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**TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS  
IN THE FOOD PROCESSING INDUSTRY IN NORTH VIETNAM**

**(PROJECT N° US/VIE/94/109)**

**VALIDATION  
REPORT**

**UNIDO**  
September 1997

## **Structure of our commentaries**

**Remark**

**Which page**

**Where in the text, in the paragraph titled ...**

**Add, delete or advice : *when you have to add some words, they are in italics***

### **Orthography Page 9**

#### **3. Analyse the beliefs using three questions**

sometimes if the beliefs

### **Modification Page 13**

#### **4. Explain the brainstorm method**

**Add :** *one person (the teacher) has to be the leader i.e., the organiser of the group who coordinates and gives new ideas*

### **Commentary page 16**

There is a contradiction : it is a group learning exercise but you give a prize to one person, the winner. Indeed that kind of lottery is not a good form of training for adults. This training process is based on competition. It is a form of evaluation which emphasises that someone knows and someone does not know. The idea of a game is a good one but the game must not be a competitive one.

### **Commentary page 17**

#### **1. Explain needs assessment**

For the problems identified by the group who can not be met through training, it is important to give ways of solution to resolve that kind of problems (person to contact, address, ...)

### **Commentary page 24**

#### **6. Summarise**

Ask the group : it's not easy. It's easier to ask each person individually to come up with a definition of management. Then, the teacher has to summarise.

### **Commentary page 28**

Add and delete some phrases, see appendix 1

### **Add a new session before the session « introduction to marketing »**

Before starting this session concerning the marketing it is important to help the entrepreneur in generating a structured strategy by analysing her personal characteristics and knowing the key factors of success in her future business. Moreover the entrepreneur has not yet define precisely her project/ activity. It is time to do it.

We propose to add a session titled « testing the idea »

See appendix 2 of this report

### **Commentary page 48**

**Add in the checklist a new question :** *Does a similar product/ service exist ? If there is no similar product, which product do people use instead of your product ?*

**Add question 3 :** *How old are they ?, How much money do they earn ?, What do they read,...*

**Add question 8 :** *What is the evolution of client's needs ?*

**Add question 13 :** *How much or how many do they buy each year or each month ?*

**Add question 14 :** *or are they more people buying this product*

**Commentary page 50**

**Add in the checklist 3 new questions :**     *How will the competitors react when I will start to take some of their business ?*  
                                                              *How many relevant competitors are there ?*  
                                                              *What are their projects ?*

**Commentary page 66**

The five first questions have to be at the end of the questionnaire because they are personal and they could be indiscreet : therefore these questions could refrain some people from pursuing the interview.

**Question 8 : add in :** who buys Soya milk products **in** your family ?

**Commentary page 67**

- The question 1 must be at the end of the questionnaire because it's a personal question (see above)
- **Add this first question :** *What are the characteristics of the product that you like to use ?*

**Commentary concerning the text « investigating of consumption habit of processed food in the near future »**

- The level of English is too poor.
- It could be interesting to add graphs to help people analysing this case study

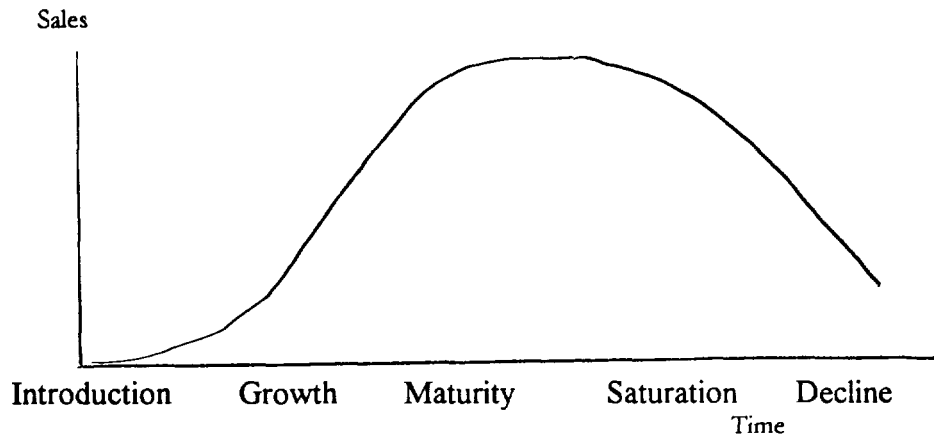
**Commentary page 94**

**e. Cost / benefit**

*Add :* how much do you think you can sell during the first year

### Commentary page 96

The example of the sun is not a good one. It is visual but the curve is not representative.



### Commentary page 129

**Product :**

**Delete :** « do you offer a variety of products to your customer [...] The more variety you have, the more customers you will attract. »

**In place, put :** *Knowing how your product is perceived by your customers and non customers helps you to take decisions concerning your business :*

- *which new product do have you to develop ?*
- *which product do you have to delete ?*
- *how to ensure the highest profitability with the smallest product range ?*
- *how to attract new customers ?*
- *which diversification is the most suitable for the enterprise ?*
- ...

*The perception of your product depends on :*

- *intrinsic characteristics (composition, performances, quality, ...)*
- *the image,*
- *the name,*
- *the packaging,*
- *the product range,*
- *in which phase of the product life cycle is your product, etc.*

### Commentary page 130

**Place :**

**Add this question :** *Are you going to sell directly your product or are you going to use the help of distributors ?*

### Commentary page 131

It is necessary to add a definition of the communication process and to present this page with a structure. Newspaper is not a method of promotion. There is five different methods of promoting a product or a service. For each method you have a variety of elements of communication.

Our suggestion for this page : see appendix 3

### Commentary page 133

#### **5. Effective promotion**

Before this paragraph, you have to explain how to select a form of promotion.

#### **Add :**

*To select the appropriate form of promotion, the entrepreneurs must have gone through the following steps :*

- 1. identify precisely the target group*
- 2. determine the goal of the promotion*
- 3. define the message that he/she wants to communicate*
- 4. study the promotional methods of their competitors*

*Then they are able to choose the best way to promote their product(s)*

### Commentary page 134

#### **Add those remarks**

- you must determine the aim of your communication (I want that people know that my product exist, I want that people want to buy my product, I want to let everyone know I'm around, ...)*
- you have to know the message of your competitors*
- in accordance with the target group and the aim of the communication you choose the appropriate message and then the method of promotion*

### Commentary page 135

**Delete the question** « How do you think it will increase your sales ? » it is impossible to give a valid response.

### Commentary page 138

This is the same problem as the one in page 131, you have to give a different structure.

This is our suggestion, see appendix 4

### Orthography page 143

Strategy

### Commentary page 149

**Add a the end of this page :** *Why does the producer decide to work with distributors ? it could be for different reasons : in particular , because of the high cost of personal selling and because of their experience and their market's knowledge,...*

### Commentary page 151

How to select the most appropriate method of distribution ?, **add 2 more questions to answer**  
*- distributor's financial situation, marketing experience and network*

*- the cost of the different alternative distribution channels. Identify the solution that offers the larger profit.*

**Commentary page 191**

4. Why is it important ?

*Add : to know how much profit you made*

**Commentary**

**Since we did not receive the document concerning all the subject covered in week four (except day 1) and six, we can not valid this part of the training manual.**

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Trainer's Guide No.11  
Session title: Successful woman entrepreneur

### ENTREPRENEURIAL CHARACTERISTICS

The guest speaker

Yourself

What are some entrepreneurial behaviours that you learned from this successful woman entrepreneur?

What are the characteristics that you have

**Delete** (and/or want to develop?)

**Add**

*What are the characteristics that you don't have and that you have to develop ?*

*How are you going to develop those characteristics ?*

- she is persistent
- she grabs an opportunity
- she takes a moderate and informed risk
- she makes a effort to obtain information
- she strives to improve quality
- she leads people to do what she wants
- she sets a goal for herself
- she plans ahead, and monitors the results
- she rebounds from failure
- she invests for tomorrow (**orthography !**) rather than spending today
- **Delete** she is un-concerned about what others think of her
- she is enthusiastic (**orthography !**)
- she is self-confident

**Add**

- *she wants to succeed*
- *she has the ability to decide*
- *she has the ability to work intensively*

## **APPENDIX 2 - New session : TESTING THE IDEA**

**OBJECTIVE** : by the end of this session participants will have :

- (1) defined their project / activity
- (2) identified the key success factors in their business
- (3) analysed their personal weak and strong characteristics in relation with the project.

### **SESSION GUIDE**

**When you look at the analysis of your business is it, honestly, a good activity FOR YOU ?**

**(1) Ask the entrepreneur to define precisely her project/ activity ( I sell what, to whom, at what price, for which need, ... ?)**

**(2) Ask the entrepreneur to find the critical success factors for her product/service and business**

Critical success factors are those areas of your business which are crucial to your success or failure in this particular business.

How could you identify the key success factors ? The best way is to interview people who are experts for this business. People who know your future clients (competitors, suppliers, ...).

**(3) Help the entrepreneur to analyse the strong and weak personal characteristics relating to her activity**

**How could do you this ? By analysing :**

1. your profile : weak and strong characteristics
2. your background, and expertise (professional background, technical expertise, ...)
3. your resources (financial, human, material, ...)

**(4) Give an example : see handout 1**

**(5) Conclusion**

**What are the different options if the activity does not fit with your individual analysis ?**

==> stop the project/ activity

==> develop the missing aptitude

==> enter in partnership with someone who has this particular factor

==> modify the activity in order to minimise the importance of this weak aspect.

## Handout 1

### Activity : an 1 hour development photo laboratory

KEY SUCCESS FACTORS :	+ OF THE ENTREPRENEUR	- OF THE ENTREPRENEUR
experience in the photographic development	I have worked during 5 years for the Kodak Company	
computer background	At home I used to work on my computer	
a high speed service	Because of my professional contacts with the Kodak company, I have the possibility to buy at a very price a very sophisticated machine	
quality of the financial management		no background and no experience in management
the location of the shop, in a shopping street or in a very tourist district	the shop is in the street of the most famous museum of the city	

## APPENDIX 3 - Commentary page 131

### A. Definition

Communication process =

**Who said what, to who, to what effect and through which way**

### B. Methods of Promotion: Advantages and disadvantages

#### I. Advertising

##### I.1. ADVERTISEMENT IN THE MEDIA

###### **in newspaper:**

- + flexible, can change content, **add** *rather targeted* audience
- many ads to compete with, no colour, not permanent, throw away after one day, expensive

###### **in magazine**

- + people keep them longer than newspaper, better colour
- not as wide circulation as newspaper, expensive

##### I.2. NON MEDIA ADVERTISING

###### **Posters**

- + large, **delete** *lots of content*, picture, colour, portable, cars make many, target place, inexpensive **add** *to produce*
- lots of competition, **add** *good coverage of target group* : expensive

###### **Home-made videos**

- + interesting to watch, can contain a lot of information
- expensive, need equipment to make and show, need to get people to sit and watch, takes time

###### **Displays**

- + product is available, customer can see it and buy it, ease of access, can display in several shops
- need shop's permission, takes up space

###### **Packaging:**

- + already part of your product, no extra cost or effort
- only effective at point of purchase

###### **Signs**

- + large, permanent, durable, good for shops where there is much traffic
- expensive, fixed

## **II. Direct Marketing**

### **Mailing**

#### **Leaflets**

- + cheap, portable, easy to distribute, can target events, people, places
- distribution is labour intensive, people tend to throw them away ...

## **III Sales promotion**

### **Game- lottery**

#### **Free Samples**

- + customers can taste your product
- might be expensive, labour intensive

#### **Gifts:(pens, stickers, carrier bags, T-shirts, hats, calendars, etc.)**

- + permanent & reusable reminder to customers of your product, they like gifts **ADD !! Be careful they are legal rules concerning that kind of free gifts !!**
- expensive

#### **Discount ticket**

#### **Animation - tasting on the point of sales**

...

## **IV. Public Relation**

### **Press release**

#### **Event**

#### **Visit of the premises**

#### **Invitation of customers, suppliers**

—

## **V. Sale**

### **Personal selling**

necessary when selling to other companies, distributors, you can control situation, you can demonstrate product, give samples, only costs your time  
takes time, needs much practice and skill

...

## **VI. Miscellaneous**

### **Business cards**

+ same as leaflets, good for **delete** other businesses **add** *business to business*, they can be kept in a book

- not much space for content, small

### **Word of mouth (your reputation)**

+ best and cheapest form of advertising: satisfied customers will come back and tell others about you, you can suggest to your customers to recommend you to others

- you cannot control what people say about you, only try to influence it with good products and service **add** *since it needs only one dissatisfied customer to destroy a good reputation.*

### **Letter paper, presentation of documents**

### **Office, place of purchase (localisation ,style)**

### **You an your staff (style, way of working, ...)**

**Other methods exist but may be not appropriate for small scale entrepreneurs: Radio, TV, Cinema, Trade fairs, Trade journals**

## Different methods of promotion

### **I. Advertising**

**Add :** *The advertising is the way you communicate to the consumer to persuade them to buy your product.*

#### **I.1. ADVERTISEMENT IN MASS MEDIA**

These are means of sending messages which reach large numbers of the general public *with the purpose to obtain later in the shop a purchase*. The cost of mass media is based partly on the number of people who are reached: this means of communication is thus usually very expensive. The cost can be justified if your target audience is the general public, or a large segment of it.

The danger in using mass media is that you are likely to waste your money paying to reach many people who you do not need to reach, in order to reach the few who actually are your target market. Even when your target market is the general public, you should identify the particular segment you want to reach (middle-class women, people who like to travel, etc.) and then choose the mass media which reaches this segment most efficiently.

The various kinds of mass media are the following:

#### **Newspapers**

- + lower cost than other mass media; geographically selective **add :** *good local coverage, credibility*
- each issue is thrown away quickly, and your advertisement with it **add :** *quality of reproduction*

#### **Consumer magazines**

- + they are aimed at particular kinds of people; they are designed to attract customers

#### **Television**

- + reaches the greatest number of people; greatest impact
- is not selective; very expensive

#### **Radio**

- + spoken words can be very persuasive **add :** *geographically selective, reasonable cost*
- add :** *does not create any image*

#### **Posters**

- + posters along roads, railways and in shopping areas, anywhere where large numbers of people gather, are an excellent form of advertising; the effectiveness of the poster depends on its size, its presentation and the number of people who see it.

**Add :** - *expensive since it needs a large number of posters in selected locations to get an significant impact.*

### I.2. ADVERTISEMENT IN TRADE PRESS

Trade publications include magazines, newspapers or newsletters which cover subjects of interest to particular trades, industries and professions.

The trade press can be an important tool for marketing communication. Their number of readers is often small, but at the same time they are highly specialised so that they can provide a most efficient way of reaching the right people.

If you have correctly analysed your marketing communications needs and have identified your target audience, you may find the trade press a good way to reach it at lowest cost.

### I.3. NON MEDIA ADVERTISING

#### **A. Advertising at the point of sales**

There are a variety of ways to promote your products in the retail shop, that is at the point of sales : for example, display of products, demonstrations and samplings, special events.

Point-of-sales can be very effective because it influences the consumer at the moment of choosing and buying a product.

This technique involves incentives to the retailers to persuade them to use your display material in the most effective way or to hand out sales literature to the customers.

#### **B. Advertising on your product : the packaging**

Packaging is not only an important part of your product but it also represents an opportunity to promote your product by increasing its visual appeal. Packaging is sometimes called the 'silent seller' because attractive packaging can influence people at the point of sales. Your brand name and therefore your reputation for quality are closely associated with your packaging, as customers can recognise your product from the packaging. Labels on your packaging are an important promotional tool: they should be inviting, informative, neat and tidy.

## **II. Direct Marketing**

**delete :** Direct advertising. This term describes [...] samples and gifts

**add :** *This term describes an interactive marketing which use one or more tools to obtain an answer of your target group. Those methods of promotion are aimed directly at specific and named customers. It offers a very good selectivity and it allows you to make personalised message. The most obvious example is direct mail.*



## Direct mail

Direct mail involves sending of material, including sales literature **add** : , *samples and gifts*, through the mail to selected prospective customers.

The advantage of direct mail is that it is very targeted (**orthography**), there is little wastage in terms of delivering your message to the wrong people, as it can happen with an advertisement in the newspaper for example.

You can use your own list of contacts or you can buy lists of customers.

Direct mail falls between personal selling and more general publicity. You will have to consider the cost per contact and the impact you hope to make.

### Sales literature

This is printed material containing information about your product (leaflets, catalogues, price lists). Sales literature comes in all shapes and sizes, although there is increasing preference for the international A4 size.

The big advantage of sales literature is that it can be read at the customer's convenience. But it needs to be carefully designed, well printed and free from mistakes in order to make a good impression.

Sales literature must be put in the hands of the people who should read it.

### Samples and gifts

Samples are another valuable form of direct **delete** advertising **add marketing**. An actual sample of your product is worth a thousand words. Samples can sometimes be sent through the post as part of a direct mail shot

Gifts are often given at special times of the year, like Tit. Your gift should always have some connection with your company, as well as suit your customer's taste.

**Add** : *Sales literature, samples and gifts are materials which can be distributed by direct mail, or they can be given away at trade fairs or store promotions. They may also be given by salespeople to prospective customers.*

## III. Sales promotion

**Add** : *This term describes the techniques which are aimed to increase, in a short term, the demand of the market.*

*The most obvious examples are :*

- *game and lottery,*
- *free samples*
- *gifts*
- *discount ticket*
- *tasting in the shop, ...*

## **IV. Public Relation**

**Add :** *This term describes the techniques which are aimed to obtain the trust, the sympathy, ... of different publics who are able to influence positively the development of your product.*

*For example :*

- *sending a press release to obtain an article in newspapers The advantage of that kind of publicity over advertising (aside of the fact that it costs you nothing) is that the message on you appears as news rather than as advertising from you.*
- *organisation of special event,*
- *invitation of your suppliers*
- *visit of your company,...*

## **V. Sale**

**Add :** *this term concerns the method of giving an oral presentation of your product with one or more potential customer.*

### **V.1. PERSONAL SELLING**

Personal selling is the most direct and usually the most effective means of communication. It is the most likely way to obtain sales order from customers.

We can only reach a limited number of people this way. You may be in a marketing situation where you need only communicate with relatively few people in order to achieve your marketing objectives. For example, your target market may consist of only a few important customers, in this case personal selling may be the only form of promotion you need.

But if you want to influence people all along the marketing channels, from distributor all the way to the end user, personal selling is not an efficient way. To influence individual consumers means reaching tens, hundreds of people. Personal selling obviously could not do this job: you would have to use other means that can reach people in large numbers and over great distances.

### **V.2. TRADE FAIRS AND EXHIBITIONS**

The purpose of trade fairs and exhibitions is to attract the customers to you, as opposed to personal selling usually involving going to the customer. It can be a valuable marketing communication tool but it can also be expensive and time-consuming.