>pasin</i> and resources we need?</p> <p>Summary question 5: How sure are we that we will have the <i>save</i> and <i>pasin</i> and resources to make this business a success?</p>
	 <p>OUR SUPPORT</p> <p>Will there be support from our group and from the community? Will men and women and youth all benefit from this business idea?</p> <p>Summary question 6: How sure are we that our group and our community will support this business idea?</p>
	 <p>OUR RISKS</p> <p>What are the main things you worry could go wrong? What can you do so these risks don't happen, or to manage the damage if they do happen?</p> <p>Summary question 7: How sure are we that when things go wrong, we will be able to manage?</p>
	 <p>OUR COMPETITIVE ADVANTAGE</p> <p>What will our advantage be over our main competitors? What will our main competitors' advantage be over us? Will customers choose our product or our competitors' product?</p> <p>Summary question 8: How sure are we that customers will buy our product instead of our competitors' product?</p>
<p>1</p> 	<p>Discussion</p> <p>With your colleagues, have a look at the summary question for each of the topics. Do you think the question is a good summary of each topic?</p>

Step 1.3 | *Skelim gut ol bisnis aidia long painim wanem ol bisnis aidia wok long go pas*

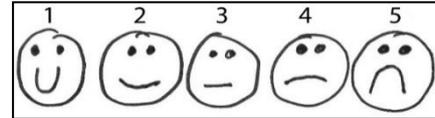
To help the managers and leaders to *skelim gut ol bisnis aidia* do the following:

1

Get an exercise book. On the top of each page, write down each of the business ideas that you looked at during the market research. Write one idea at the top of each new page.

2

Use the five faces rating scale (on the right)



3

Next, look at the first business idea. Write down the eight summary questions beneath it. Then ask the managers and leaders together to give a score for each of the summary questions, using the five faces rating scale. If their answer for a summary question is "very sure" then give the score '1'. If their answer is "mostly sure" then give the score '2'. If they are "namel" then give the score '3'. If they are "mostly unsure" then give the score '4'. If they are "very unsure" give the score '5'.

4

Then at the end add up the scores for the eight summary questions to give a total score for each business idea. Write the total score at the bottom of the page and circle it (to make it clear). The lower the total score the better the idea. *Tingim*.

Soap making (sell home-made laundry soap and body soap)	
Question 1: How sure are we that we can supply a product that customers will want?	2
Question 2: How sure are we that there will be enough customers to buy our product?	3
Question 3: How sure are we that there won't be too much competition?	1
Question 4: How sure are we that we can depend on the other people and businesses in our supply chain?	2
Question 5: How sure are we that we will have the <i>save</i> and <i>pasin</i> and resources to make this business a success?	3
Question 6: How sure are we that our group and our community will support this business idea?	1
Question 7: How sure are we that when things go wrong, we will be able to manage?	4
Question 8: How sure are we that customers will buy our product instead of our competitors' product?	3
	19

For example, if you had a perfect business idea (you gave 1 point for each of the eight questions), then the total score for that idea would be 8. This is the best possible score. A real stinker of a business idea would have '5' for each of the eight questions so the total for that idea would be 40. Poo. A business idea with a total score of more than 20 will be hard to make work *luk olsem*.

5

Finally, select the two or three business ideas with the lowest total scores. If you have a tie, then it is a good idea to go over the scores for each summary question again and see if the managers and leaders want to change anything. But if you really can't decide, then you can include as many top ideas as you like. It just means more work – because in the next step (step 2) you need to do a business analysis for each of your top ideas. If everyone agrees that one idea is the best, it is still good to select two ideas because when you do the business analysis things might change.

1



Written answer

In your exercise book, write the eight summary questions for the eight market research topics.

P

Step 1.3 | *Skelim gut ol bisnis aidia long painim wanem ol bisnis aidia wok long go pas*

Step 1 of *kamapim bisnis plen* is finished. By now you should have helped the managers and leaders to *bungim ol bisnis aidia*, do market research, and you should have helped them screen all the business ideas to find the two or three business ideas that are most likely to work out.

In the next step (step 2) you need to help the managers and leaders to ANALYSE the two or three best business ideas.

1 *Glasim gut tru*. Then in step 3, you need to help the managers and leaders to present all that they have done so far so that the members of the group can make a final decision about which business idea to turn into a business plan.



You will learn how to do step 2 and step 3 in the next coursebook.

Make sure the managers and leaders keep all of the notes they collected during the market research, and make sure they keep the exercise book that they used to score the business ideas (*nau tasol*). You will need all of this information in step 2 and step 3.



Discussion

Before you begin to help a group to develop a business plan, it is a good idea to do a work plan first with the managers and leaders. With your colleagues, discuss why it would be a good idea to do a work plan first?

2



Step 1.3 | *Skelim gut ol bisnis aidia long painim wanem ol bisnis aidia wok long go pas*

A work plan is a plan that will guide you when you want to do some work. In this case, the work is helping a group to develop a business plan.

When you begin each of the five steps to develop a business plan, sit down first with the managers and leaders and do a work plan for the step.

For example, when you are about to start step 1 ask yourselves the following questions:

2	WHY?	WHY is step 1 needed? <i>Toktok tasol na kliarim ol.</i>
	WHAT?	WHAT needs to be done? <i>Luk olsem wanwan hap step.</i>
	WHO?	<i>Husat bai go pas long lukautim wanwan hap step?</i>
	WHEN?	WHEN each <i>hap step</i> needs to be done?
	WITH?	WITH? The resources you need to do each <i>hap step</i> .



Don't forget, before you start to help a group to develop a business plan, it is a good idea have a *kibung*. *Bungim olgeta manmeri memba*. Then help the managers and leaders to explain the five steps to develop a business plan. Explain what will happen and who will do it. Explain how all the members will be involved. *Putim olgeta samting long ples klia*.

If you do this then you are helping to open everyone's eyes. You are helping the group to put into practice the principle of participation. *Pasin bilong wokim disisen wantaim na wokbung wantaim*.



This coursebook has given you the skills and knowledge to work with a group to do step 1 RESEARCH the business ideas. Make sure you keep this coursebook so you can refer to it when you need to help a group to develop a business plan. *Olsem na noken putim long liklik ofis. Noken boilim na kaikai. Noken tainim brus. Putim gut.*

And you have the exercise book you used to write down your answers during the course. It is full of ideas and notes to help you put step 1 into practice. *Putim gut.*

How you work with the group to develop the business plan will be up to you (and your organisation). At the end of the coursebook, there is a tool kit of resources which you may find useful when you work with the group to do step 1 RESEARCH the business ideas. *Tasol yu yet.*

You (or your organisation) might even want to develop your own tool kit of resources to use when you work with the group to do step 1. That is how it should be. Excellent.

Step 1.3 | *Skelim gut ol bisnis aidia long painim wanem ol bisnis aidia wok long go pas*

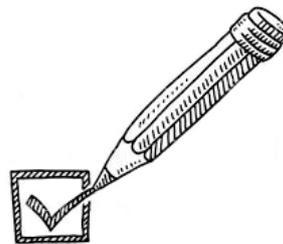
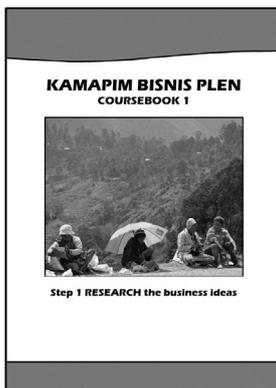
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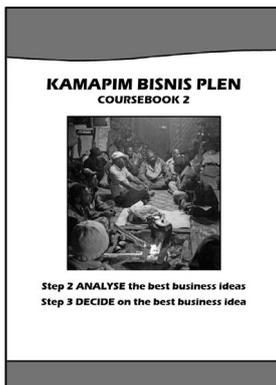
Discussion

With your colleagues, have a look at the tool kit of resources at the end of this coursebook. Would you use any of the resources to help you? Which ones? When and how? What other resources would be good to have to help you do it?

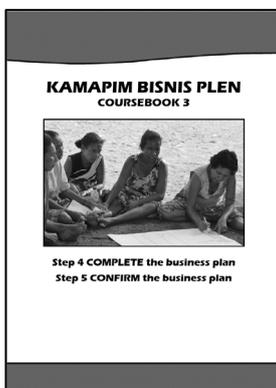
Las tok. Don't forget, the managers and leaders still need to ANALYSE the top two or three business ideas. *Ol no go dip yet long glasim gut tru wanwan bisnis aida.* All you have helped the managers and leaders to do so far is collect business ideas, do the market research, and prune out the bad ideas to leave two or three really good ones.



3



The second coursebook shows you how to help the managers and leaders of a group to do **step 2 ANALYSE the best business ideas**. *Glasim.* Business analysis. The coursebook will also show you how to help the group to do **step 3 DECIDE on the best business idea**. In step 3 all of the members of the group need to come together to make the decision.



The third coursebook shows you how to help the managers and leaders of a group to do **step 4 COMPLETE the business plan**. The coursebook will also show you how to help the group to do **step 5 CONFIRM the business plan**. In step 5 all of the members of the group need to come together to understand what is in the business plan, give their thoughts, and give the go-ahead.



Revision discussion

Do you think the step 1 *na ol hap step* is a good way for the managers and leaders to find the two or three best business ideas to ANALYSE in step 2?

Evaluation



Written answer

Q

Congratulations. You have finished coursebook 1. Time to evaluate coursebook 1. This is not a test. The purpose of these questions is for you (and your organisation and the course facilitator) to evaluate the learning experience that you have been through. With your colleagues, answer the questions below. Don't forget to write your answers in your exercise book.

1. What are you still most confused about?
2. What did you find the most useful? Why?
3. What change do you recommend to improve the course or the coursebook?
4. What advice can you give to the course facilitator to help them learn lessons?
5. What more support do you need from your organisation (or the course facilitator) to help you put what you have learned into practice?
6. Any other comments?
7. Use the rating scale below to rate overall how well you understand how to help a group to do step 1 RESEARCH the business ideas.



Putting it into practice



Putting it into practice

The best way to learn how to do step 1 RESEARCH the business ideas is to go out and do it yourselves. With your colleagues, why not put it all into practice?

Yu mekim olsem em bai kam klia gut tru.

STEP 1 RESEARCH THE BUSINESS IDEAS

1.1 BUNGIM OL BISNIS AIDIA

1.2 RAUN NA WOKIM WOK PAINIMAUT (MARKET RESEARCH)

1.3 SKELIM GUT OL BISNIS AIDIA LONG PAINEM WANEM OL AIDIA WOK LONG GO PAS

1.1 BUNGIM OL BISNIS AIDIA.

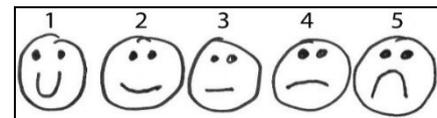
Pretend that you and your colleagues are going to start a business. Sit down with your colleagues and put together ideas for a business.

1.2 RAUN NA WOKIM WOK PAINIMAUT (MARKET RESEARCH)

Choose just one idea. A fairly easy one. Then go out with your colleagues and have a go at doing the market research. Collect notes. Look at the eight market research topics and ask yourselves the questions for each of the topics.

1.3 SKELIM GUT OL BISNIS AIDIA LONG PAINEM WANEM OL AIDIA WOK LONG GO PAS

Then use the five faces rating scale to give a score for each of the eight summary questions. Then total all the scores to get the total score for the business idea.



Your course facilitator may ask you to include what you (and the market research information you collected) in your course exercise book.

If your organisation wants you to do this they will let you know.

But you should do it anyway. Put it into practice. *Mekim gut.* The best way to learn is by doing it. Learning from experience. If you put it into practice yourselves, it will be easy when it comes time to help a group to develop a business plan.



Tool kit for Community Development Workers



~ **Steps for Community Development Workers**

~ **Eight market research topics**

OUR PRODUCT

OUR CUSTOMERS

OUR COMPETITION

OUR SUPPLY CHAIN

OUR CAPACITY

OUR SUPPORT

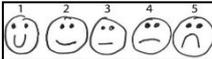
OUR RISKS

OUR COMPETITIVE ADVANTAGE

~ **Eight market research topics and the questions to ask to collect the information you need**

~ **How to use what you found out during the market research to *skelim gut ol bisnis aidia***

Steps for Community Development Workers

	<p> Kibung. Before you start, help the managers and leaders to run a <i>kibung</i> with the group (and other community leaders). Explain the five steps <i>na ol hap step</i>. Explain your role. <i>Putim olgeta samting long ples klia.</i></p>
STEP 1 RESEARCH	<p> Bungim ol bisnis aidia. Help the managers and leaders put together a few good ideas for a business. Never ever tell them what to do. And make sure they listen to what the members of the group think.</p>
	<p> Raun na wokim wok painimaut (market research). Help the managers and leaders to go out and answer the questions for the eight market research topics. Explain what to do. Show them how to do it. Do it with them. But never ever do it for them.</p>
	<p> Skelim gut ol bisnis aidia long painim wanem ol aidia wok long go pas. Give a score for the eight market research summary questions. Total the scores for each idea. Find the top two or three business ideas.</p> 
STEP 2 ANALYSE	<p> Glasim gut ol bisnis aidia we i wok long go pas (business analysis). We will look a this in coursebook 2 <i>olsem na stap isi.</i></p>
	<p> Singautim ol manmeri memba long kam bung. We will look a this in coursebook 2 <i>olsem na stap isi.</i></p>
STEP 3 DECIDE	<p> Tokim ol manmeri wanem as bilong kibung. We will look a this in coursebook 2 <i>olsem na stap isi.</i></p>
	<p> Kliarim ol manmeri long ol bisnis aidia we i wok long go pas. We will look a this in coursebook 2 <i>olsem na stap isi.</i></p>
	<p> Ol manmeri memba wokim disisen long wanem bisnis long mekim. We will look a this in coursebook 2 <i>olsem na stap isi.</i></p>
	<p> Toktok long wanem ol neks step. We will look a this in coursebook 2 <i>olsem na stap isi.</i></p>
STEP 4 COMPLETE	<p> Wokim bisnis plen. We will look a this in coursebook 3 <i>olsem na stap isi.</i></p>
	<p> Singautim ol manmeri memba long kam bung. We will look a this in coursebook 3 <i>olsem na stap isi.</i></p>
STEP 5 CONFIRM	<p> Tokim ol manmeri wanem as bilong kibung. We will look a this in coursebook 3 <i>olsem na stap isi.</i></p>
	<p> Putim bisnis plen long ples klia. We will look a this in coursebook 3 <i>olsem na stap isi.</i></p>
	<p> Kisim tok orait long ol manmeri memba long gohet na mekim. We will look a this in coursebook 3 <i>olsem na stap isi.</i></p>
	<p> Toktok long wanem ol neks step. We will look a this in coursebook 3 <i>olsem na stap isi.</i></p>

Eight market research topics

1. OUR PRODUCT



OUR PRODUCT

What exactly are we going to sell?
 What price will we charge?
 Where and when will we sell our product?
 Will our product be what our customers want when they want it?

What exactly are we going to sell?



What price will we charge?



Where and when will we sell our product?

Will our product be what our customers want when they want it?



At the end ask yourselves summary question 1: How sure are we that we can supply a product that customers will want?

Eight market research topics

2. OUR CUSTOMERS



OUR CUSTOMERS

Who will be our customers?
 Why will customers buy our product?
 How will customers find out about our product?
 How many customers will we have and how much will they want to buy (in a year)?

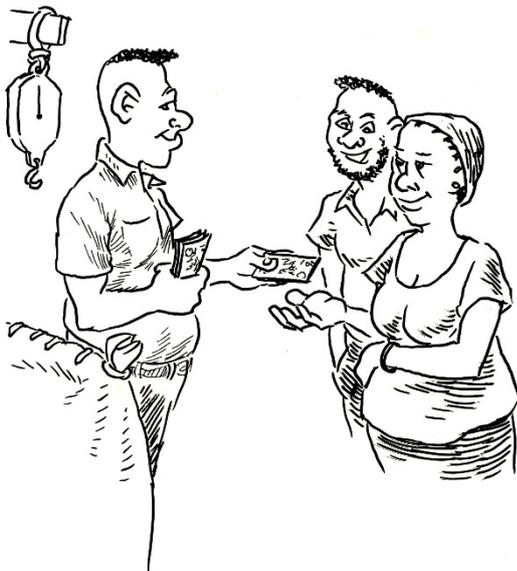


Who will be our customers?



Why will customers buy our product?

How will customers find out about our product?



How many customers will we have and how much will they want to buy (in a year)?

At the end ask yourselves summary question 2: How sure are we that there will be enough customers to buy our product?

Eight market research topics

3. OUR COMPETITION



OUR COMPETITION

How many businesses already sell the same thing we plan to sell?
 How would our main competitors answer the questions in topic 1?
 How would our main competitors answer the questions in topic 2?



How many businesses already sell the same thing we plan to sell?

What exactly do they sell?
 What price do they charge?
 Where and when do they sell their product?
 Is their product what their customers want when they want it?



Who will be their customers?
 Why do customers buy their product?
 How do customers find out about their product?
 How many customers do they have and how much do they buy (in a year)?

At the end ask yourselves summary question 3: How sure are we that there won't be too much competition?

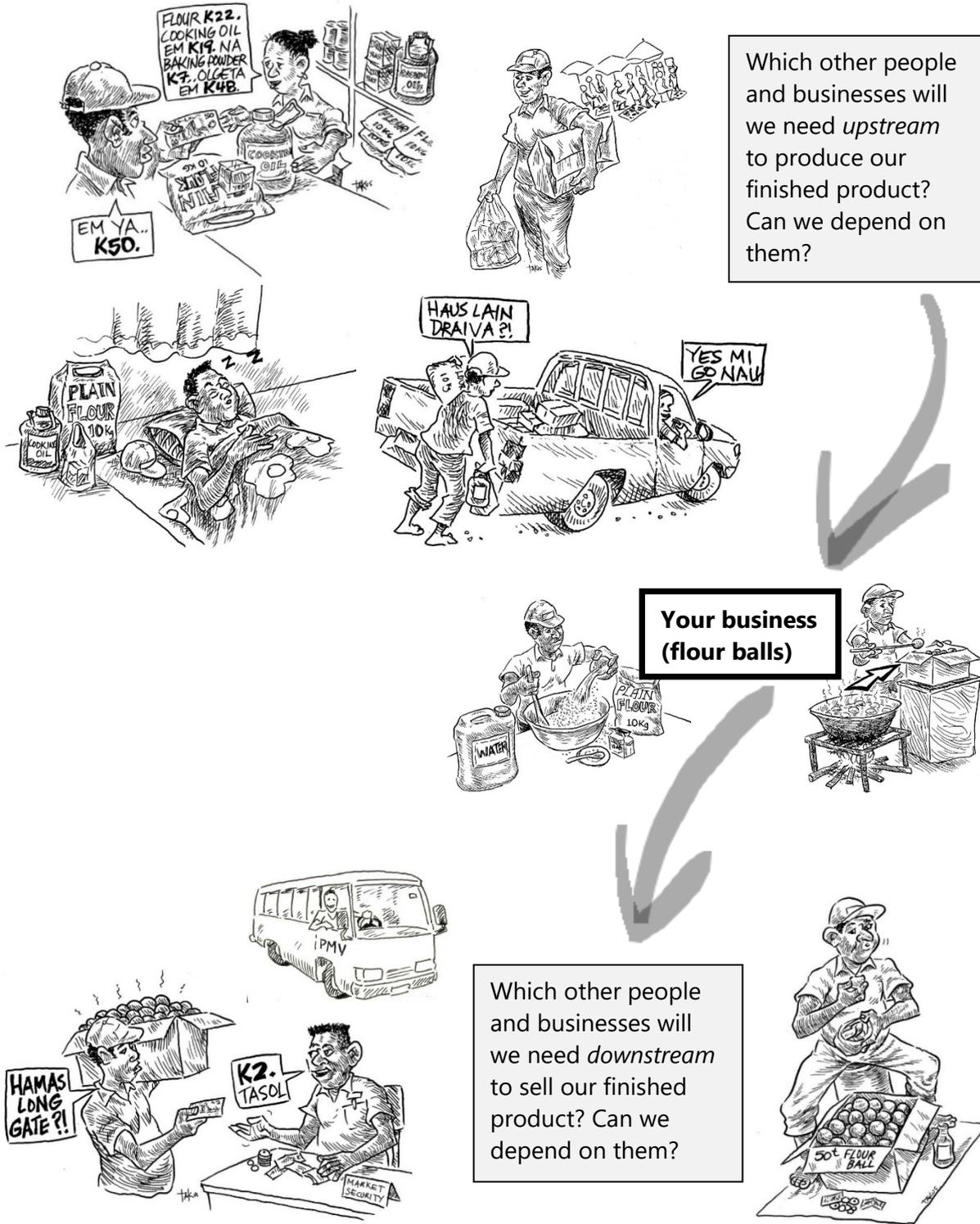
Eight market research topics

4. OUR SUPPLY CHAIN



OUR SUPPLY CHAIN

Which other people and businesses will we need *upstream* to get the things to produce our finished product? Can we depend on them?
 Which other people and businesses will we need *downstream* to sell our finished product? Can we depend on them?



At the end ask yourselves summary question 4: How sure are we that we can depend on the other people and businesses in our supply chain?

Eight market research topics

5. OUR CAPACITY



OUR CAPACITY

What skills and knowledge will we need? Do we have this *save*?
 What *pasin* will we need? Do we have this *pasin*?
 What assets and other resources will we need? Do we have them?
 How can we get the *save* and *pasin* and resources we need?



What skills and knowledge will we need? Do we have this *save*?

What *pasin* will we need? Do we have this *pasin*?



What assets and other resources will we need? Do we have these them?
Resources are assets, human resources, natural resources, and services.

How can we get the *save* and *pasin* and resources we need?



At the end ask yourselves summary question 5: How sure are we that we will have the *save* and *pasin* and resources to make this business a success?

Eight market research topics

6. OUR SUPPORT



OUR SUPPORT

Will there be support from our group and from the community?
Will men and women and youth all benefit from this business idea?



Will there be support from our group and from the community?



Will men and women and youth all benefit from this business idea?



The kumul needs two wings to fly
The next generation needs to learn how to fly

At the end ask yourselves summary question 6: How sure are we that our group and our community will support this business idea?

Eight market research topics

7. OUR RISKS

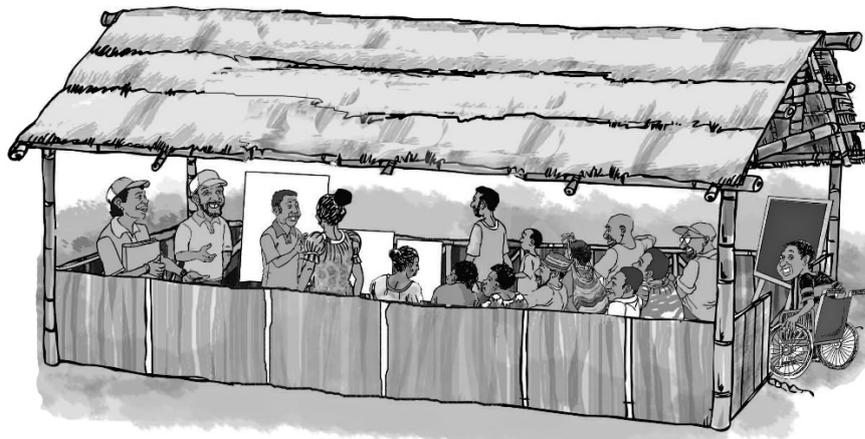


OUR RISKS

What are the main things you worry could go wrong?
 What can you do so these risks don't happen, or to manage the damage if they do happen?



What are the main things you worry could go wrong?



What can you do so these risks don't happen, or to manage the damage if they do happen?

At the end ask yourselves summary question 7: How sure are we that when things go wrong, we will be able to manage?

Eight market research topics

8. OUR COMPETITIVE ADVANTAGE



**OUR COMPETITIVE
ADVANTAGE**

What will our advantage be over our main competitors?
 What will our main competitor's advantage be over us?
 Will customers choose our product or our competitors' product?



What will our advantage be over our main competitors?

What will our main competitors' advantage be over us?

**PRICE
CONVENIENCE
RELATIONSHIP
DIFFERENCE**



Will customers choose our product or our competitors' product?



At the end ask yourselves summary question 8: How sure are we that customers will buy our product instead of our competitors' product?

Eight market research topics and the questions to ask to collect the information you need

 <p>OUR PRODUCT</p>	<p>What exactly are we going to sell? What price will we charge? Where and when will we sell our product? Will our product be what our customers want when they want it?</p> <p>Summary question 1: How sure are we that we can supply a product that customers will want?</p>
 <p>OUR CUSTOMERS</p>	<p>Who will be our customers? Why will customers buy our product? How will customers find out about our product? How many customers will we have and how much will they want to buy (in a year)?</p> <p>Summary question 2: How sure are we that there will be enough customers to buy our product?</p>
 <p>OUR COMPETITION</p>	<p>How many businesses already sell the same thing we plan to sell? How would our main competitors answer the questions in topic 1? How would our main competitors answer the questions in topic 2?</p> <p>Summary question 3: How sure are we that there won't be too much competition?</p>
 <p>OUR SUPPLY CHAIN</p>	<p>Which other people and businesses will we need <i>upstream</i> to produce our finished product? Can we depend on them? Which other people and businesses will we need <i>downstream</i> to sell our finished product? Can we depend on them?</p> <p>Summary question 4: How sure are we that we can depend on the other people and businesses in our supply chain?</p>
 <p>OUR CAPACITY</p>	<p>What skills and knowledge will we need? Do we have this <i>save</i>? What <i>pasin</i> will we need? Do we have this <i>pasin</i>? What assets and other resources will we need? Do we have them? How can we get the <i>save</i> and <i>pasin</i> and resources we need?</p> <p>Summary question 5: How sure are we that we will have the <i>save</i> and <i>pasin</i> and resources to make this business a success?</p>
 <p>OUR SUPPORT</p>	<p>Will there be support from our group and from the community? Will men and women and youth all benefit from this business idea?</p> <p>Summary question 6: How sure are we that our group and our community will support this business idea?</p>
 <p>OUR RISKS</p>	<p>What are the main things you worry could go wrong? What can you do so these risks don't happen, or to manage the damage if they do happen?</p> <p>Summary question 7: How sure are we that when things go wrong, we will be able to manage?</p>
 <p>OUR COMPETITIVE ADVANTAGE</p>	<p>What will our advantage be over our main competitors? What will our main competitors' advantage be over us? Will customers choose our product or our competitors' product?</p> <p>Summary question 8: How sure are we that customers will buy our product instead of our competitors' product?</p>

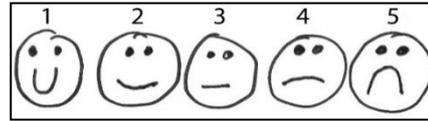
How to use what you found out during the market research to *skelim gut ol bisnis aidia*

1

Get an exercise book. On the top of each page, write down each of the business ideas that you looked at during the market research. Write one idea at the top of each new page.

2

Use the five faces rating scale (on the right)



3

Next, look at the first business idea. Write down the eight summary questions beneath it. Then give a score for each of the summary questions, using the five faces rating scale. If your answer for a summary question is "very sure" then give the score '1'. If you are "mostly sure" then give the score '2'. If you are "namel" then give the score '3'. If you are "mostly unsure" then give the score '4'. If you are "very unsure" give the score '5'.

4

Then at the end add up the scores for the eight summary questions to give a total score for each business idea. Write the total score at the bottom of the page and circle it (to make it clear). The lower the total score the better the idea.

For example, if you had a perfect business idea (you gave 1 point for each of the eight questions), then the total score for that idea would be 8. This is the best possible score. However, a real stinker of a business idea would have '5' for each of the eight questions so the total for that idea would be 40. Poo. A business idea with a total score of more than 20 will be hard to make work *luk olsem*.



Soap making (sell home-made laundry soap and body soap)	
Question 1: How sure are we that we can supply a product that customers will want?	2
Question 2: How sure are we that there will be enough customers to buy our product?	3
Question 3: How sure are we that there won't be too much competition?	1
Question 4: How sure are we that we can depend on the other people and businesses in our supply chain?	2
Question 5: How sure are we that we will have the <i>save and pasin</i> and resources to make this business a success?	3
Question 6: How sure are we that our group and our community will support this business idea?	1
Question 7: How sure are we that when things go wrong, we will be able to manage?	4
Question 8: How sure are we that customers will buy our product instead of our competitors' product?	3
	19

5

Finally, select the two or three business ideas with the lowest total scores. If you have a tie, then it is a good idea to go over the scores for each summary question again to see if you want to change anything. But if you really can't decide, then you can include as many top ideas as you like. It just means more work – because in the next step (step 2) you need to do a business analysis for each of your top ideas. Even if everyone agrees that one idea is the best, it is still good to select two ideas because when you do the business analysis things might change.