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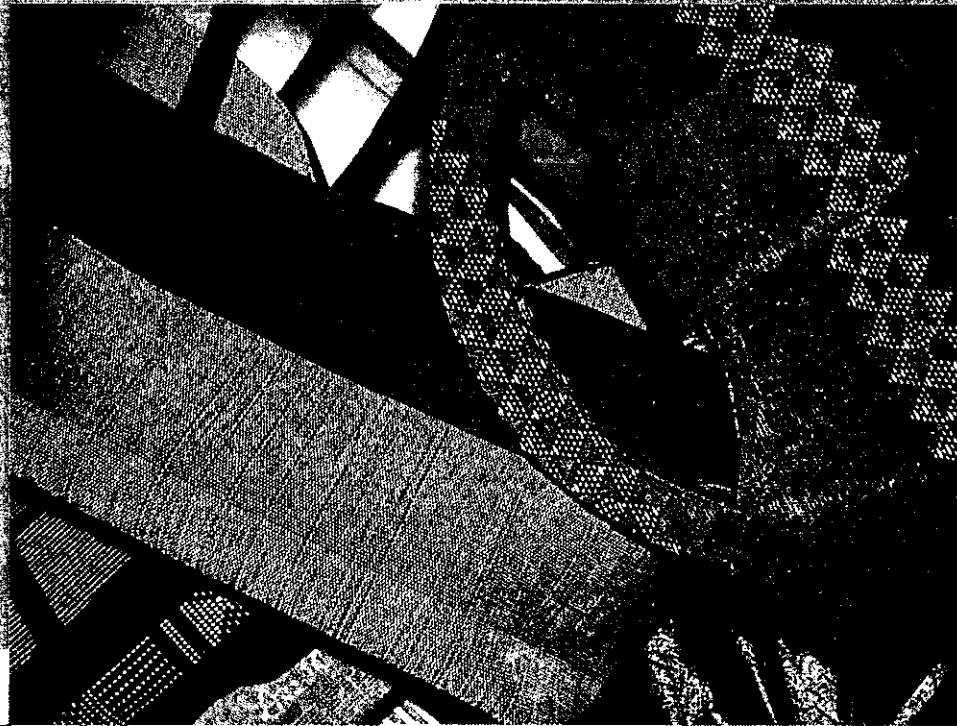
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**FINAL REPORT**  
**SUBMITTED BY AID TO ARTISANS TO UNIDO**



**February 1, 2008**

**Consignee: Fred Cote**

**Regional Representative, Africa: Lorraine Johnson**  
**lorraine@tveabo.co.mz**

**Coordinator, Programs & New Business: Lauren Barkume**  
**Lauren\_Barkume@aidtoartisans.org**

# Final Report: A Proposal for Phase 2 Connecting UNIDO Artisan Partners with International Buyers

February 1, 2008

This document outlines Aid to Artisans (ATA) proposed strategy for follow on funding to capitalize on Aid to Artisans' current collaboration with UNIDO's Corporate Social Responsibility, Fair Trade, and PADELU programming in Senegal, Project US/GLO/04/116, Contract #16001490. ATA's activities contribute to UNIDO's efforts to link PADELU small business development activities with market access initiatives for selected artisan enterprises, drawing on ATA's core competencies in facilitating appropriate market linkages, product development, and enterprise-level capacity-building.

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## B A C K G R O U N D

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For over 30 years Aid to Artisans (ATA), a 501(c)3 non-profit organization, has strived to foster sustainable economic and social benefits for craftspeople worldwide. Working in partnership with local producers, suppliers, exporters, and NGOs, ATA provides technical assistance in product development, business management and marketing to assist artisans in strengthening their craft businesses and entering the global marketplace. *ATA's uniqueness lies in its multi-faceted approach to artisan enterprise development, which builds on people's traditions while strengthening technical and business skills to transform local raw materials into more marketable product collections destined for local, tourist, regional or international markets.* Through single-country projects, regional programs, short-term services and a small grants program, ATA provides needed and tailored support to maximize artisans potential for success.

### *Aid to Artisans and UNIDO in Senegal*

ATA is currently collaborating with UNIDO's Corporate Social Responsibility, Fair Trade, and PADELU programming in Senegal to assist artisan partners in accessing markets more effectively. ATA's activities contribute to UNIDO's efforts to link PADELU's small business development approach with market access initiatives for selected artisan enterprises.

Through current UNIDO support, ATA conducted a one-day workshop on market approach, trends, and buyer expectations with twenty (20) UNIDO classified Group A and Group B producers as well as groups supported by the USAID Economic Growth (USAID EG) program. ATA distributed ATA's "Market Readiness" and "Costing and Pricing" manuals in French, and a CD of trends to all participants.

Twenty-four artisan enterprises and three exporters were assessed during the grant in order to establish needs and next steps, and to select companies for further, more intensive interventions. A more in-depth assessment of each producer, including business capacity, technical assistance needs, product development suggestions, and suggested market linkages can be found in Attachment 1.

This collaboration also builds on ATA's institutional experience as part of the USAID Economic Growth (USAID EG) project in Senegal, for which ATA is currently implementing business development activities and providing short term technical assistance that links artisans working with locally grown cotton to new market opportunities - building their capacity to effectively respond to customer demands with appropriate products and services. ATA is interested in leveraging additional resources for Senegal's artisans and enhancing the impact of international and short-term technical assistance.

### *UNIDO in Senegal*

UNIDO's Private Sector Development activities in Senegal commenced in 2002 and led to the implementation of a variety of projects in network development and UNIDO's methodology for SME assistance which focuses on developing joint business ventures to obtain synergistic results. UNIDO also commissioned the "Gateway" study to assess the viability of various artisan producer groups in Senegal. Information on artisans' products, prices, manufacturing, and export capacity was collected and presented to potential buyers, traders, and retailers. ATA then assessed and classified twenty-four artisan enterprises,

according to their capacity, to respond to the demands of target markets. Through the assessment many producers were reclassified based on the ATA three-tier system of classification related to a *Market Readiness* approach.

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## WORK PERFORMED IN CURRENT FUNDING

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The objectives of Phase 1 of the ATA UNIDO partnership was to assess artisans enterprises identified by UNIDO (Gateway) based on their ability to meet the demands of the marketplace, and to set the groundwork for future business strengthening through product development, capacity building, and market linkages.

Phase 1 activities and recommendations include:

- Assessment and classification 24 artisan enterprises based on the ATA *tier* rankings
- Identification of two exporters: Taf Taf and Soli-San
- Identification of 9 enterprises for further support divided by market needs based on ATA criteria: GROUP A - Producers who need basic merchandising and could go direct to importer: Pik'Art, Couleurs d'Ailleurs, Handi-Creations, Le Canacla. GROUP B - Key producers recommended for intensive capacity-building and product development activities: ACOMA, Brodeuses de Grand Yoff, La Navette d'Or, Nulangee, Promofil.
- Designer mentoring of Mariama Sylla, a businesswoman and potential exporter, was chosen as a local coordinator for the project due to her strong design, production, and marketing skills. ATA's goal in choosing Mariama as local coordinator was to strengthen local abilities and provide growth through this mentoring opportunity working with ATA International Design Consultant Jane Griffiths.
- Facilitation a one-day capacity-building session for twenty (20) Group A and Group B producers as well as groups supported by the USAID EG program
- Identification potential target markets including local, regional, U.S., and Europe

### *Reporting*

More information can be found in Reports 1 and 2 (see Attachment 1 and 2)

- 1) Report 1 includes an assessment, analysis of producers and their capacity and general outline of target markets, as detailed in the Terms of Reference. (See Attachment 1)
- 2) Report 2 includes the training outline and assistance needs for market preparation, as detailed in the Terms of Reference. (See full recommendations from Report 2 in Attachment 2)
- 3) The Final Report covers all work performed under the contract, including a proposal for future activities.

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## RECOMMENDATIONS FROM REPORTS 1 & 2

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UNIDO commissioned the "Gateway" study in 2002 to assess the viability of various artisan producer groups in Senegal. Information on their products, prices, manufacturing capabilities, and export capacities was collected and presented to potential buyers, traders, and retailers. The study revealed numerous shortcomings that limit these products from attracting substantial buyer interest in national, regional or international markets.

UNIDO identified the following as areas of possible intervention to improve conditions for artisan businesses:

- Technical – Improved knowledge and equipment which impact production quality and quantity; necessary to improve production processes, quality, and productivity.
- Design – Product development reflecting interest and requirements of regional and international markets; limited knowledge of market trends, access to market information; and ability to translate information into sellable products.

- Finance – Access to capital is a major obstacle for trade fair access or large orders; prototype pre-financing is available but groups are not aware of how to access them; remote locations and lack of association leave artisans stranded.
- Market Access – Information on potential markets, regional or international, is not readily accessible. Individual access is limited by cumbersome procedures and costs; trader collaboration is rare, leaving artisans to seek associations or fend for themselves.

*Recommendations from Report 1 & 2*

With current funding, Aid to Artisans identified the following recommendations for select UNIDO supported artisan groups:

Ideally, a comprehensive year long program linked to the market cycle should be considered. The following are recommendations to meet UNIDO objectives based on the needs identified during the current funding:

- **International trade show participation:** Sustainable buyer links would be fostered through ATA marketing activities, including showing product lines in the ATA booth at the New York International Gift Fair (August 2008) and/or in ATA's Resource Center at the show. A wise strategy of investment is a three show commitment for market-ready artisan enterprises, as results typically don't show until a presence in the market has been established.
- **Marketing missions:** A marketing mission is a guided visit to a target market, usually in conjunction with a trade show to maximize the number of buyers met. The goal of the marketing mission is to provide an introduction for artisan businesses to the target market, evaluate their potential to exhibit in future shows, and to make recommendations for their successful participation. The opportunity to link artisan businesses and their products with mainstream, sales markets is a practical means to export sales. Marketing missions owe their success to ATA's extensive network of business contacts and buyer relationships that ATA has established in the commercial wholesale and retail markets in the US, Europe and South Africa. Marketing missions provide the expert guidance that enables companies to successfully negotiate markets sooner.
- **Buyer Visits:** Buyer visits are an effective investment and the producer's greatest possible contact with the market. A buyer visit occurs when an interested international buyer travels to a country to meet with artisan producers. A buyer will typically meet with exporters and artisan groups to determine which business are the best match, to sample new products and to begin development of new product collections. With an immediate business to business link, the producers that show the most potential will catch the buyer's eye and create the opportunity for the buyers to develop their own product designs together with the producer. This link has been shown to be the most sustainable in the long term especially when funds are limited and artisans are equipped with market-ready products and business services.
- **Product Development and Design:** Successful artisan businesses require fresh products adapted to target markets. In order to increase the sales in quantity and to add perceived value to products to ensure price competitiveness, ideally new products lines should be developed based on market research, available materials, and skills to maximize sales in the high cost business environment of Senegal. To be successful, product development must be linked to the market cycle, a process which takes several weeks with the artisan groups and should be initiated six months before a trade show. Below is a list of craft enterprises divided into groups by level in accordance with their current "market readiness."

The recommended producers are divided into groups based on the level of business according to ATA criteria

A - Key Tier 2 producers need for capacity-building and product development activities in order to successfully link to export markets. (Number of product development collection

recommendations following by number of collections and number of products, or Stock Keeping Units (SKUs)):

- ACOMA – 3 collections about 17 SKUs**
- Brodeuses de Grand Yoff - 3 collections about 16 SKUs**
- La Navette d'Or - 3 collections about 15 SKUs**
- Nulangee - 3 collections about 16 SKUs**
- Promofil - 3 collection about 16 SKUs**

**B - Key Tier 1 and Tier 2 producers who could be linked directly to exporters with very little product development, but would need capacity building:**

- Pik'Art - 2 collections about 16 SKUs**
- Couleurs d'Ailleurs – 3 collections about 10 SKUs**
- Handi-Creations – about 10 SKUs**
- Le Canacla – about 3 to 4 SKUs**
- Taf Taf – 2 collections about 10 SKUs**

- **Capacity Building:** In addition to product development, a two to three day capacity building “Export Readiness Workshop” would be critical to prepare the groups for the product development process.

Potential Topics include:

- Costing and pricing
- Quality control and production checks
- Overall buyer expectations and market demands
- Sample process and related costs
- Trade show and market cycles in relationship to overall schedules and timing, samples due, orders placed, orders expected to ship. General overview of U.S. ordering cycles.
- Fair Trade principles and successful approaches to fair wage issues
- Shared information regarding cost-effective packing and shipping materials and possible group purchasing
- Shared information about shipping costs and shared consolidation of shipments between groups and exporters
- Shared experiences on how to access capital
- International Design Trends

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## P R O P O S E D   A C T I V I T I E S   F O R   P H A S E   2

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In consideration of the limited remaining funds allocated for the second phase of this program, ATA recommends that the most effective way to solidify business in the craft sector is for the buyer to travel to the producer. ATA recommends **buyer visits** as the most effective investment and the producer's greatest possible contact with the market. In ATA's experience, approximately 75% of buyers place a significant order within six (6) months of their visit. Other projects have shown that buyers who invest in traveling to a new country typically place an average of \$12,500 in orders as a direct outcome of the trip.

ATA's experience has consistently shown that subsidizing airfare as an incentive for buyer visits is at the right level: enough that they agree to go, but not so much that they would go if they are not serious. Buyers still must invest considerably in the project, \$7,000 to \$15,000 per buyer, plus the cost of the order. Buyers whose airfare is covered generally spend more money on orders because of the money saved on travel expenses.

ATA's buyer visits are successful because our research ensures that both buyers and the artisans groups are well matched for a beneficial commercial relationship. Aid to Artisans recommends these buyer incentives only after researching potential buyers for a close fit with interest, production capacity, and likelihood of repeat business. ATA will be able to build off of initial market contacts and buyer inquiries collected through other work in Senegal with USAID EG. ATA provides buyers with detailed information on the specific

artisans groups, their product ranges, production capacity; and resources available so that buyers can make an informed investment when deciding to expand their business to a new country or new group.

In order for buyers to make an informed investment, marketing materials and producer information is necessary. ATA will develop an artisan directory with concise marketing and producer information to utilize while recruiting buyers to make the investment in expanding their business to Senegal. As a long-term benefit, each artisan enterprise will receive a concise professional piece of English marketing material about their company in hard and soft copy that they can use for their own business. ATA's marketing team will distribute the directory to the ATA Trade Network and other interested buyers and provide an opportunity for buyers to apply for a buyer trip incentive. The incentive will include a flight to Senegal, some local transportation, and some logistical coordination and translation during their trip. The following is an activity plan that outlines the proposed work for this subcontract.

#### Proposed Activity Plan:

1. Develop an **artisan directory** for Senegal with a page per artisan group perhaps that provides all necessary data e.g., and at least one photo of a product or products that most represent their current design style and quality. It would include a page for each potential exporter outlining their current producer relationships and who they represent. The directory should include all producers from the UNIDO A and B lists, and producers involved with the USAID EG program. The directory will be the main tool to entice the buyers and give them the opportunity to identify who they want to visit in-country.
2. The artisan directory will then be **printed and distributed** to all potential buyers from the 63 members of the ATA Trade Network and other interested businesses. A total of 23 buyers from ATA contacts as well as the ATA Trade Network have already expressed interest in Senegalese products. The directory will be distributed with a cover letter stating that there are four buyer incentive trips to Senegal for which interested buyers can apply to ATA. The incentive will cover: international airfare, in-country transport, and some translation and logistical coordination. ATA will also promote this opportunity on our website and to our commercial client mailing list, which will attract both importer/wholesalers and direct-import retail stores.
3. The directory will also be distributed to **the exporters**, which will allow them to review the potential producer groups, identify those groups that are of interest to them and best potential fit. Exporters should contact the producers on their own to explore a business relationship within a natural market context **in anticipation of the buyer visits**.
4. ATA will hire a local English speaking coordinator who will be with the buyer for up to three days of their trip, provide airport pick up and drop off, and a driver while the buyer is with the local coordinator.
5. ATA will offer an airplane ticket to the buyer, but **UNIDO will purchase the airplane ticket directly** for cost sharing purposes: ATA and UNIDO should develop a fast approval process for quick purchase of airfare tickets.
6. The buyer may want to meet with the potential exporters first to access their capabilities and review the producers they have agreed to represent. The buyer can then determine if they want the exporter to join them on each of the producer meetings. It would be best for the exporter to work with the buyer in order to understand the process and what will be required in the follow up stage.
7. ATA's experienced marketing team will be available to help problem solve issues or confusion between exporters and buyers if needed during order follow up.

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## OUTCOMES & INDICATORS

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### Expected Outcomes

Through a targeted set of buyer visits from international buyers to artisan groups and exporters, anticipated outcomes include:

- An artisan directory is published and distributed to ATA Trade Network, interested international buyers, and Senegalese exporters;
- Artisans and exporters are exposed to international market expectations and strategies through direct buyer communication and buyer visits;
- Four buyer visits are actualized;
- At least 3 of the 4 buyers place a sample order while in-country;
- Two out of the four buyers place follow-up orders;
- At least two Senegalese exporters are chosen by the importers (buyers) for coordinating, consolidating, and shipping related buyer orders resulting from in-country buyer visits.
- Exporters gain experience in international market demands by working directly with buyers. The buyer will communicate directly with exporter and/or producer as the private sector assumes the role of communication;
- Aid to Artisans and UNIDO establish a longer-term plan for joint activities.

### Indicators:

The project will generate \$20,000 in sales for artisan enterprises, dependent on artisan willingness to work with buyers to set reasonable prices. The project will impact between 5 and 10 artisan enterprises directly through sales and meeting with international buyers and involve between 150-200 individuals indirectly through increased income generated by international sales, as follows:

*Directly:* 5-10 artisan enterprises, representing 50-100 people will benefit directly from custom marketing material, sample and follow up order sales and production, and direct market experience from buyer exchange market learning from mentoring and order production

*Indirectly:* Based on our experience, 150-200 individuals will benefit indirectly from the project, in the following ways: Family members of artisans and transportation & service providers to artisan sector benefit from increased income from international sales.

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## BUDGET NARRATIVE

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### *Duration and action plan*

ATA proposes a \$20,000.00 subcontract from UNIDO over a ten month period of facilitating market and business linkages between international buyers and Senegalese artisan enterprises and exporters. ATA will begin around March 2008 and conclude in December 2008 in order to allow adequate time to recruit buyers. ATA recommends and is hopeful that comprehensive market-driven product development and capacity building will be included in a follow-on program to attract more buyers and/or new markets, or support the design needs of the buyers who participated in this current proposed initiative.

### *Project Management*

Aid to Artisans will manage the subcontract associated with this workplan. However, the implementation of activities will be closely coordinated by ATA and the UNIDO team, specifically UNIDO's consultant in this sector. ATA anticipates identifying and directly hiring a local consultant, and will be responsible for the joint development of her or her scope of work as aligned with the overall project plan.



## *Budget*

<b>Professional Services</b>	<b>\$13,418</b>
Project Area Total	\$3,213
Home Office	\$10,205
<b>Subsistence</b>	<b>\$0</b>
NA	
<b>Travel &amp; Transportation</b>	<b>\$1,200</b>
<i>* Does not include 4 international flights to Senegal</i>	
<b>Reports</b>	<b>\$0</b>
<b>Other Direct Costs</b>	<b>\$1,050</b>
Communication & Courier	
<b>Equipment, Materials &amp; Supplies</b>	<b>\$4,332</b>
<b>Total</b>	<b>\$20,000</b>

The proposed budget includes the activities outlined above (and detailed in the Budget above), and ATA program management and marketing services, and oversight incorporating lessons learned from over 30 years of experience in craft sector development. The budget contains assumptions for some cost-share arrangements with project participants, buyers, and UNIDO. This budget assumes UNIDO will directly provide buyer airfare, and assumes administrative support from the UNIDO office in purchasing of airfare tickets and field office communication.

The budget includes staff and consultant time and experience to prepare the artisan directory, as well as the time needed to identify and recruit buyers, and to coordinate their trips on the ground.

### Budget Narrative

#### **1. Professional Services**

ATA's Artisan Market Services (AMS) department will work to develop a Senegalese Artisan Directory, recruit four international buyers, and coordinate their trips. ATA's ongoing communication with partners, coordination of logistics and approach, planning, and strategy development are taken into consideration in the proposed budget.

ATA's home office program management is a crucial factor in the successful coordination of the overall program. Costs for program management include:

- ATA staff and consultant time and experience to prepare the Artisan Directory
- ATA staff and consultant time and experience to identify and recruit international buyers interested in Senegal
- ATA staff time to coordinate and manage the project.
- ATA will hire a local consultant to coordinate the logistics of four buyer trips to Senegal, including spending three days with each buyer
- Work months assume a 22 day work month

#### **2. Subsistence**

No subsistence costs are assumed in this budget

#### **3. Travel and Transportation:**

**No international travel is included in this budget.** UNIDO will assume the cost and effort of directly purchasing four international airfare tickets. Costs are estimated between \$2,400 and \$2,700 for the most direct and least expensive coach class flights available between the U.S. and Senegal, for an estimated total between \$9,600 and \$10,800.

A local coordinator, hired by ATA, will be responsible for logistical arrangements of the four international buyer trips, including some local transportation.

#### **4. Reports**

ATA will prepare a final report.

#### **5. Other Direct Costs**

Communication costs include:

- Ongoing recruitment of international buyers by AMS team via telecommunications
- Any communication between ATA and local and international consultants, as well as UNIDO

#### **6. Equipment, Materials, and Supplies**

Supplies include printing of the Artisan Directories:

- Artisan Directory (priced at \$29 per directory)
- Office supplies in the ATA home office

#### **7. Subcontracts**

ATA will subcontract consultants to do local activities. In order to implement the workshop and individual product reviews, an international consultant, local coordinator, and local interpreter will be hired.

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### **A T T A C H M E N T S**

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1. Report #1
2. Report #2

## UNIDO - SENEGAL

### ARTISAN ENTERPRISE ASSESSMENTS, CAPACITY-BUILDING, AND ACTION PLAN



**Consignee: Fred Cote**  
**Director: Mary Cockram**  
[mary\\_cockram@aidtoartisans.org](mailto:mary_cockram@aidtoartisans.org)

**Senior Consultant: Jane Griffiths**  
[griffithscj@sbcglobal.net](mailto:griffithscj@sbcglobal.net)

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# Report 1

## Artisan Enterprise Assessments, Capacity-Building, and Action Plan

December 2007

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### BACKGROUND

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Aid to Artisans (ATA) is collaborating with UNIDO's Corporate Social Responsibility, Fair Trade, and PADELU programming in Senegal to assist artisan partners in accessing markets more effectively. ATA's activities contribute to UNIDO's efforts to link PADELU's small business development approach with market access initiatives for selected artisan enterprises, drawing on ATA's 30-years of experience in producer development, enterprise-level capacity-building, and facilitating appropriate market linkages for the artisan sector.

This collaboration builds on ATA's institutional experience as part of the Senegal Accelerated Growth and Increased Competitiveness (SAGIC) project, and leverages additional resources for Senegal's artisans, ultimately enhancing the impact of international and short-term technical assistance. This activity provides UNIDO a unique opportunity to be involved in planning and observing the impact of business skills workshops, local designer mentoring, exporter strengthening, and targeted marketing as a model for local craft sector development, and build the capacity of in-country resources to respond to the needs of artisan enterprises in the future.

UNIDO's Private Sector Development activities in Senegal commenced in 2002 and led to the implementation of a variety of projects in network development and UNIDO's methodology for SME assistance which focuses on developing joint business ventures to obtain synergistic results. UNIDO also commissioned the "Gateway" study to assess the viability of various artisan producer groups in Senegal. Information on artisans' products, prices, manufacturing, and export capacity was collected and presented to potential buyers, traders, and retailers. The study revealed numerous shortcomings that limit these products from attracting substantial buyer interest in national, regional or international markets.

The following areas were identified as points of possible intervention to improve conditions for artisan businesses:

- Technical – Improved knowledge and equipment which impact production quality and quantity. Necessary to improve production processes, quality and productivity.
- Design – Product development reflecting interest and requirements of regional and international markets. Limited knowledge of market trends, access to market information and ability to translate information into sellable products.
- Finance – Access to capital is a major obstacle for trade fair access or large orders. Prototype pre-financing is available but groups are not aware of how to access them. Remote locations and lack of association leave artisans stranded.
- Market Access – Information on potential markets - regional or international - is not readily accessible. Individual access is limited by cumbersome procedures and costs. Trader collaboration is rare, leaving artisans to seek associations or fend for themselves.

### Scope of Work

The scope of work outlined for this consultancy was as follows:

- 1) Re-evaluate the "Gateway" classification of each of pre-selected UNIDO artisan enterprise based on the ATA three-tier system of classification based on a *Market Readiness* approach
- 2) Assess and identify two to three (2-3) enterprises that might be ready for export, specifically in their ability act as exporting agents for other enterprises
- 3) Organize and lead a one-day workshop on market approach, trends, and buyer expectations

- 4) Mentor a local designer through the assessment process
- 5) Recommend target markets and appropriate merchandise that will reach those markets
- 6) Through these activities provide UNIDO a learning experience as to the methodology used by ATA to successfully link artisans to the marketplace.

ATA hired Mariama Sylla to organize the logistics of the individual producer meetings and overall consultant trip, including preparation time, follow-up work, and in-country support.

### **Objectives and Achievements**

Through this first in-country activity, Aid to Artisans aligned UNIDO and ATA criteria for artisan partners, and set the groundwork for future exporter strengthening, product development, and marketing activities. ATA's accomplishments during this period, as related to the objectives for the December 2007 in-country assignment, are as follows.

#### **Strengthen Local Design Capacity**

ATA's consultant Jane Griffiths provided informal product reviews and design suggestions to artisan partners during meetings and the one-day training. She also focused on improving local designer capacity by working with Mariama Sylla, guiding her in the liaison role she was hired to fulfill for the duration of this contract. The consultant also provided product ideas for each producer group, and recommendations for how Mariama might mentor each artisan through the next stage of product development and marketing activities.

No local designer had been assigned to the project for design mentoring at the time of the in-country assessment. While not officially designated the local designer, Mariama should be considered a beneficiary of these product development mentoring activities.

Due to limitations of time and logistical support, it was not possible to administer individual product reviews and exercises. However, recommendations for next steps are outlined in each producer group assessment.

#### **Strengthen Exporter Involvement**

While fulfilling her local coordinator role, Mariama worked intensively with Jane and received ongoing feedback, market insights, and mentoring for her role as exporter, as they assessed groups and devised appropriate next steps for each artisan enterprise. Mariama is well-placed to continue to build her capacity as a new exporter to provide embedded services to artisan partners – in communications, interpretation of buyer demands, product development, sampling, and quality control.

By the end of the assessment two potential export partners were identified, Taf Taf and Soli-sen (Mariama's company), and a meeting was held with these two enterprises, to confirm their interest, discuss the demands and opportunities of the exporter role in Senegal, and define how they would like to move forward.

#### **Capacity-Building**

Marketing expert Jane Griffiths implemented a one-day capacity-building session for twenty (20) Group A and Group B producers as well as groups supported by the SAGIC program. The workshop covered the following topics;

- Universal Demands of the Marketplace
- Buyer Relations
- Design Trends 2007-2008
- Design Trends by medium
- Training Resources

At the end of the session Jane distributed ATA's "Market Readiness" and "Costing and Pricing" manuals in French, and a CD of trends to all participants.

### **Review UNIDO “Gateway” rankings in relation to market demands**

ATA assessed and classified twenty-four artisan enterprises, including the UNIDO-recommended companies and associations, according to their capacity to respond to the demands of target markets. Through the assessment many producers were reclassified based on the ATA *tier* rankings related to market readiness as noted in the table (*see Producer Assessments*). The legal structure of each business is also noted (i.e. GIE, Private, NGO, Association) as it can significantly impact the export potential of a company.

ATA’s consultant Jane Griffiths also identified additional artisan enterprises for consideration under the export development program. She attended the Holiday Fair in Dakar hosted by International Women’s Association and identified Couleurs d’Ailleurs and Le Canacla as two potential producers for export.

### **Develop a market access plan of action for future investment**

Details and recommendations are outlined in the *Recommended Plan of Action* section of this report.

Additional accomplishments include:

#### **Coordination and Communication**

ATA assisted in ensuring that artisan support activities in Senegal are complimentary and coordinated. During her in-country visit Jane participated in a meeting between USAID and UNIDO to clarify current work in the textile sector, respective goals, and ATA’s role in leading the artisan segment of both projects. She also met with Judith Payne (USAID e-Commerce/e-Business Advisor) to discuss needs for technical assistance in the artisan sector.

#### **Reporting**

ATA is submitting this report to serve as the “enterprise assessment” component of the two-part reporting requirement. A second report, to be submitted in January 2008, will outline specific actions and related timeframe recommendations for artisan training, exporter preparation and mentoring, and product development next steps, for each group selected for the export program.

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## **P R O D U C E R   A S S E S S M E N T S**

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Twenty-four artisan enterprises were assessed during the trip in order to establish needs and next steps, and to select companies for further, more intensive interventions. The following chart lists these enterprises along with the recommended ATA *tier* designations, business structure, and overview comments. A more in-depth assessment of each producer, including business capacity, technical assistance needs, product development suggestions, and suggested market linkages follows.

<b>Producer</b>	<b>Tier</b>	<b>Structure and Business</b>	<b>Marketing Recommendations</b>	<b>Product Development and Market Linkage Comments</b>
ACOMA	2 (B)	GIE. Handweaving, cut & sew	Works through exporter. No English, no e-mail.	Needs product development and collections
L’Artisanerie	2 (B)	Private, retail store	Recommend assistance in merchandising and display	Does not want to export, local focus only
Bineta Salsao	2 (B)	Private. Fashion with retail store	Regional markets. No English attends trade shows.	Group review. Strength as designer. Possible U.S. Diaspora interest in belts and shawls
Bokk Liggey de Thies	2 (B)	Group of shops in craft complex	Leather-covered baskets only possible product of interest. Already working through ATA importer Swahili Imports.	See how order with Swahili goes before additional work. Working through Mariama as agent for Swahili Imports
Brodeuses de Grand	2	Association. European	Work through exporter. No	Good basic designs, need

Yoff	(B)	embroidery cut & sew. Retail shop	English, no e-mail	merchandising, line extensions, and product development (PD)
Collé Sow Ardo Creations	2 (B)	Private. Fashion. Well-known, fashion-show organizer	Organizes exports to Europe, also organizes Sira-Vision.com, brings top regional designers to show	Group review. Might be catalyst for marketing fashion groups to regional markets
Couleurs d' Ailleurs	2 (B)	Private. Tote bags and organizers	Local regional market. Interested in export, work through exporter, no English skills	Perfect for several ATA Trade Network importers. Design as is. Identified at Holiday Fair
GA COVAR	2 (B)	GIE. Batik cut & sew. Local shop in market	Local market regional market. Nice batik work	Group review. Suggest regional resort collection
Handi-Creations	2 (B)	Already part of USAID/SAGIC program. Hand dyeing, working with disabled. Retail shop	English, working on website. Natural dyes inconsistent. ATA exhibited product in New York	Should work through exporter on limited range. Consider coordinating with Sourd Art International
Interface Trading	NA	Limited company. Focus of business is agriculture not crafts	NA	Only selling drums, has experience exporting to SERRV. Owner not available
Kira Lingerie	2 (B)	GIE. Knit and crochet lingerie	Local market only.	Group review. N/A at this time
La Navette d'Or	2 (B)	GIE, handweaving	Work through exporter. No English, no e-mail	Needs product development and collections
Le Canacla	2 (B)	Ceramic environmental hand-washing station. New business idea	Perfect for environmental retailers in the U.S. Work through exporter due to language	Perfect for several ATA Trade Network importers. Design as is. Found at Holiday Fair. Consider pricing for size and shipping costs.
MAM Productions	1 (A)	Private Hand embroidered linens	Upscale local and regional markets, game reserves in particular.	Price big issue, base cloth imported from Europe. Needs product collections lower price suited to target market
Niaq Jarinu de Thies	NA	Facilitates training for artisans in the complex	N/A	Additional training on basic ATA Market Readiness Program
Noura Style	2 (B)	GIE. Fashion, local selling with retail shop	Local market only	Group review. N/A at this time
Nulangee Design	2 (B)	Private. Ebony furniture and leather work. High end contemporary design	Italian partner, exports to Europe. No English, work through exporter for U.S. due to language	Suggest recycled leather collection of totes and bags, expressed interest in pursuing
Ousman Camara	2 (B)	Private, not a registered business, handweaving	Work through exporter. No English, no e-mail	Strength as designer. No registration a problem
Pik'Art	1 (A)	GIE. Back painted glass plates and wall art.	Could sell direct to US importer. Speaks English already exporting to several European countries	Merchandising, line extensions, add collections with other themes
PROMOFIL	2 (B)	Private, focus on handbags	Work through exporter. Spanish speaking, no English. Someone on staff manages e-mail	Would need major product development, including new bag patterns



Soli-Sen	1 (A)	Private. Retail shop, and working on organic cotton project with USAID/SAGIC program.	Potential exporter for selected groups. Mariama local designer and coordinator for UNIDO assessment	Consulting export agent for Swahili Imports, additional interest mentoring producers and developing export business
Sourd Art International	2 (B)	Association. Hearing impaired group of potters. Sales through exhibitions and shop at production site	Work through exporter. No English, e-mail access and text messaging.	Merchandising and line extensions, broader price ranges and sizes. Firing drives costs up.
Taf Taf	1 (A)	Private, exporter with broad range of products, specializes in recycled	Possible exporter representing other groups. Active website	Would need product innovation and design for recycled products.
Tissafic	2 (B)	Handweaving, cut & sew, crochet	Speaks some English, has e-mail.	Needs intense product development. Some base cloth, cut & sew and finishing a problem

## ACOMA



The initial UNIDO ranking of ACOMA was an "A" which is considered a Tier 1 producer (ATA), however they do not have e-mail or the English language skills required to deal directly with the U.S. market, therefore they are reclassified as a "B" or Tier 2. Victor Sagna, the manager of 27 years, seems very well organized and highly motivated with interest in developing an export business. They sell through their production-site shop, exhibitions, local designers, corporate gifts, and individual retail stores. They have applied for Fair Trade status in Europe, but their progress toward certification was unclear. Price is a limiting factor and will continue to be a major constraint for everyone involved in this program. Hopefully this can be overcome by an intense costing and pricing workshop and improved sourcing of raw materials.

ACOMA produces travel bags, totes, handbags, small wallets, pouches, and logo-based corporate gifts like folders and computer bags. They are limited by several factors, including outdated shapes and designs, lack of access to cost-effective raw materials like cotton, batting, and findings such as zippers and buckles.

Recommendations for the second phase of the program:

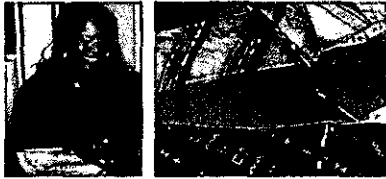
- Link to in-country exporter (to be determined)
- Attend costing and pricing workshop
- Target market Fair Trade in the U.S. and Europe
- Develop a tight collection of bags and totes targeted to the Fair Trade market
- Encourage Fair Trade status which will help open proper export channels and markets
- Determine willingness to work in partnership with exporter agent
- Work with exporter to standardize product coding

## L'Artisanerie



The owner of the shop was not available for the interview, but the assistant was given the authority to meet with us as her representative. The original UNIDO list had designated them as possible exporter but they have clearly stated that they are not currently interested in export. Therefore, no further action is recommended.

### **Bineta Salsao**



Bineta Salsao is a fashion designer who was part of the one day group reviews. She is a talented young designer with a successful local and regional business. She has attended a number of trade shows in France, Germany, South Africa, Burkina Faso, and Bermuda and exports to individuals. She also sells to expatriates and individuals in the region. Her product line looks similar to several other producers since she buys some of her base fabrics from ACOMA and Promofil. She does not have e-mail and does not speak English, but her sister teaches English and could be a resource when needed.

Due to the limited nature of the current UNIDO program, it is recommended that no direct follow-up activities be undertaken with Bineta at this time. However there are a few actions she might be encouraged to take on her own:

- Attend a costing and pricing workshop
- Consider developing resort collections for the high-end tourist areas of Senegal
- Expand belt collection with quill and bone accents
- Consider adding deconstructed bags and totes based on her quill belt designs

### **Bokk Liggey de Thies**



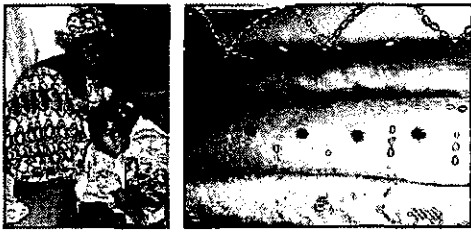
Bokk Liggey is an artisan village made up of retail shops and producers located a couple of hours out of Dakar in Thies. It was quickly apparent the only products that would have market appeal were the leather covered baskets. Mariama Sylla is currently coordinating samples for Swahili Imports (U.S. based importer) who recently came to Senegal on a buying trip facilitated and supported by the USAID/SAGIC project.

Due to the constraints of the second phase of the UNIDO program it is not recommended that any follow-up actions be taken at this time with Bokk Leggy. However, it will be important to track the results of the leather basket samples for Swahili Imports to better understand overall capacity and response.

If the program could budget for additional support, the following actions are recommended for these groups:

- Costing and pricing
- Product development training targeting visiting tourists
- Training on buyer and market expectations

## Brodeuses de Grand Yoff



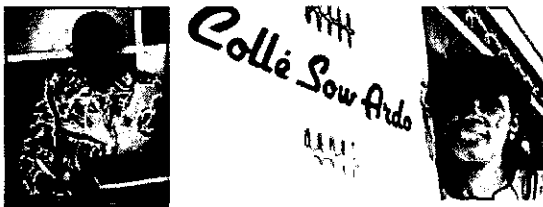
Brodeuses de Grand Yoff is an association of 16 members who specialize in dying and embroidery. They sell mainly through their retail store, local exhibitions, Embassy Wives Club, and the French military base. Product categories include table top, bedding, and cushion covers.

They have export potential due to the style of embroidery and naïf nature of the work including their color range. They have some problems with color consistency and of course pricing. They have export potential if they can correct pricing, quality consistency, and work through an exporter agent for communications and order tracking.

Recommendations for the second phase of the program:

- Link to in-country exporter (to be determined)
- Attend costing and pricing workshop
- Apply for Fair Trade status
- Target Fair Trade in the U.S. and Europe
- Develop consistent coloring system
- Develop small tight collection of table top, totes, throws, and novelty pillows
- Work with exporter to develop standardized product coding system

## Collé Sow Ardo Creations



Collé Sow Ardo Creations is an interesting fashion business started by a young model with a mission to provide a platform and forum for up and coming fashion designers in the region through her "Sira-Vision" regional fashion show and forum.

Khadija Diallo, her assistant who speaks excellent English, attended the one day group session on her behalf. Collé Sow Ardo has 35 employees from weaving to cut and sew. They participated in the AGOA program with some exports to Europe, but with the majority of the business in the region leveraged perhaps through her fashion shows. The Sira-Vision regional forum and fashion show takes place every two years with 2008 coming up. There will be top fashion designers coming from Ghana, Cameroon, Morocco, Congo, Nigeria, and two from Paris. The forum will cover a broad range of subjects from the challenges of business development to AIDS prevention.

There are no direct recommendations for the second phase of the program for Collé Sow Ardo, however USAID/SAGIC and UNIDO might consider including the fashion community into the organic cotton and textile program plans and Collé Sow Ardo might be the way to tap into that network.

Note: Khadija Diallo was very professional and someone to keep track of in regard to additional program activities for both ATA and UNIDO.

### Couleurs d'Ailleurs



This company was not on any UNIDO or USAID list, but they are worth including in the program since they have great product and employee around 30 producers. They were discovered at the annual Holiday Fair in Dakar and are owned by a French couple. The wife is the designer and the husband seems to run the sales and marketing part of the business.

There are several ATA Trade Network members who would be interested in importing their products right now if they can meet pricing requirements. The owners seem open to working through this challenge with the proper motivation and their willingness to partner with an exporter since they do not speak English.

Recommendations for the second phase of the program:

- Link to in-country exporter (to be determined)
- Attend costing and pricing workshop
- Target Fair Trade in the U.S. and Europe
- Encourage Fair Trade status
- Standardize products codes for export
- Develop tight collections within each design for a price range by design
- Investigate direct links to market if they can overcome English language issue internally, balance with agents commission and overall costing challenges

### GA COVAR

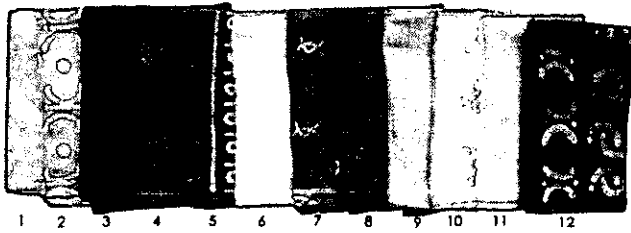


GA Covar is a GIE that participated in the one day group reviews. They are a GIE comprised of two groups one of batik dyers and a second of cut and sew finishers. The batik producer is very talented and could provide some great "one of a kind" pieces however no one in the groups has the ability to communicate in French. Based on the limitations of their language skills, export would be difficult unless the *potential exporter* is personally interested in working hands-on with the group.

At this time there are no further actions recommended for GA COVAR within this program, however there are a few things they might consider:

- Meet with potential export to see if language issues can be addressed
- Consider developing resort collection of caftans without using starch
- Could they be linked to Collé Sow Ardo Creations?

## Handi-Creations



Handi-Creations was not on the original UNIDO list for an assessment, but due to the nature of the UNIDO and USAID collaboration in the artisan sector and their recent marketing experience with ATA in New York, it was important to understand their possible participation in the current UNIDO program.

Handi-Creations was selected to participate in the organic cotton project being developed through the USAID/SAGIC program. In June 2007, ATA's Senior Consultant Docey Lewis selected a group of naturally-dyed cotton scarves to be shown in the August New York International Gift show. Here is an excerpt from an ATA online publication:

"Ms. Fall has recently launched an artisanal production center for handicapped participants, focused mainly on batik and jewelry, and Fatou is herself a very skilled dyer of both chemical and natural dyes and was responsible for teaching artisans how to dye cotton in Ndem. She has traveled widely in West Africa and is familiar with a variety of native dye plants and minerals in the region. When Docey met with Fatou, she was ready to depart for the U.S. the following day. Docey did not have time to work with Handi-Creations to develop specific collections, but quickly assessed the marketability of the batik scarves and purchased samples off-the-shelf to create a cohesive collection.

ATA's Marketing Department reviewed samples from Docey's design trip to Senegal and decided spontaneously to exhibit twelve of Handi-Creation's brightly colored scarves at the New York International Gift Fair, judging that the clear colors would attract the attention of the buyers visiting the booth. While Fatou has only recently started production and is still training artisans, Handi-Creations has a range of skills and resources that have prepared them to respond to buyers' requests. ATA decided to embark on market-based training with Handi-Creations so that the business could learn as they responded to orders with mentoring from ATA."

Recommendations for the second phase of the program:

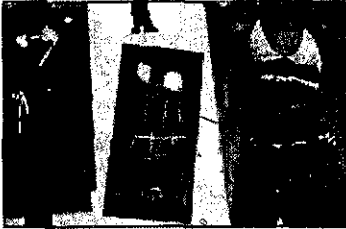
- Link to in-country exporter to move forward (to be determined)
- Attend costing and pricing workshop
- Target Fair Trade in the U.S. and Europe
- Encourage Fair Trade status which will help open proper export channels and markets
- Develop additional products based on the success of the scarves shown in New York
- Work on stabilizing dye consistency through ATA technical training facilitated by the USAID/SAGIC program
- Develop standardized product coding system

## Interface Trading

The Director Mector Fall was not available for our meeting, however his assistant Adhi Sow was given the authority to talk with us about their interest in acting as a craft exporter as designated by the original UNIDO assessment.

On the positive side they are members of IFAT (European Fair Trade), and sold drums to SERRV International a U.S. Fair Trade catalog for several years. On the negative, they are currently focusing on agriculture only. We did not get the impression they were interested in developing any kind additional exports in the artisan sector at this time. No further action with Interface Trading is recommended at this time.

### Kira Lingerie



Kira Lingerie was part of the one day group review and specializes in crochet work. The owner Khadija Soumare seems to have developed a very successful local business employing 6 people selling through their own retail store and fashion shows. She has e-mail and is in the process of developing a website. It is important to note that Khadija is Vice President of RESENTEX a consortium of 50 weavers and tailors established in 2005 with European funding. As an informal consortium each member pays a yearly fee that provides access to better bank negotiations, technical assistance, marketing links, networking, and a database of resources. They plan to launch a website by the end of the year.

Currently there does not seem to be an appropriate fit into the current UNIDO program since ATA does not market to the fashion lingerie market, however there are a few thing they might consider going forward:

- Link with Mariama Sylla on the organic cotton project
- Attend a costing and pricing workshop
- Consider developing resort collection (beach cover-ups)for upper end Senegal resorts

### La Navette d'Or



The initial UNIDO ranking of La Navette d'Or was an "A" which is considered a Tier 1 producer by ATA classifications, although they have e-mail they do not have the English language skills required to deal directly with U.S. buyers, therefore they are reclassified as a "B" Tier 2. The president of this small (7 weavers) GIE, Mama Dou Lamine Keneme, is a highly motivated individual with interest in developing an export business. They currently sell to local retail stores, individual designers, and through their small on site shop.

Mariama Sylla is personally interested in developing this group as an exporter; however Mama Dou did express concern about their ability to finance any kind of export activities, therefore the following recommendations will depend on their agreement to move forward from a financial point of view.

Recommendations for the second phase of the program:

- Link to in-country exporter (to be determined)
- Attend costing and pricing workshop
- Target market Fair Trade in the U.S. and Europe

- Develop small tight collections of shawls, scarves, and throws
- Encourage Fair Trade status which will help open proper export channels and markets
- Develop standardized product coding system

### Le Canacla

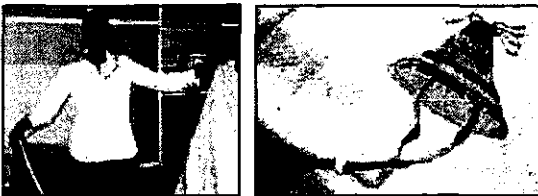


Le Canacla was discovered at the annual Christmas Fair in Dakar and was therefore not on the UNIDO list. Dr. Benoit Vanhercke, a French retired public health specialist developed a unique hand-washing station made from terra cotta and calabash. It is a terrific product that has a lot of potential in the U.S. garden market and environmental (highly efficient water use) markets. The designs are great as they are challenged only by the usual packing issues related to ceramics, and of course pricing. They were firing the pottery at the American School but are now in the process of completing their own kiln which should be up and running by the beginning of the year.

It is highly recommended they be considered in the next phase of the program with the following recommendations:

- Link to in-country exporter (to be determined)
- Attend costing and pricing workshop
- Target market Fair Trade in the U.S. and Europe
- Encourage Fair Trade status which will help open proper export channels and markets
- Investigate packing materials and related costs

### MAM Productions



The initial UNIDO ranking of MAM Productions was a "B", however the owner Marie Amy Mbow speaks English, attended the ATA training in New York in 2002, and had experience in attending exhibitions and trade shows like Maison d'Objet in Paris, therefore they are being reclassified as an "A" or tier 1.

Price is the big issue facing MAM Productions in regard to exports to the U.S., the base cloth is imported from Europe and the hand embroidery is in and of itself an expensive process. The product is beautiful quality and is currently being marketed to private individuals, government officials, and through commissions.

Due to pricing they cannot be considered for the U.S. export component in phase two at this time, however they have regional opportunities targeting luxury travel areas like game reserves and interior designers. They would be a good model to see if pricing can be adjusted to reach these markets and if marketing activities like DECOREX in South Africa would be effective. It is also suggested they consider working with the ACOMA weavers to provide additional base cloth or additional complimentary products.

The following recommendations are made based on Marie Amy's own ability to take action, however some activities are noted for possible support from UNIDO:

- Develop resort based product collections (MAM + some UNIDO)
- Attend costing and pricing workshop (UNIDO)
- Encourage Fair Trade status which will help open proper export channels and markets (MAM)
- Investigate South Africa DECOREX trade show (MAM)
- Investigate game reserves for private label programs (MAM with some support from UNIDO for PD to entice potential buyers)
- Marketing mission to South Africa (MAM + UNIDO if she is willing to work with local weavers to compliment her current product lines)

### Noura Style



Noura Style, a GIE, was part of the day long group interviews. Madam Sy Penda previously worked in the USAID office and speaks basic English and has e-mail. She currently sells to ex-pats living in the U.S. and exports to Nigeria. Her product is very nice machine embroidered fashions with potential to develop home textiles for exports to the U.S. if pricing can be achieved and she is willing to move into home textiles versus fashion.

Recommendations for the second phase of the program:

- Link to in-country exporter (to be determined)
- Attend costing and pricing workshop
- Encourage Fair Trade status which will help open proper export channels and markets
- Develop a tight collection of home based textiles like runners and novelty pillows

### Nulangee Design



Nulangee was not on the original UNIDO list but they are worth considering in phase two of the program if they are willing to develop a recycled leather collection? They did express interest at the time of the visit, but this should be confirmed again. Their primary business is ebony furniture which is not currently within the parameters of the USAID/SAGIC program see note from ATA Senior consultant Docey Lewis:

“...we (ATA) invited them to the Trends Workshop and encouraged them to apply for an Aid to Artisans Small Grant for tools for their workspace. Neil Hall may be interested in seeing the leather/metal furniture, as it is of gallery quality. Nulangee would benefit from any small business management or financial management assistance offered by any USAID projects in Senegal. They, like so many other small businesses, need cash flow based production loans.”



Ebony wood is controversial in the eyes of much of the U.S. market, but the idea of recycled leather has a lot of potential. Therefore it is recommended Nulangee be included in the program if they are willing to develop collections based on recycled leather.

Recommendations for the second phase of the program:

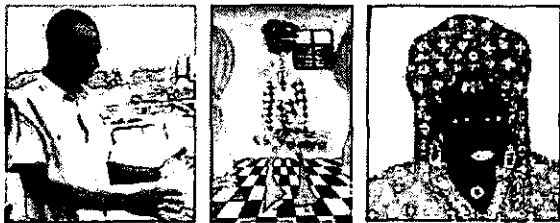
- Link to in-country exporter although they have a great website, language is an issue (to be determined)
- Attend costing and pricing workshop
- Encourage Fair Trade status which will help open proper export channels and markets
- Develop a tight collection of totes and cushion covers

### Ousman Camara



Ousman Camara is included in the report because he is a young talented designer who has just started a weaving group outside of Dakar. However he is not legally registered as a business or GIE so we are not in a position to work with him at this stage. He is currently working full time for a Lebanese fashion house and is trying to break away and start his own enterprise, but until he can establish some legal form of business on his own we cannot move forward with him at this time.

### Pik'Art



Pik'Art is comprised of five young artisans who were friends in school and started this GIE in 2003 making reverse painted glass plates and wall art. They were not on the original UNIDO list but they are worth considering in phase two of the program since they have established a successful business exporting to six countries in Europe. The spokesperson of the group, Mamadou, speaks English and they have e-mail, therefore they could be considered a Tier 1 "A" group.

Swahili Imports has been looking for back painted glass coasters, so Mariama (Swahili representative) worked with them during our visit to put together samples to be sent for review. If Swahili accepts their product that might be enough to get them started exporting to the U.S.; however it is recommended they be included in the second phase of the program.

Recommendations for the second phase of the program:

- Link to in-country exporter if cost effective (to be determined)
- Attend costing and pricing workshop
- Encourage Fair Trade status which will help open proper export channels and markets
- Develop line extensions based on current designs and develop concept of "collections"

- Develop one collection based on nature or animals
- Investigate additional glass blanks available locally

## PROMOFIL



The initial UNIDO ranking of PROMOFIL was an “A” which is considered a Tier 1 producer by ATA classifications, although they have e-mail they do not have the English language skills required to deal directly with the U.S. market, therefore they are reclassified as a “B” or Tier 2.

Madame Maiga Sanata Diarra inherited the business from her father which he started in 1981. The core of business is handbags made from hand woven textiles, the overall quality is quite good but the designs are dated. They export to France through her daughter who lives there, some cash and carry in SIAO, with the majority of their business at the local level with individuals, exhibitions, and corporate gifts making binders and satchels.

They need significant help in technically creating new patterns for handbags in deconstructed shapes which would require an expert handbag pattern maker coming to Senegal, but since the current budget may not accommodate this intervention it is recommended that “distance design” be utilized to create simple tote shapes with matching scarves and shawls.

Recommendations for the second phase of the program:

- Link to in-country exporter (to be determined)
- Attend costing and pricing workshop
- Encourage Fair Trade status which will help open proper export channels and markets
- Develop line extensions based on current designs and develop concept of “collections” with bags and shawls

## Soli-Sen



Mariama Sylla was the in-country coordinator for this assessment and is currently acting as the Senegal-based representative for Swahili Imports, a connection established through Aid to Artisans’ activities under the SAGIC project. She is an exceptional individual with 17 years of experience with Air France, and has recently been offered grant support from Air France to establish a business in Senegal. She lived in New York for a couple of years so her English is excellent and she seems to have a solid understanding of the demands of the U.S. market, and she has a good merchandising eye! She is also personally very interested in acting as a mentor to several groups in her exporter role and committed to developing organically grown naturally dyed cotton through the USAID/SAGIC program.

It is recommended that Mariama be one of the two exporters who will move forward in phase two representing several groups in the New York Gift Show in August 2008.

Recommendations for the second phase of the program:

- Review recommended producer list and work with other exporter (Taf Taf) to determine how groups will be divide
- Meet with selected producer groups to workout nature of relationship and consider MOU with each
- Attend costing and pricing workshop
- Help each producer group through the product development process paying particular attention to price and production capabilities
- Act as liaison between “distance design” process and producer groups
- Work with other exporter in coordinating better pricing for packing and shipping
- Work with other exporter to coordinate raw material purchasing to lower costs

### Sourd Art International



Sourd Art International is a highly motivated GIE of hearing impaired potters. They sell to the French Army, the Sports Club, American Tennis Club, and the French Women’s club. They were recommended by Mariama and were not on the original UNIDO list.

We were all so inspired by the product designs and motivation of the group, efforts were made to connect them to Handi-Creations with the hope they would sell their pottery in their shop. They do not currently have a kiln on premise and have to go out of town to use a kiln. The transportation and cost of the logistics prevent them from expanding their business, so we were able to connect them with Le Canacla (making the terracotta hand-washing stations) who will have a kiln available to them in Dakar. Hopefully these opportunities will help them move forward.

Due to the current challenges of distance communications and lack of a kiln, it is not recommended they be included in phase two of this current program at this stage, however please note the following recommendations:

- Mariama should track their connection with Handi-Creations and LeCanacla
- Mariama can investigate kiln options and determine if pricing can be reduced then show products to Swahili Imports

### Taf Taf

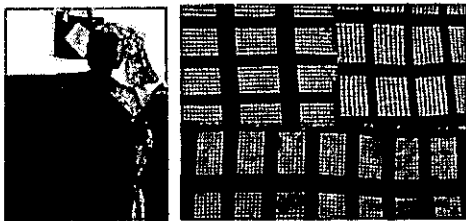


Taf Taf is a wholesale/retail E-commerce site owned by a young married couple Thotta S. Nguyen and Ramatoulaye Wade. They both speak fairly good English and have had solid experience exporting to Italy, Germany, France, and individuals. They are recommended as the second exporter for this program. There are some challenges in regard to their current producer groups and adding more, however that can be worked out in the second phase of the program.

Recommendations for the second phase of the program:

- Review recommended producer list and work with other exporter (Soli-San) to determine how groups will be divide
- Review their current producers and consider including their top-selling producers in addition to the producers selected for the program
- Meet with selected producer groups to workout nature of relationship and consider MOU with each
- Attend costing and pricing workshop
- Help each producer group through the product development process paying particular attention to price and production capabilities
- Act as liaison between “distance design” process and producer groups
- Work with other exporter in coordinating better pricing for packing and shipping
- Work with other exporter to coordinate raw material purchasing to lower costs

### Tissaftric



The initial UNIDO ranking of Tissaftric was an “A” which is considered a Tier 1 producer by ATA classifications. Although they have e-mail access and some basic English they are reclassified as a “B” or Tier 2 due to quality of their finished products and overall designs.

Madame Mariam Traore seems to have a solid local business, however her finished products are weak and would require a major product development intervention to get her to the level required to reach the U.S. market. Some of the weaving and prints have potential but the tailoring is a bit of a problem. If she is willing to partner with an exporter in developing samples then she should move forward in the program depending on commitment.

Recommendations for the second phase of the program:

- Link to in-country exporter (to be determined)
- Attend costing and pricing workshop
- Encourage Fair Trade status which will help open proper export channels and markets
- Develop one tight collection of bags and totes using weaving, and one collection using the batik and print
- Identify high-quality finishing resources for improved final products (e.g. technical assistance or experienced partner)

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## RECOMMENDED PLAN OF ACTION

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The second phase of the UNIDO-ATA program should be focused on creating sustainable U.S. buyer links through ATA marketing activities that would include showing product lines in the ATA booth in New York (August 2008), and through ongoing direct contact with interested importers beyond trade show activities.

In order to reach these buyers and meet the demands of the marketplace there has to be a reliable professional network of exporters in-country who can respond to potential buyers through proactive communications (in English!) and work in partnership with producers on quality control, on-time delivery, and coordinated raw material sourcing. The overall plan of action depends on the ability of both the exporters and producers to form equitable trusting partnerships.

There are currently two exporters that are being recommended, Taf Taf and Soli-Sen, however CSAO is another potential exporter who we could not meet with during the assessment because the owner was in France. It is therefore recommended CSAO be interviewed to see if they would be interested in participating in the program and working with the recommended producers. It is possible that CSAO might not be able to export for any other importers, but might have some internal capacity and skilled employees that could be part of the exporter-strengthening component of this project.

One of the big questions is how the partnerships will be formed. Since it will be up to the producers and exporters to test and solidify these commitments, we recommend the following steps to initiate these relationships:

- 1) Send a formal letter of acceptance to the designated exporters to reconfirm their interest in moving forward with an explanation of how the program will be organized and what will be expected. Once they have confirmed their interest, send a formal MOU (Memorandum of Understanding) outlining their responsibilities and what they should expect in support. The exporters to consider are:
  - Taf Taf
  - Soli-San
  - CSAO (to be investigated)
  
- 2) Send a formal letter of acceptance to the selected producers and reconfirm they are still interested in developing their export capacity and working through an export agent. If they agree to move forward they should also be required to sign an MOU outlining what is expected from them, and the support they will receive through the program. The recommended producers are divided into groups based on budgetary considerations :
  - A) Key producers recommended for intensive capacity-building and product development activities:
    - ACOMA – woven textiles
    - Brodeuses de Grand Yoff - embroidery
    - La Navette d'Or – woven textiles
    - Nulangee – recycled leather (pending their commitment to developing the collections)
    - Promofil – totes and handwoven scarves
  
  - B) Key producers who can be linked directly to exporter with very little product development:
    - Pik'Art – back painted glass (direct to exporter, may not require trade show exposure)
    - Couleurs d'Ailleurs – festive totes (direct to exporter, may not require trade show exposure)
    - Handi-Creations – natural-dyed cotton (pending interest in working with SAGIC and UNIDO and capacity to respond to both programs)
    - Le Canacla – hand washing stations (direct to retail importer, may not require trade show exposure)

- C) Marginal producers who should be offered the opportunity for further capacity-building and product development, depending on budgetary constraints:
- Noura Style – machine-embroidered home textiles, if they agree to develop home textiles
  - Tissafric – totes and table top, pending their commitment to improving design and finishing
- D) Budget permitting:
- MAM Productions could be considered for additional product development assistance in merchandising her current designs to upscale resorts and game reserves, which in turn may benefit others in the sector if she would agree to share information and contacts
- 3) Once the initial letters are sent and interest is confirmed there should be a half-day meeting with everyone to review the program including its investment criteria, demands of the market, and what would be expected from all participants including follow-up and training. Partnerships should be initiated at this meeting. It will be important to encourage transparency, and at the same time keep expectations in check.
- 4) After the half day meeting the MOUs should be sent, including an outline of expectations and designated partners. Once signed they can move on to the next step of training, product development, and market preparations.
- 5) Once all MOUs are signed a two-day “Export Readiness Workshop” should be conducted that would cover:
- Timeline for all project-related activities
  - Costing and pricing
  - Fair Trade procedures - why it is important
  - Sample process, related costs, and financial obligations
  - Shared information regarding cost-effective packing and shipping materials and possible group purchasing
  - Shared information about shipping costs and shared consolidation of shipments between groups and exporters
  - Trade show and market cycles in relationship to overall schedules and timing, samples due, orders placed, orders expected to ship. General overview of U.S. ordering cycles.
  - Quality control and production checks
  - Overall buyer expectations and market demands
  - Microfinance, how to access capital, and shared experiences

## Target Markets

While it is early to determine specific target markets prior to finalizing program participants, the following markets might be considered as training, product development, and exporter strengthening activities are organized:

- U.S. and European Fair Trade buyers
- Local markets that target the upper-end resort areas of Senegal
- ATA network of socially responsible importers selling to all segments of the home and accessory market
- ATA network of retailers who import direct and sell to the end consumer through the internet and retail stores
- Regional markets in SIAO and Ghana (producers and exporters attending as exporters)
- South African market (SARCD or DECOREX)
- Tourist destinations and game reserves regionally
- Interior design companies focused on the upper-end market focused on hotels and resorts

The second report that ATA will submit in January 2008, will include the following:

- Outline of in-country training for “Export Readiness Workshop”
- Recommendations for Distance Design by each producer group, number of items by collection and back-up material needed for additional marketing (e.g. FOB price lists, swatch cards, promotional materials, etc.)
- Recommended exporter mentoring process
- Outline of confirmation letter
- Outline of MOU
- Budget recommendations, including cost of sampling and product development

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## A T T A C H M E N T S

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- 1) ATA Producer Assessment Form
- 2) Draft ATA Tier Structure

## ATA Producer Assessment Form

**PRODUCER ASSESSMENT:**

**DATE:**

**EVALUATION BY:**

<b>CONTACT INFORMATION</b>	
Owner's Name	
Company or Group Name	
Location	
Email	
Office Telephone	
Mobile Phone	
Fax Number	
<b>BACKGROUND</b>	
How did the business get started?	
Number of employees (men, women & are they full or part-time)	
Working conditions	
<b>MARKETING INFORMATION</b>	
<b>Product &amp; Production Capacity</b>	
Describe products (range)	
Materials products are currently made from?	
What kind of tools are used (e.g. lathe, loom, kiln)	
Where are raw materials purchased? How often and in what quantity	
Any availability problems with raw materials? Seasonality?	
Production Capacity?	
Where do product ideas/designs come from? (internal/external)	
Experience making products to order? (distance design, computer access)	



Quality control methods (on production site or centrally located)	
<b>Costing &amp; Pricing</b>	
Example of cost, wages, and price of product	
<b>Promotion</b>	
Marketing collateral material available (collect samples)	
<b>Sales &amp; Distribution</b>	
Best selling items	
Where are they currently selling?	
Annual or Monthly Sales	
Current export activity (List port and exporter contacts)	
<b>BUSINESS SKILLS</b>	
Ability to handle letters of credit or wire transfers?	
Do they keep business records?	
Is access to capital an issue?	
<b>NEEDS (as stated by interviewee) &amp; any other comments</b>	
<b>SUMMARY</b>	

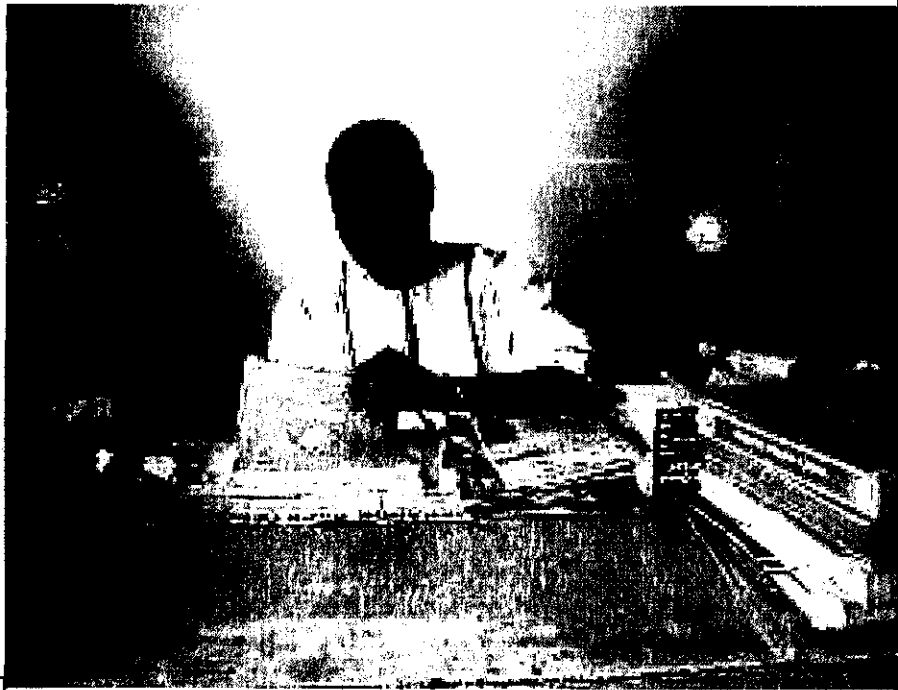
**Draft ATA Tier Structure**

	<b>TIER 1</b>	<b>TIER 2</b>	<b>TIER 3</b>
<b>SCALE OF BUSINESS</b>	Medium 20-500 employees	Small 5-50 employees	Micro 1-10 employees
<b>PRODUCTION CAPACITY</b>	Moderate to large Ability to expand	Small to moderate	Very limited
<b>EXPORT CAPACITY</b>	<ul style="list-style-type: none"> <li>• Currently exports</li> <li>• English capacity</li> <li>• Appropriate communication skills</li> <li>• Email – 24 hr response</li> <li>• Appropriate business registration for export</li> </ul>	<ul style="list-style-type: none"> <li>• Interested in export</li> <li>• Limited English</li> <li>• Perhaps regional export experience</li> <li>• Appropriate business registration for local business transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Export not feasible</li> <li>• Limited financial and other resources</li> <li>• Poor communication ability</li> </ul>
<b>TARGET MARKETS</b>	Local Tourism Regional US/Europe	Local Tourism Regional (No FOB)	Local Other markets through Tier 1 (No direct FOB)
<b>NGOs</b>	No	Yes	No
<b>COMMUNICATION (WITH BUYERS)</b>	Developed communication skills	Some communication skills - need to be substantially improved	No
<b>TARGET TRAINING</b>	FOB Orientation MRP	Regional/local MRP	Local MRP Domestic workshops
<b>FINANCIAL RESOURCES</b>	Yes	Usually not extensive	No
<b>SAMPLE PROVISION AND PROGRAM PAYMENT</b>	Producer pays based on sliding scale (based on exposure to market – not just sales)	<ul style="list-style-type: none"> <li>• ATA pays for 2-3 sets as requested plus freight</li> <li>• Producer pays for counter sample</li> <li>• Discount payment for late delivery</li> </ul>	<ul style="list-style-type: none"> <li>• ATA pays</li> <li>• Multiple copies until right</li> <li>• Advance for materials</li> <li>• ATA pays freight</li> <li>• Discount payment for late delivery</li> </ul>
<b>SALES</b>	> \$75K/year	\$25K-\$75K/year	<\$25K/year
<b>MOU</b>	Yes	Yes	Yes
<b>FEES - FOB SHOWS</b>	Producer pays <ul style="list-style-type: none"> <li>• Airfare</li> <li>• Food</li> <li>• Up to 3 sets of samples per show season +</li> </ul>	<b>Bundled Annual Fees</b> <ul style="list-style-type: none"> <li>• Includes pd, training, shows</li> <li>• Divided by target</li> </ul>	<ul style="list-style-type: none"> <li>• Work with ATA (PD, training)</li> <li>• 1<sup>st</sup> year no charge</li> <li>• After 1<sup>st</sup> year – modest fee (such</li> </ul>

	<p>freight</p> <ul style="list-style-type: none"> <li>Booth/show fee (fee will increase with each show; orientation included in fee; fee increases by X% if company does not send rep)</li> <li>Consultant daily rate (\$250/1-3 days)</li> </ul> <p>ATA pays</p> <ul style="list-style-type: none"> <li>Hotel</li> </ul>	<p>market (local/regional/ U S/ Europe)</p> <ul style="list-style-type: none"> <li>Fee increases each year (+ scale w/inflation)</li> <li>Suggested fee – 1 month salary at minimum wage</li> </ul>	<p>as 1 week at minimum wage)</p> <p>Separate fees for extra services such as local fair</p>
<b>FEES - WHOLESALE SHOWS</b>	<p>Producer pays</p> <ul style="list-style-type: none"> <li>Up to 3 sets of samples per show cycle</li> <li>Freight</li> <li>Consultant daily rate (\$250/2-3 days)</li> <li>After 3<sup>rd</sup> show cycle – must pay fee</li> <li>Rep expenses (hotel, airfare, food)</li> </ul> <p>ATA pays</p> <ul style="list-style-type: none"> <li>Fee (up to 3 show cycles)</li> </ul>	<p><b>Bundled Annual Fees</b></p> <p>See above</p>	<p>See above</p>
<b>FEES - MARKET READINESS PROGRAM</b>	<p>Producer pays</p> <ul style="list-style-type: none"> <li>Airfare</li> <li>Food</li> </ul> <p>ATA pays</p> <ul style="list-style-type: none"> <li>Fee</li> <li>Hotel</li> </ul>	<p>See above</p>	<p>See above</p>

REPORT 2- SUBMITTED BY  
AID TO ARTISANS TO UNIDO

SENEGAL CAPACITY-BUILDING,  
PRODUCT DEVELOPMENT AND  
MARKET LINKS ACTION PLANS



January 31, 2008

Senior Consultant: Jane Griffiths

Regional Representative, Africa: Lorraine Johnson  
[Lorraine@tveabo.co.mz](mailto:Lorraine@tveabo.co.mz)

Coordinator, Programs & New Business: Lauren Barkume  
[Lauren\\_Barkume@aidtoartisans.org](mailto:Lauren_Barkume@aidtoartisans.org)

# Aid to Artisans Report 2

## Capacity-Building, Product Development, and Market Link Action Plans

January 2008

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### BACKGROUND

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For over 30 years Aid to Artisans (ATA), a 501(c)(3) non-profit organization, has strived to foster sustainable economic and social benefits for craftspeople worldwide. Working in partnership with local producers, suppliers, exporters, and NGOs, ATA provides technical assistance in product development, business management and marketing to assist artisans strengthen their craft businesses and enter the global marketplace. ATA's uniqueness lies in its multi-faceted approach to artisan enterprise development, which builds on people's traditions while strengthening technical and business skills to transform local raw materials into more marketable product collections destined for local, tourist, regional or international markets. Through single-country projects, regional programs, short-term services and a small grants program, ATA provides needed and tailored support to maximize artisans potential for success.

#### *Aid to Artisans and UNIDO in Senegal*

Aid to Artisans (ATA) is currently collaborating with UNIDO's Corporate Social Responsibility, Fair Trade, and PADELU programming in Senegal to assist artisan partners in accessing markets more effectively. ATA's activities contribute to UNIDO's efforts to link PADELU's small business development approach with market access initiatives for selected artisan enterprises.

Through current UNIDO support, ATA conducted a one-day workshop on market approach, trends, and buyer expectations with twenty (20) UNIDO classified Group A and Group B producers as well as groups supported by the SAGIC program. ATA distributed ATA's "Market Readiness" and "Costing and Pricing" manuals in French, and a CD of trends to all participants.

Twenty-four artisan enterprises and three exporters were assessed during the grant in order to establish needs and next steps, and to select companies for further, more intensive interventions. A more in-depth assessment of each producer, including business capacity, technical assistance needs, product development suggestions, and suggested market linkages can be found in Report #1.

This collaboration also builds on ATA's institutional experience as part of the USAID Economic Growth (USAID EG) project in Senegal, for which ATA is currently implementing business development activities and providing short term technical assistance that links artisans working with locally grown cotton to new market opportunities - building their capacity to effectively respond to customer demands with appropriate products and services. ATA is interested in leveraging additional resources for Senegal's artisans, and enhancing the impact of international and short-term technical assistance.

#### *UNIDO in Senegal*

UNIDO's Private Sector Development activities in Senegal commenced in 2002 and led to the implementation of a variety of projects in network development and UNIDO's methodology for SME assistance which focuses on developing joint business ventures to obtain synergistic results. UNIDO also commissioned the "Gateway" study to assess the viability of various artisan producer groups in Senegal. Information on artisans' products, prices, manufacturing, and export capacity was collected and presented to potential buyers, traders, and retailers. ATA then assessed and classified twenty-four artisan enterprises, according to their capacity to respond to the demands of target

markets. Through the assessment many producers were reclassified based on the ATA *tier* rankings related to market readiness. ATA's consultant also identified additional artisan enterprises for consideration under the program

#### *Reporting*

Three reports are included as part of this effort:

- 1) Report 1 includes an assessment, analysis of producers and their capacity and general outline of target markets, as detailed in the Terms of Reference.
- 2) Report 2 includes the training outline and assistance needs for market preparation, as detailed in the Terms of Reference.
- 3) The Final Report will cover all work performed under the contract, including a proposal for future activities.

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### PHASE 1 ASSESSMENT OVERVIEW

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The objectives of Phase 1 of the ATA UNIDO partnership was to assess artisans enterprises identified by UNIDO (Gateway) based on their ability to meet the demands of the marketplace, and to set the groundwork for future business strengthening through product development, capacity building, and market linkages. Phase 1 activities and recommendations included:

- ATA assessed and classified 24 artisan enterprises based on the ATA *tier* rankings (*see ATA Tier Structure criteria and enterprise rankings attachment 1*)
- Identified two exporters: Taf Taf and Soli-San
- Identified 9 enterprises for further support divided by market needs based on ATA criteria:  
*GROUP A* - Key Tier 2 producers recommended for intensive capacity-building and product development activities: ACOMA, Brodeuses de Grand Yoff, La Navette d'Or, Nulangee, Promofil.  
*GROUP B* - Key Tier 1 and Tier 2 Producers who need basic merchandising and could go direct to importer:  
Tier 1: Pik'Art, and Tier 2: Couleurs d'Ailleurs, Handi-Creations, and Le Canacla.
- Designer mentoring: Mariama Sylla, a businesswoman and potential exporter was chosen as a local coordinator for the project due to her strong design, production and marketing skills. ATA's goal in choosing Mariama as local coordinator was to strengthen local abilities and provide growth through this mentoring opportunity working with ATA International Design Consultant Jane Griffiths.
- Facilitated a one-day capacity-building session for twenty (20) Group A and Group B producers
- Identified potential target markets including local, regional, U.S., and Europe

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### RECOMMENDATIONS FROM PHASE 1

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Based on field assessment and ATA's intimate knowledge of craft value chains, ATA recommends a series of training, product development and marketing activities, as described below in order to accomplish UNIDO's goal of:

- 1) Improving local design capacity
- 2) Strengthening potential exporter participation
- 3) Capacity building
- 4) Assessing the capacity of selected UNIDO artisans
- 5) Developing an implementation plan.

Point 4 has been completed with the recent December 2007 assessment and the remaining points will be addressed in the recommended action outlined in this report which will also include the tasks outlined in the TOR as

- 1) Trade show preparations
- 2) Distance mentoring
- 3) Buyer visits
- 4) International trade show scouting
- 5) International trade show missions and participation.

The ideal scenario for a 6 month cycle would include capacity building, product development, and meeting the market through trade missions and buyer visits, which would include:

### 1) Capacity building (2 - 3 day workshop)

- Extensive costing and pricing (shared experience seek ways to partner in purchasing raw materials or shipping materials)
- Market cycles
- Buyer relations, how to develop sustainable relationships, how to protect yourself and your buyers
- Shipping and documentation
- Quality control and consistency
- *Managing production for on time delivery*
- Preparing for marketing missions
  - Preparing for a trade show, what to expect and how to act
  - Trade show set up
  - How to act as an exporter representing other artisan enterprises that do not have access to E-mail or speak English

This two to three day **Capacity Building** workshop is essential in preparing the stakeholders for the product development and marketing cycles and to put in check any unrealistic expectations. The workshop would be conducted by an ATA consultant who could also act as the mentor through the process from product development to preparations for meeting the market. Although the workshop will focus on preparing the stakeholders for the upcoming activities, one day should be dedicated entirely to costing and pricing – a key constraint to selling in the U.S. market. ATA suggests that the one day costing and pricing workshop might be offered to all the producers who were part of the initial assessment, unless UNIDO thinks there may be conflict for those who were not selected for the next phase. The workshop would also provide the participants the opportunity to share their individual experiences and ideas on how to work together on issues like shared raw material purchasing, sourcing for boxes and packing material, and possible consolidated shipping.

### 2) Product Development (in-country consultant working with each group)

- How to interpret and apply current design trends
- Market cycles and seasonality issues
- How to develop a product collections, reinforces the need for on going product development in order to sustain and grow their business
- How to develop products to a price point, including adding design value
- How to manage and organize the creative process
- How to work with local designers
- Cost effective sourcing of raw materials
- Internet research on design and market trends
- How to manage the sampling process, counter samples and buyer sign-offs
- Current Global Market Trends

In order to attract potential buyers it requires trend based competitively priced product. The **Product Development** process would include working in partnership with local designers, producers, and exporters in developing "collections" and preparing marketing materials like color swatches, shape guides, size ranges, or raw material options. It will be important to provide the potential importing buyer with as many choices as possible; creating exclusive designs and collections will be their goal!

Based on the producers who have been identified in the initial assessment, the following collections and SKU (Stock Keeping Unit) might be suggested, it is important to understand that things change during the creative process, therefore these numbers should only be considered a general guideline or estimate of collections and SKUs. Developing collections within a design direction provides the buyer and end consumer the choice of a price or size, at the same time it builds sales through multiple sales within a collection.

**A GROUP** - Key Tier 2 producers recommended for capacity-building and product development activities:

- **Promofil - 3 collection about 16 SKUs**
  - Deconstructed tote and scarf collection bright - 4 SKUs
  - Deconstructed tote and scarf collection neutral - 4 SKUs
  - Trend color collection scarves – 6 SKUs
- **ACOMA – 3 collections about 17 SKUs**
  - Totes bright collection, new shapes - 2 SKUs
  - Travel bag collection bright as above - 4 SKUs
  - Totes natural collection new shape and sizes - 3 SKUs
  - Travel bag collection natural - 4 SKUs
  - Trend-forward colors tote and travel collection - 4 SKUs
- **Brodeuses de Grand Yoff - 3 collections about 16 SKUs**
  - Small lingerie bags - 4 SKUs
  - Small pouches for travel - 4 SKUs
  - Pillow and throw collection - 4 SKUs
  - Pillow collection - 4 SKUs
- **La Navette d'Or - 3 collections about 15 SKUs**
  - Scarf collection - 6 SKUs (colorways)
  - Shawl collection - 6 SKUs (colorways)
  - Throws – 3 SKUs ( colorways)
- **Nulangee - 3 collections about 16 SKUs**
  - Tote collection - 6 SKUs
  - Pillow collection - 6 SKUs
  - Small metal bug collection - 4 SKUs

**B GROUP** - Key Tier 1 and Tier 2 producers who could be linked directly to exporter with very little product development, but would need capacity building:

Tier 1:

- **Pik'Art - 2 collections about 16 SKUs**
  - Merchandise collections as is - 10 SKUs
  - Develop one new nature related collection - 6 SKUs

Tier 2:

- **Couleurs d'Ailleurs – 3 collections about 10 SKUs**
  - Merchandise collection based on sizes and best sellers – 10 SKUs
- **Handi-Creations – about 10 SKUs**
  - Pick up scarf collection from New York Show August 2007
- **Le Canacla – about 3 to 4 SKUs**
  - Three washing stations based on best sellers and packing issues
- **Taf Taf – 2 collections about 10 SKUs**



- Although they are one of the selected exporters, review best sellers and consider

The expected results of the product development activity would be:

- Strengthened group of producers, exporters, and local designer who will have an understanding of cycles and a standard product development process
- 10 producers being offered to potential importers
- Approximately 25 collections developed and/or merchandized
- Projected 125 new SKUs

### 3) Meeting the Market

Depending on the overall budget there are three scenarios to consider: **marketing missions, international trade show participation, and buyer visits.**

**A) The marketing mission** is a guided visit to a target market, usually in conjunction with a trade show to maximize the number of buyers met. The goal of the marketing mission is to provide an introduction for artisan businesses to the target market, evaluate their potential to exhibit in future shows, and to make recommendations for their successful participation. The opportunity to link artisan businesses and their products with mainstream, sales markets is a practical means to export sales. Marketing missions owe their success to ATA's extensive network of business contacts and buyer relationships that ATA has established in the commercial wholesale and retail markets in the US, Europe and South Africa. ATA puts this contact network to work to generate buyer leads once it is determined that artisan groups possess the necessary production and business capacity to go to market. The presence of ATA's experienced consultants or staff, who serve as coaches, improve the results from this first-hand experience. Artisan business owners better understand their target goals and polish selling strategies before launching their product. Marketing missions provide the expert guidance that enables companies to successfully negotiate markets sooner.

**B) International trade show participation** at the New York International Gift Fair is a primary venue to introduce new buyers and increase international sales. ATA has an extensive network of business contacts in commercial wholesale and retail markets in the United States which enable us to effectively promote artisan enterprises to appropriate buyers in order to develop long-term relationships. Face to face contact is still a critical part of business relationships, and over 450 importers and retailers visited ATA's booth last August 2008. A wise strategy of investment is a three show commitment for market-ready artisan enterprises, as results typically don't show until a presence in the market has been established.

**C) We have found that the most effective way to solidify business in the craft sector is for the buyer to travel to the producer.** In consideration of the remaining funds allocated for the second phase of this program, ATA recommends **buyer visits** as the most effective investment and the producer's greatest possible contact with the market. In ATA's experience, approximately 75% of buyers place a significant order within six (6) months of their visit. Other projects have shown that buyers who invest in traveling to a new country typically place \$12,500 in orders as a direct outcome of the trip.

ATA's experience has consistently shown that subsidizing airfare as an incentive for buyer visits is the right level of incentive: enough that they agree to go, but not so much that they would go if they are not serious. Buyers still must invest considerably in the project, \$7,000 to \$15,000 per buyer, plus the cost of the order. Buyers whose airfare is covered generally spend more money on orders because of the money saved on travel expenses.

ATA's buyer visits are successful because our research ensures that both buyers and the artisans groups are well matched for a beneficial commercial relationship. Aid to Artisans recommends these buyer incentives only after researching potential buyers for a close fit with interest, production

capacity, and likelihood of repeat business. ATA will be able to build off of initial market contacts and buyer inquiries collected through other work in Senegal with USAID EG. ATA provides buyers with detailed information on the specific artisans groups, their product ranges, production capacity and resources available so that buyers can make an informed investment when deciding to expand their business to a new country or new group. With this in mind, ATA recommends the following outline to arrange an effective in-country buyer visit:

- Develop an **artisan directory** for Senegal with a page per artisan group perhaps that provides all necessary data e.g., and at least one photo of a product or products that most represent their current design style and quality. It would include a page for each potential exporter outlining their current producer relationships and who they represent. The directory should include all producers from the UNIDO A and B lists, and producers involved with the USAID EG program. The directory would be the main tool to entice the buyers and give them the opportunity to identify who they might want to visit in-country. As a long term benefit, each artisan enterprise would receive a concise professional piece of English marketing material about their company that they could use for their own business.
- The artisan directory would then be **printed and distributed** to all potential buyers from the 63 members of the ATA Trade Network and other interested businesses. A total of 23 buyers from ATA contacts as well as the ATA Trade Network have already expressed interest in Senegalese products. The directory would be distributed with a cover letter stating that there are four buyer incentive trips to Senegal for which interested buyers can apply to ATA by submitting an application form. The incentive would cover: international airfare, in-country transport, and some translation and logistical coordination. ATA would also promote this opportunity on our website and to our commercial client mailing list, which will attract both importer/wholesalers and direct-import retail stores.
- The directory would also be distributed to **the exporters**, which will allow them to review the potential producer groups, identify those groups that are of interest to them and best potential “fit.” Exporters should contact the producers on their own to explore a business relationship within a natural market context **in anticipation of the buyer visits**.
- ATA would hire a local English speaking coordinator who would be with the buyer for up to three days of their trip, provide airport pick up and drop off and a driver while the buyer is with the local coordinator. UNIDO would pay for the buyer’s airplane ticket, and ATA and UNIDO should develop a fast approval process for quick purchase of airfare tickets.
- The buyer may want to meet with the potential exporters first to access their capabilities and review the producers they have agreed to represent. The buyer can then determine if they want the exporter to join them on each of the producer meetings. It would be best for the exporter to work with the buyer in order to understand the process and what will be required in the follow up stage.
- ATA’s experienced marketing team will be available to help problem solve issues or confusion between exporters and buyers if needed during order follow up.

Aid to Artisans recommends follow on funding to capitalize on the momentum generated by the first consultant trip. As funds are limited, ATA recommends targeted buyer visits, which are the most effective investment and the producer’s greatest possible contact with the market. A detailed proposal outlining activities and budget will follow in Report 3. ATA would be in a position to suggest longer term recommendations upon the completion of Phase 2 should follow-on funding be available.

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## ATTACHMENTS

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1. ATA Tier Structure criteria and enterprise rankings