



ICARDA

Planning **Motivational**
Risk taking **Inspirational**
Business **Entrepreneurship**
Unemployment **Goal setting** Festival, family...
Attitude
Information seeking Poverty
Dream
Teamwork Training **Change**
Process **Persistence** Time management
Conflict One, two, ... **Vision**
Commitment Means ...



Entrepreneurship and Business Skill Development Training Manual

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Prepared by: Esayas Mulatu

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Introduction

General Summary

Research has proven that wealth of individuals, communities and nations is highly driven by entrepreneurs. The livestock sub-sector, including the sheep fattening, is an integral part of the dominant agricultural sector in Ethiopia. Introducing and promoting entrepreneurship in such an influential system is imperative to create job opportunities and drive changes within farming communities. More importantly, entrepreneurship is the foundation of business development and empowerment of young people and women. It offers them a good opportunity to control their circumstances, help to recognize business opportunities, improves self-esteem, knowledge and skills to respond to situations.

In collaboration with the National and Regional Agricultural Research Centers, the International Center for Agricultural Research in the Dry Areas (ICARDA) embarked on scaling up improved sheep fattening practices and technology in three regions (Amhara, Oromia and SNNP) of Ethiopia. Its priority interventions include a progressive expansion of a network of benchmark sites in form of sheep fattening youth cooperatives (YCoop) and on-farm model farmers (champions) as disseminators of proven sheep fattening technologies and practices as well as facilitators of participatory learning.

Objective of the manual

Lack of entrepreneurship and business management skills are among the limiting factors for scaling up of sheep fattening. This is; therefore, the manual is developed with the aim of building the capacity of organized youth and women groups, cooperatives, in order to effectively plan, organize, lead, implement, monitor and evaluate their business activities. It is designed in simple to understand and supported by examples demonstrating local contexts.

Methodology

The entrepreneurship skills and business development training manual follow participatory and the principles of adult learning approaches. It integrates presentations and practical exercises that enables both individual and diverse groups to learn, work and act together, focus on issues of mutual concern, identify opportunities and challenges as well as to explore issues from a variety point of views.

The manual has three main chapters. Chapters one, covers attitudes, chapter deals with Abilities of successful job creation and chapter three discusses on business administration skills.

Chapter I: Preparation

1.1 Attitude

Objectives

- To describe about attitudes
- To show attitude is the bases of all elements of our life
- To generate better understanding between trainees about proper business attitude that helps to succeed in business

Defining Attitude and awareness creation

Attitude is the way we are looking anything or incidents that could happen in our life. Throughout our life any things may not happened. This is called phenomenon. The phenomena by itself will not bring any changes. It is your concern and interpretation give meaning and high value for the phenomenon. The interpretation is determined by your attitude. This means all the interpretations you have been given for phenomenon/happenings are the bases to define your today's fate. Even your today's decision to read this manual by itself is a good opportunity and part of the attitude. The interpretation you gave tells you that it would be important to read the manual.

The undermentioned Hippo picture clearly shows that how attitude is causes for phenomenon.

"It is an attempt to explore beyond those occurrences looking independent and lonely phenomenon and investigate the details structured factors and related cases happening."

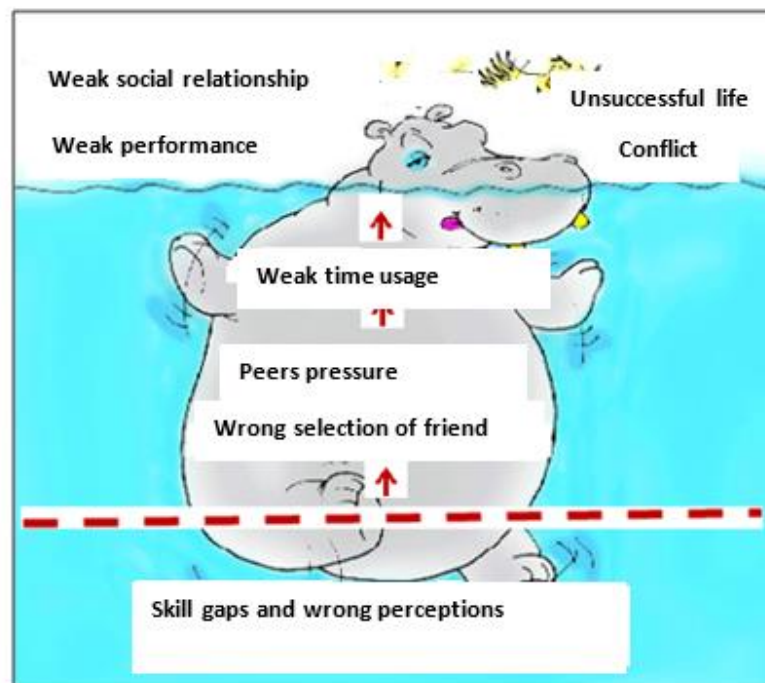
- Once we understand the details of factors and realities causing the phenomenon we can have capability to find absolute solution and mechanisms to respond to the phenomenon
- When *"System Thinking" is no more mere theories or surface understanding, but an ART, something in your "hand", in your mind, in your own creation, ... that is the power you feel* (Joseph O' Connor and Ian Mc Dermott 1997).
- This needs special looking and attitudinal change

The example of Hippo

Phenomenon

Related influencing factors

Basic factors



The main lesson we learn from the example is that any phenomena happening in our life has its own causes. Biased attitudes or the way we see the occurrence wrongly will influence the reality to shift into unnecessary directions (for instance inappropriate selection of friends). This is therefore, bringing attitudinal changes would help us to manage any phenomenon and to shape occurrence towards our interest.

Attitudinal system rules

- *Connectivity rule:* all things across the world are connected to each other. For example, we can see human body systems. The connection between blood circulation and nerve systems, respiratory system and blood circulation systems and the digestive systems
- *Reason and result rule:* in this complex world usually cause and results are not going together or meet in the same point (time and place). We see or observe the result of something very lately. (This needs to think beyond the box).
- Harmful practices at beginning or before affecting people will give some satisfactions (if you don't know how to swim, you will sink down while laughing).
- The problems we are facing today are the result of the past. This is because we did not fix them at the time they occurred.

- Some unusual, crazy and new things we observe today become normal in the future.
- The big sin is doing repeated or the same mistakes become familiar thing while expecting changes.
- We contribute for each achievements as well as failures. So, don't blame others! Rather let's take the accountability for those results (achievements or failures)
- Dividing one big Elephant will not give us two small Elephants. It is not a time to look for short cuts! Rather finding the right solution for the right problems!
- Those who have two breads may not eat both breads at once. (Having two legs cannot help to climb on two trees simultaneously). We must prioritize things and activities!
- We harvest what we saw/planted. There is no gain without strong work (scarification)
- When we push the phenomena without resolving, at the same time the situation will pushing us away from the system
- We cannot put on the same size shoe (similar shoe size will not fit for all of us). (Each one has his/her own special skills).
- We may not resolve problems spontaneously (at the stage and situation they happened).
- Attitude is the reflection of our thinking- the interpretation we give for things, the way we see (perceive) our world is the cumulative effect of our thinking.
- Attitude includes the perception we have for ourselves, for others or for life in general
- The attitude we have defines our decision to reasoning. It also determines our ability to solve our problems
- If we want to succeed in our life, the first step should be investigating our attitudes, improve positive while avoiding harmful attitudes
- Like computer which works because of the software, our body operates by the information dispatched from mind.
- Our mind controls physical movements and activities
- Anything that perform and say generating from mind
- Our mind set is similar with computer's operating system (OS)
- Thus, our mind
 - How it responds to external situations or issues, and decides how we define our life and communicate with others. (the way we believe defined our being and doing)
 - Therefore, positive attitude gives us better life.
- Our attitudes could be appropriate/good or harmful/wrong
- Don't tell for yourself the word "**not possible**". This will pull back from doing or to believe as you are not able to do.

- Rather than saying, "I created as human being so, I could fly" say "I believe I could fly" and develop positive thinking
- If we say, "I don't like Physics. I could not understand at all." The attitude we develop against the subject demotivate our initiatives to understand. Hence, we cannot understand never ever.
- The attitude we have to other people also affects our relationship.
- If we think, "I could not agree and work at all with Mr. X" or "X don't have positive thinking for me" our approach and communication with the person will be the response of our attitude. Therefore, there will incidents that initiate disagreement.
- In contrary, if we think "if I study hard, I can understand the subject" or "I can work closely in coordination with X. the main thing would be the way I communicate". There is no doubt that the result will be positive.

The interpretation you would give for the positive opportunities will define your future fates.

Based on these premises, our being is the result of past perception and our future will also determine by today's perception. Therefore, shaping our perception towards positive thinking will be the base for several things.

The special features of positive thinkers

- They think for people
- They develop high self confidence
- They are patient
- They are polite
- They have high prestige for themselves and other people
- The results are positive

The following are the benefits of positive thinkers

- They have positive reputation for themselves and others
- They motivate people for works
- They gave flavors on livelihood of people
- They will be valuable resource of their country and their people
- The add values and productivity on their business
- They closely work in coordination to improve the skills to resolve problems
- Improve honesty
- Improve communication and networking
- Resolves stresses

In order to adopt and improve positive thinking we have to exercise the following practices.

- Changing the direction of our focus let's practice positive thinking
- Do it today: anything that you want to do.
- Engage yourself in sustainable learning practice. This means improve your reading and listening habits
- Give proud for yourself and shape your today's situation positive
- Avoid negative influences for yourself

Quotes and sayings: our fathers and mothers

- "Men/women harvest the fruits of their mouth"
- "It can be how you say/perceive"

Our fathers and mothers' sayings show how positive thinking become basic for our life. This means that we are living on the bases of our perception and expressions.

There is also another proverb justify this: ***Don't wishes the country you don't know!!!***

Best business experience brings attitudinal changes

Two marketing researchers took assignment to conduct business study on shoe factory in the same village. The two persons deployed in different directions and conduct assessment on how the factory could expand and maximize its sales in the villages and to present their outcomes. By chance in the target village nobody knows about the use of shoes and even what it means. The villagers are walking on bare foot.

The researchers present their results.

The first presenter. According to my assessment the village dwellers don't have any knowledge about shoe. He concluded, this is therefore, establishing the factory in this village is not feasible. The second presenter. "Nobody is wearing shoes in the village. However, this would be a good opportunity to establish and expand the factory in the village. In my understanding this could happen by organizing awareness creation sessions, providing appropriate trainings and presenting best practices to change the perception of the community and to improve demands about the importance of shoe and hence we can expand the factory in this village. We can maximize sales and profits in the village, much better than the expansion projects the factor has been done so far. Therefore, the researcher concluded; taking immediate action to establish the factor in the village will have benefits".

The story's theme and lesson

- How different people interpret a phenomenon, and
- Because of their interpretations, one performs better than others, while others are different because of their inability to live or die.
- Let's have a sense of positive thinking to move forward or to cross our lives to the point where we must live now

What else did you learn?

Homework

- List all the things in your life that pulling you back.
 - Make definite solutions for them.
-
-
-
-

1.2 Vision

Objectives

- To create better understanding what vision is

Ask participants to write their own visions. It could be individually or in groups (enterprise or cooperative).

The meaning of vision and understanding

- Vision: Drawing our goals in mind
- Our long-journey - a clear picture that we want to reach in 10- or 20-years' time.
- Those do not know their destination, also do not know what to do. it's time to move on (a person who does not have clear directions to vision, never reach)
- Our vision is today, tomorrow, what we must do in the future, and where and how we should travel.

The features of vision

- Vision: The great dream of our lives, why we are there
- The purpose and meaning of our lives
- It is inspired by the intentions and in the deepest inspiration
- Vision is not only interest but beyond
- Vision have real eagerness and real love for life
- Vision will cope any difficult situation

- Vision is one that is intuitive, clear, intriguing, and accessible.
- Institutional: group and personal revelations
- Vision is not selfish
- Vision is born of revelation
- Vision is neither depend on individual experience nor on external situations
- Vision can be transversal
- Vision without performance is an imaginary
- Those who have vision-knows their destination
- A vision needs commitment

Pre-conditions of great journey

- **Procedures:** The value we pay for our vision. There is no free lunch. Any success has paybacks. We must sacrifice our time, labor, money, etc. for the sake of success.
- **Emotional Motivation:** We are subject to our goals if we have a passion for our work, our purpose. Motivation and willingness may not give time to sleep, we will not deceive, nor will we be tempted. We can restrict circumvolves and bored for imposed activities.
- **Ethics:** wisdom, morality, evil and good separation, impairment and use of benefits, think for others, respect laws and regulations, respecting and living with others, accountability, etc.

We do not commit crimes to achieving our own goals, we do not take others property, we do not gain greed, we will maintain trust, defend the rights of others. Our ethics should be based on principles of honesty, loyalty, respect for others, fairness, and principles of the world.

A visionary is a part of the character of being human. Vision means that we can see and realize before something happens. This will help us to develop a sense of courage on what we do and give strength to achieve the intended goals.

Vision is the ability to see what others have not seen.

Do you have a dream? Where is it?



If you have defined what you really want to see your dream or dream and what you want to achieve with your dream. But, any activity without defining your big picture will be meaningless and could not meet the purpose. A meaningless implementation means that even with small problems, it is likely to be stagnant and unreliable. This is the main reason why many businesses are discontinued. Failure to put a vision in writing correctly.

But this will not be a problem in your business. Because you already wrote down correctly.

The project you are going to start focuses on doing sheep fattening and generating income out of it would be your business priority. You have to see the success of your business at an individual level or organized enterprise or cooperatives.

Quotes and sayings

- “The only worse thing than being blind is having sight without vision.” There is more sight blindness than blindness, without vision-Helen Keller

Since we do not have reason every activity, there is no strength. Even when we are strong, the strength will have no meaning. It will not be sustainable. That is why we must have a vision.

1.3 Change

Objectives

- To be flexible and prepare for change and to be a benefactor rather than a change of victim.
- Help the participants to have a better thought of life.
- To choose the path the [participants have yet to grow and identify the development bottlenecks.

What is change? Why is it important?

A Cambridge University Dictionary translates a change

- Be different or improve.
With this point, change means being different from what we used to before.

Are you happy with the current situation?

- Are you financially secured?
- Are you happy with your level of education?
- Are you happy with your physical makeup?
- Are you happy about your health situation?
- Are you satisfied with your social status?
- So, what if you are not happy? **Change!**

If someone does not feel satisfied with what he/she is doing right now, then he/she should have to change and do differently than he/she was before. The way he/she was thinking, where he /she was, and the people interacted.

No matter who you are, whether male or female, unresponsive or failed over-time, reach the highest level of education or lower level, you still can change, if you have a desire for change.

But why do people resist changes? The facts listed below explain why many people will not be changed. And you realize and know the following facts helping your journey to change with enthusiasm and understanding.

1. Change has pain and requires more work

It's not easy to reach - success.

It costs, and it has pain.

There will be no success without hard work.

Let's look at using examples what your current business is like:

Sheep fattening needs getting up early in the morning, feeding, watering, cleaning the sheds, taking care of the sheep, their sheds, monitoring their health conditions and weights regularly, transporting to the market, and many other businesses that require a lot of work to get better income out of it. If it is not, the results will end with no changes.

Taking the example of Eagle below, let's look at how painful change is, but also how much it makes a difference in the life.

The story of Eagles



The eagle is a strong and longest-flying bird. It may live up to 70 years. Unlike the other species of birds, the Eagle builds its nest at high altitudes, which can help the Eagle to fly with confidence during windy, rainy and storms. It is very smart in seeing from far distance its food, like fishes in the ocean/rivers. It can even hunt and kill large animals.

An eagle is a symbol of liberty, power, and excellence. Americans is using as a symbol of their government rule.

But to live for such long and so many years, it must go through a tough and painful process that lasts for 150 days to survive. For instance, when an eagle is 40 years old, it faces an extremely difficult situation requires courage.



- Its nails are long, large, and soft, so it is difficult to find and catch food



- Its mouth is fluttering and deepening, and it is difficult to kill the savior



- It faces difficulty to fly because of the old bumpy wings and thick feathers.

Now, the eagle can only have two options: to go through a deadly or 150-days dreadful process of change. Of course, better to live than to die. Living life is the greatest spiritual dimension of all human beings and other living things. So, an eagle also prefers the choice that helps to go to the next chapter of life.



The process requires that an eagle fly to the top of a hill and sit down in its nest. Then after, it must crash its long and sharp talons on the stone and breaks it down. Imagine how much pain it could be.



Then the Eagle keeps the talons from sprouting and in the same way, wiping his thugs on the rock and awaiting them till they come.



Its wings are old and heavy wings. Due to the thick feathers that have grown they become stuck to its chest and make in inefficient to fly.

Finally, it removes the feathers and keeping them fresh until fully nourished for 150 days and remain without food. After that, the Eagle will be looks like newborn again. It will enjoy life again for an additional 30 years.

If you want to change your life like the Eagle, you have to be prepared to pay the price, but think of it as a death.

If you do not make any special improvements and changes every day, count the number of people who die every day at least.

2. Change begins from you

Many people want to change, but they will spend their time waiting the family, the government, or the situation to start the change. But life does not change in this way, and you are the most person to go to the change. Don't wait others to drive you for changes. Second option or is not important.

Once an egg is fertilized, the chicken should break the shell and leave by itself. If the egg is become thick/strong and difficult to break by the chicken and someone else opens to support the chicken, it will die, or it will be paralyzed.

That's your life too! unless you have a winning spirit in your hand, nobody can bring it. You are the only the motivator of youth life for change. You must take responsibility 100% of your life.

3. Change will start from small things and jobs

Often, many people want to jump from one chapter to the other like frogs. But the reality is that big change may not come at once rather through progress and small improvements. So, begin with small things/job what you can do. For example, if want to read – read one page per day, improve a chapter, get up early, adjust your dressing, take more time and attention on some activities other people are doing.

4. Change begins now

Are you part of a group that says you must work now? Or, those many people who saying let's work latter or tomorrow? The problem is many people spent their times as they await the right moment. Now is the right time for change.

There are arguments considering yesterday is history, tomorrow is a secret, it's time now to do anything. Because latter and tomorrow are not at your hand. Today is the only time as grace given for all mankind. Everyone has 24 hours per day. Therefore, it is important to know that unused time is a period of bias.

How much have you changed so far? Do you know?

Ask yourself

- How much did you change last week?
- How much did you change last month?
- Have you changed over the last half year?
- How much have you changed in the past year?
- How many years have you not changed?

Did you know yourself?

Many people have similar life and "same" years over years but then complain. Complaining is not solution. Instead, you have to identify those obstacles blocking your moves. You can move on to success. Yes, you can!

There is no one else can solve our problems, we are 100% responsible to identify the constraints and get rid of the from our life.

Now you have brakes to move. Release the brakes to drive your best successive car. In the meanwhile, write down evaluating how you are going to release the breaks at every step of your move. There are Ten (10) constraints that can hold us from moving to success. We must move on avoiding them.

1. Not willing to face challenges

"*Coward to the Mother!*", but he/she is not for himself/herself. Take some risks/challenges! The big risk is that you do not want to be in danger. Do not fear taking risks. No matter what it is, face it otherwise you do nothing. Many people want to see changes in their life, but they do not believe in a single action, so they never reach their targets.

Are you in a position of fear trying to achieve a great deal in your life? This is one of the breaks of life-please release it. If this is not the case, you will lose the opportunity of a successful path to success. Be courageous, do what you can, know and you can open the big door of opportunity.

2. Lack of endurance

Have you started a good one but failed for a different reason? It might be a big problem has happened, or it is such a problem that no other person can solve? this's good! Because many people believe that their problems will never be resolved. Such believer can easily become discouraged, but this kind of incident will help to awakened and get up to the right direction. Problems arise at any time.

- Friendship problems
- Financial problems
- Problem of knowledge
- Business problems
- Trouble at school
- Family problems ...

The path to achievement is not stubborn, but by endurance. Success is not easy, and it is not ordinary. Surprisingly, we do not know how far we have been to success, so our options are only to be persistent.

3. Focusing on short-term satisfaction

What are your long-term goals in life? You must have a strategy and principles to achieve a meaningful goal, and strong commitment till the end. Many people who want to enjoy life and find short-term benefits and satisfaction will never find sustainable success.

Do you know 10 years of your life what you would be? If you plan to depend on the smallest successes to reach to the larger scale, **you must avoid quickly this thinking.**

4. Lack of prioritization

Do not change your time and love to make a big difference in your life. Do not waste your time in the pursuit of love. Everything must be done before the other, it cannot be done all at once.

When you start the business, you will reduce the time you spend with the family, the time you spend with your friends will be translated to sheep fattening activities. If you've been late, it's time to get up and do it all night. These cannot be done simultaneously rather must be prioritize focusing on the main purpose of action.

If you spent too much time with a long acting gesture, it would be time to get out of the way and write down each activity that make the most of your life.

5. Searching for shortcuts

Success does not have a short way, so it is important to be willing to travel the long journey. It is necessary to change your attitude towards looking short cuts. This is part of the bottlenecks which need to release the breaks.

6. Selfishness and greed

Satisfaction can be met, whereas greed can never be met. Greed corrupts good friends; it destroys faith and happiness in life.

Here's long-standing story that follows.

There was a poor man in a village. And this poor man had only a chicken heirloom from his father. And this chick will start laying eggs. The first egg was unique and shining. Then the man looked surprised and saw the egg and wanted to throw it, but he kept it on. On the third day, that chick

laid again the shiny golden egg. The poor man, looking forward to surprise and admire what he saw, went to the gold smith and say, "I found an egg that looks like a gold, please have a look."

The goldsmith said, "this is pure gold, if you want to sell, I can buy with high price." And the goldsmith bought the egg. And the man returned to home taking huge amount of money in which he has never seen in his life. When the chicken continues laying the shining gold egg every three days, the poor man, now became wealthy guy in short time. And when he started taking the position of a rich fortune in the town, he wanted to be rich in the country. As a result, he became impatient.

And one day he said, "I have been tired of picking up this chicken egg every three days. I have to slaughter the chicken and sell all the eggs in it, and thus I will be the first one to be honored in my hometown." He then killed the chicken and then found only one egg. At the end he started again the journey of poverty.

The essence of the story

1. Those looking for everything will lose all
2. Rushing will cause for losing everything
3. Greed is a curse

Many people say, "I cannot succeed" while slaughtering a chicken laying gold eggs. He/she meets with several important people but due to his/her greediness took very small and then hooked back without enjoying it. When an organization reaches to provide supports, he/she will lose the most benefits. Because he/she want to happen the support just today.

Check yourself. What is the most benefits you got out of the ICARDA? Is it the business established through enterprise, or per-diem or another? Leave these dangerous breaks, it does not help you to move on.

7. Lack of firm faith

Without faith, there is no standing, and success does not come. The move without believing there is no goal to meet. If you are not convinced/believe, do not start anything, do nothing. Wait until faith is full. Have your own convictions, have faith in your work, and actively work in all activities of your life.

8. Lack of knowledge about the Laws of Nature

Nature is governed by laws. These laws are universal and infallible. They work everywhere and at any time.

1. Planting and Harvesting code of conduct /cause and effect/

There is one reason for each outcome. Success is not about chances but is about knowing and using the laws of nature. Cause and Effect code of conduct.

- Man, sows and harvest what he sows. That sow wheat will harvest the wheat. Similarly, those treat sheep will tend to harvest their products.
- Sowing prevails harvesting.
- There is a time between sowing and harvesting, and it is full of work.
- Who sows lot would harvest the same.

2. The Law of Attraction

What a person is thinking and what is going on. The move in contrary to laws of nature may not help to success, so leave this brake and follow the appropriate way.

9. Not willing to plan and prepare

Everyone wants to win, but very few people plan to win. Most people plan to go for a party rather than for success. Confidence comes from proper preparation and plan. You can talk and persuade about your business, only when you are prepared and struggling from the start. Preparation means learning from the mistakes of the future. If you are worried about your failure, think about what your preparations were like. If you do not plan and prepare, you should remove the big cover that hindering your move and just state planning for tomorrow. **Release the breaks just now.**

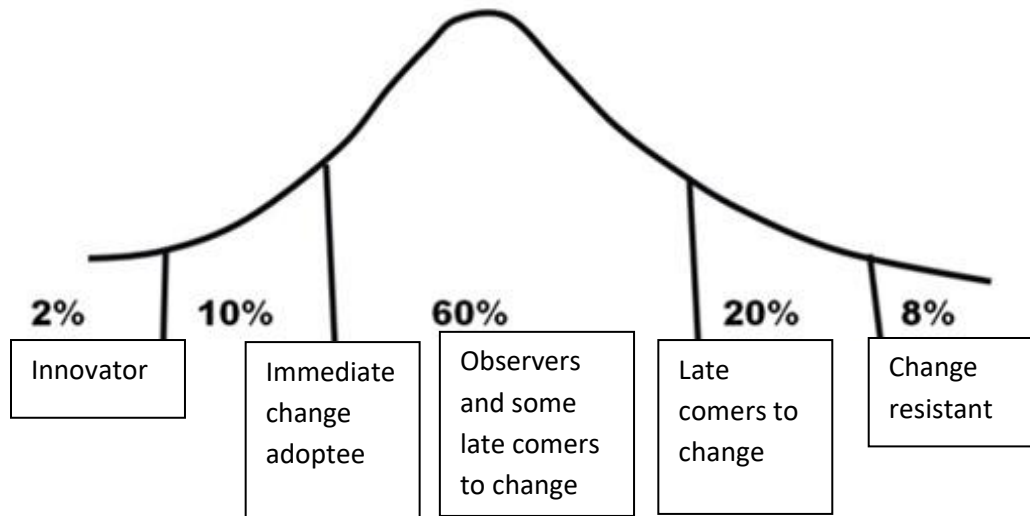
10. Excuse/Reasoning

Winners make research whereas losers will provide excuse analysis. Is it known that you have reasons that prohibit you from being able to grow up now? Which story will describe you further?

- I'm a lost business
- I am very old/ very young
- I'm poor and my family are poor
- I'm not smart
- I'm not educated
- I do not have a good appearance
- I have no knowledge
- I do not have enough time
- I could not grow up because I am a woman
- The economy is bad

We may have more even not listed above; the main question is that is it possible to break this courageous action right now by taking bold actions? Yes, because the above captions are not able to grow you up and you cannot hold yourself. All people don't have chance for change, or they are joining in the system need change at the same time. Studies confirm this argument, what is your position in this regard?

So, analyze yourself, where are you? In the front, middle or the rest.



Change yourself now before the change force you to change!

Chapter II: The abilities of successful job creationists

Achievement has its own formula. That formula can be found in the successful people. Different people have done a lot of researches on success. What has been found in these researches is that success is available anywhere, always accessible to every person, and only available to a few. Therefore, successful people have commonly well-known characteristics of success.

For example, many people who read the book written by Steven R. Covey, "the seven habits of highly effective people" changed their life. Other people's discoveries also suggest that people can learn from others who succeed to change their livelihoods. The practices listed below are properly researched and demonstrating the best experiences of successful business people. They are instrumentals directing to expected success. So, knowing and practicing these requirements you can take yourself to the journey of success.

2.1 Setting goal

Objectives

- To explain and generate understanding about the purpose and importance of the goal

Ask participants to write their goals, if they are organized individually or by association

Meaning and understanding of goal

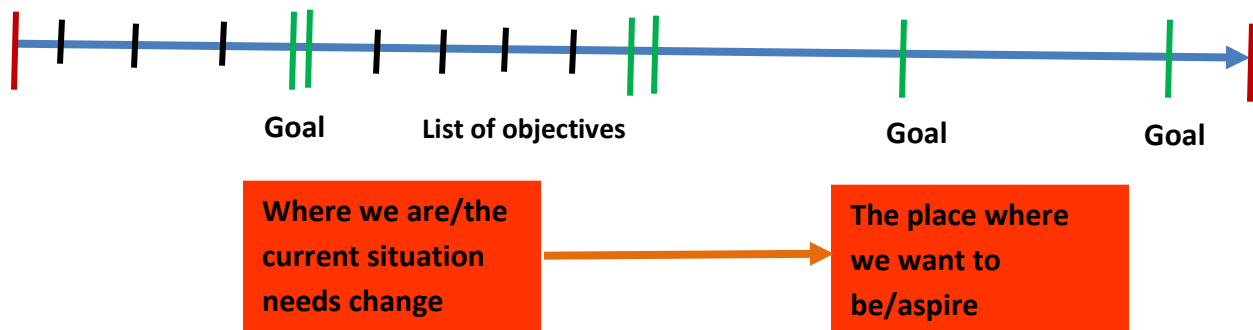
It is important to keep a vision, but unless we set goals it does not fit with the vision, then there will be a big gap between the visionary and the vision. This will result in getting lost (there is

Ethiopian saying, “I have cow in the sky, but could not get the milk”). That is why we need a goal that bridges to reach our vision. So, in short goal means a bridge to connect with vision.

- Vision - we must meet to see our vision
- Goals: long (10 years), medium (5 years) and short (2 years) goals
- If the goal is our destination, we must know our start and then getting up from the starting point
- Choosing the direction of journey from starting point to destination
- Each goal has its own specific objectives and activities

Another important point is our goal should be time-bound, achievable, and countable.

Today



Life Experience of ----

The owner of story is Mr. ----- . He is a successful man who has been engaged in sheep fattening and sales in Menz/Mahal Meda town. As he said, always he does his work setting goals. As a result, he has become a prominent person in the sheep fattening business in the city. Determining the benefits of setting goals, he is still moving further, i.e. increasing improved sheep to and income He is working day and night to achieve this with strong commitment.

The essence of the story

What the story tells us, no matter we do-our work will be meaningful, and our vision will be saved through setting goals.

What did you learn from?

Teamwork

What are your goals as an individual or as an association? Write with pencil.

1. Long term 10 years

2. Medium 3-5 years

3. Short term 1-2 Years

Putting our goals in writing has significant advantages

- It helps to make good use of our time and to plan
- Increase our awareness and help to take actions
- Especially when we set our goals out of our problems, it makes us easy to overcome.

Quotes and Sayings

- "If you do not know where to go, anyway will take you"
- "A boat doesn't know where to go, the wind will not help!"

What else did you learn?

2.2 Planning

Objectives

- To explain the purpose and benefits of planning

Ask participants to write their plans, what they want to achieve when they organized in association or individually

Planning definition and understanding

When say planning it means that we plan our activities each week or every year towards our goal. A person who cannot plan ensures his failure. Planning is very important, mainly to develop our confidence and engage in the activities. Our plan is part of activities that help to show that our jobs are not overstated and easy to present.

If you do not plan your own time, others will plan for you. If you do not plan and use your money, energy, properties properly, others use it (e.g., friends, various TV shows, and so on will take comparative advantage).

Quotes and sayings

“A goal without a plan is dream.”

Classroom practice

Activities/what?	Expected result/why?	Time/when?	Place/where?	Responsible body/who?	Necessary inputs/how?	Remarks/comments

Lessons from the classroom practice

No matter how difficult your goal is, after completing the training, the activities included in the plan make it possible to achieve the goal and quickly get to work.

After doing these tasks every day, we have to work out what we can do every day, and also will be able to do what we can to accomplish our goals.

What else did you learn?

2.3 Looking for opportunity and taking actions

Objectives

- To analyze good opportunities and their benefits for business success
- Understand the key role of ability to use opportunities in the business world
- Understanding the wisdom of analyzing opportunities

What does this mean?

Entrepreneurs who are desirous to engage in business should be aware of the importance of appropriate and available opportunities. Identifying and analyzing available opportunities to start the business as well as the benefits in the area is one of the key activities to the success of the business. Business men/women who can use the opportunities in the area can make the business successful. Because these opportunities are the main pillars of the business.

Analyzing potential opportunities

What are some of the opportunities in the area? Is the main question needs to be answered to run any business activity? The businessman/woman is who will be able to break away these potential opportunities and can make use of them properly.

The basic benefits of exploring business opportunities

1. What are most important commodities in your area in which community are interested to buy but could not get easily?
2. What is the main reason for the absence of these basic commodities?
3. What is our ability and capacity to provide the commodities?
4. What do we need to start this business?
 - What are most we need?
 - What are materials needed to run the business at optimum level?
 - What are materials needed at minimum to run the business
5. If we start the business, where we start and where we want to be?

The life experience of Mrs. Genet moges

Gent is living with her two daughters in Menz Mama Midir. She was dreaming about becoming a commercial businesswoman. The problem was that she does not know what to do in the business and she has been thinking about business for a long time.

One-day she went out to buy some consumable goods; the pepper and pulses. However, the commodities were so expensive that she cannot afford and were not in stock. On her way to market observed many sheep grazing across the roads. She recalled that long years back, her parents had flock of livestock. She starts thinking why she did not raise them and get money. She didn't spent time to start the business. She bought one calf and two sheep and started fattening. She fed for six months and sold with fair price. Though she got some money, they sheep and calf consume a lot of feeds when they stay for long. At this moment, **ICARDA introduced SCALING UP IMPROVED SHEEP FATTENING PRACTICES AND TECHNOLOGIES in the area**. She was very happy with the opportunity and joined the initiative to adopt the technology. Today, she is doing sheep fattening by her own and also within organized group. The entrepreneurship and business skills development raining opened their eyes to start their own business. Now, she met her dream becoming one of the big business women in the area.

Main lessons of the story

- Problems are causes for good opportunities
- Analyzing potential opportunities are key to succeed in business
- Doing business needs appropriate preparations

What did you learn?

Quote

"Only a person who hears the knock of opportunities will be successful".

Homework

Business Opportunities Analysis

1. List all the most important but not available commodities in your area?
2. Collect enough information that why these opportunities are not being tried until today?
3. List all important inputs to run the business
4. If you think about starting these businesses and begin to embark on your skills, analyze your skills and abilities to run the business

5. If you can or not to start the work explain the details reason.

2.4 Endurance

Objectives

- To aware the participants that endurance is the foundation of success
- To provide showcase the way in which the successful business people use
- To explain to the participants the importance of perseverance/ endurance

The meaning of endurance and understanding

Endurance is the accomplishment of intended goals passing through challenges, obstacles, and failures.

There is no end to success, and the failure is not the end of life. Let's enjoy both. Failure by itself has an important lesson in it. Do not be the slave of your work but do it with love. Don't surrender, keep your strength in your heart.

- Taking initiatives or doing business will always passes through challenges. There will be a fall. Things are not always going as we think.
- We have no guarantee to go on the way we think. We should work to the point where we can achieve. If it fails, it is not the end of the world.
- Challenges and dropdowns are lessons for our future journey. We learn from our failures, then we will correct our mistakes and continue the move. There is no way to stop!
- Don't say no without trying. Even if some way may not help to reach another way would be possible. Look for always the way which reaches you to the possible routes. You will get it.
- The interpretation of endurance will get meaning when we found it and establish sustainability.

Quote

"Coagulated milk produce butter"

The experience of Mrs. Rahel Biluts

Mrs. Rahel Biluts is 30 years old. She was born in Adgerat town. From her childhood, she had skills of art. But she reached the 10th grade, she did not qualify for the next grade. Because of the absence of an Art School, she went to schools to study another discipline. However, when she was second year, an Art School was opened in Mekelle town. She took entrance exam and qualified. But her family continue to oppose her decision. So, she started to work, but in the sideline, she was doing a lot of paintings, and she had a lot of problems to publish. Her family opposed her very much.

At the same time, she opened beautify salon and worked on her own. In 2001, she was crowned as a Female Hero of Art. In 2002, she started thinking about fulfilling her childhood dream by opening her gallery. She did and had a traditional indoor coffee shop. For the two businesses, she was a janitor, host, guard and businesswoman/owner. She was unable to pay rent, and thus, she worked for bankruptcy for a year and six months.

Currently she owns the largest modern art gallery in Tigray. She is doing her preparation to construct a grand Art Centre on the 3000 square meters land provided by the government.

The essence of the story

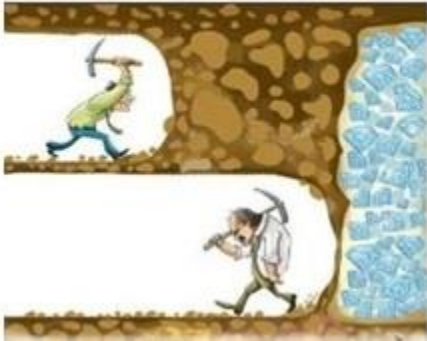
- Even though she faced many challenges, Rahel had a purpose to achieve in her life.
- Only a significant change will come from enduring
- We also learned to establish endurance to achieve our purpose whatever challenges we face
- There is no impossibility

What else did you learn about Rahel's story?

Exercise for persistence

Which of the two people you see appear to be firm? why?

Never, never, never give up!



The value of endurance

- It makes us target oriented people
- Increases our self-confidence
- Improve behavioral changes and helps to overcome challenges
- It is important to achieve our dreams

Ways to become an entrepreneur

- 1) Moving with understanding
- 2) Setting goals
- 3) Reading inspirational books
- 4) Pay important scarification
- 5) to see what we want in a consciousness
- 6) Adaptating change

Homework

- Share your experience about experienced people in your neighborhood.

2.5 Commitment

Objectives

- To create a sense of understanding about commitment for participants
- To show participants the benefits of commitment sharing the best experience

Meaning and Understanding

Commitment means that people willingly to spend their time and energy on the purpose for which they believe.

Entrepreneurs always keep their promises, even if it costs them the trustworthy and costly price. Always their priority is on how to finish their work properly.

Ask yourself the following questions to make your convictions meaningful.

- What are my life choices? Are they clear and well-known? Can it be reached?
- Are my choices based on the principles of reason, productivity and self-esteem?
- What are my choices, what is their value?
- How much do my choices come from my heart/interest? Will they go with me /they?
- Did I have any other choice?
- How faithful and determined am I for my choices? How much do I prepared to pay the necessary price?

Quote

"Losing time means; losing life"

The Experience of Kaldis's Coffee

The owner of the Kaldis coffee and café is a heroine who has been able to record a high-quality cafe sale every day by taking the top position in the coffee industry to be well-known and promoted at the Ethiopian level.

The essence of story

- Producing quality product is one of the factors of commitment
- To make our commitment can be meaningful we must set a goal

What else did you learn?

The characters of committed

- They work hard
- They know what they do
- They advise about their work

- They are flexible to adopt technology and receive comments
- They do not give up
- They engage and work as part of the work

Ways to improve commitment

- Set your goals
- Have weekly plans
- Get more ideas from colleagues, friends
- Encourage positive thoughts
- Take lesson on how to manage and monitor the business

Homework

- Discuss on the major contributions of commitment in your work group and business.
- Take the experience of those who are committed in your area

2.6 Self-confidence

Objectives

- Let trainees know the features of self-confident entrepreneurs
- To allow trainees to understand that everyone can be a successful entrepreneur and leader
- To show the importance of taking responsibilities for their own destiny and on how it will help trainees to integrate with oneself or others.

Self-confidence Definition and Understanding

Self-confidence means to make sure that the chosen course of action is better than the circumstances. Self-confidence can be expressed in a personal and mental state. However, hypothetically can be expressed in a qualitative manner, where self-confidence can be either denied or asserted.

A person's self-confidence means considering the skill he/she has and use it in accordance. Overstated self-confidence is contradictory, when it is used in contradiction or unrealistically.

Characteristics of self-confident people

A person with self-confidence may show the following characteristics:

- 1) **Accepting Risk:** Accepting risky situations and taking further steps to find better opportunities

- 2) Self-reliance: entrepreneurs want to be responsible for their own business and take responsibility for the decisions they make.
- 3) Patient: Ability to persist coping the negative effects and faith in whatever work you do
- 4) Learning from failures: since entrepreneurs are human beings, they would make mistakes. But they will continue to learn from these mistakes and move forward.
- 5) The ability to work and be happy in their job
- 6) They continue to do what they believe that even if others discourage or criticize their initiatives
- 7) They recognize their mistakes and learn from the mistakes

Quotes

"To find yourself, think About Yourself " -**Socrates**

"Getting the best way to build self-confidence is doing something that afraid to do"- **Unknown person**

Nick's life experience

Nick, an Australian who has not been naturally disabled to his arms and feet, has been able to change himself and become a symbol of the world by practicing the art that he can achieve.

The essence of the story

- How much self-confidence is needed to succeed in life?
- The biggest hurdle is not physical rather mental
- There is no impossible for those working hard

What else did you learn?

Homework

What is self-confidence? What should be done to improve it?

2.7 Networking

Objectives

- To create better understanding and aware the participants on how to develop networking
- To explain the participants on the significance of networking

Meaning and Understanding

Networking: Because of the business that you operate, you are working with people, interacting with them and building and strengthening relationships.

Networking has great importance for you to negotiate with a variety of people for your business. In order to expand your work needs to be tied up with several people (clients).

Mr. Berhanu Daremo life experience

Mr. Berhanu is a founder of Tila PLC and is become a good model in the business sector in Ethiopia. He recognized the importance of exporting the products to different countries outside of Ethiopia, the opportunities to change and expand the relationship between different investors, so that he could easily sell his products through a free trade agreement.

The essence of the story

- The value of a good relationship to run good business relationships
- Human resource is the greatest asset to succeed in business and other side of life.

What did you learn?

Importance of Networking

- Improve professional skills
- Raises the reputation of business and the owner
- Creates friendships
- Increase your self-confidence
- Enhance profit margins

Constructive ideas for the success of networking

- I. Networking should be done in the spirit of honesty
- II. We must ask ourselves how we established networking with people

III. We must visit many customers to achieve our goals

Homework

Form two groups and go to different actors in a market chain to establish networking. Next, cultivate your networking skills by sharing your experience.

2.8 Willingness to face risks

Objectives

- To aware the trainees with behaviors or situations related to risk and how entrepreneurs develop resilience or coping such kind of situations.
- Enable trainees to set their own goals and identify risk factors in their business decision making process.

Recognizing the pitfalls in job creation is a key concept in business and the main input that make people entrepreneurs. These people are very happy to recognize risk situations. They can perform a minimal risk-taking task by conducting a survey that causes risk in their business. Most job creators will recognize and respond to perceived moderate threats.

Because of limited challenges, job creators are not involved in the least risky situations. However, since they want to succeed, they will not accept the riskiest situations. They do not have the desire to gamble by raising their goals and inviting more challenges. Consequently, entrepreneurs are not accepting low risk and high-risk behaviors. In short, job seekers need some challenging situations, but achievable challenges.

Best job creators have the following characteristics:

- Recognize their predicament by placing their own goals in a medium-term fall risk.
- Get satisfaction by completing their jobs well.
- People's opinions or doubts do not frighten them.

- Take responsibility for their actions or activities.

Key notes: Risk assessment procedure

- ❖ Review the risk situation
- ❖ Setting goals and objectives
- ❖ Confirming Options
- ❖ Collecting information and reviewing options
- ❖ Reduce risk factors
- ❖ Select and implement the best option in planning

Reference: ILO. International Training Manual. 2008

Quote

“Success selects its chefs”, unknown

Ms. Hiwot’s Life Experience

When Hiwot started her own business, she first took over responsibility and decided to make a profit, while many people and her friends discouraging her to do the business. she was saying that she did not saw them, but she was courageous and began to respond to the business risks but succeeded.

The Essence of the story

- Reviewing the best options, start the lucrative business
- Once you began the business that you believed do not confuse by other critics
- Analyze the risks before starting the business you want to deal with

What else did you learn?

2.9 Persuasion skills

Objectives

- To create awareness for participants on the importance of persuasion skills
- Demonstrate usefulness for participants persuasion skills

Definition and understanding skills of persuasion

Conveying: an attempt of negotiating/convincing people using text or verbal communication to change their views, emotions, perceptions, or to pay their attention towards the business goals.

Negotiation: advocacy process. You should have strong persuasive skills in the work you are doing. Because you will meet different people. Your marketing or service will help you to find the interests, attitudes, feelings of your customers by maintaining the quality of your product and building a profit organization.

Business story depicting negotiation skills

Convincing by high quality product

Mr. Abraham is a sheep trader in Amhara region. He believes that the key to selling point is fattening sheep in short time and making available continuously for the customers. He pursued the clients by inviting them to see and ensure the quality of sheep before selling. His sheep are now very popular and sold to buyers everywhere.

The essence of the story

- The easiest way to persuade people is to keep quality and sustainability
- It's easier to use and contact the people around us with our market

What else did you learn?

Suggestions for effective persuasion

- Physical activity/body language
- The speaker's voice
- Self confidence
- Knowledge about the product and people we are communicating
- Environmental impact

Successful persuasion skills

- Persuasion is not imposing obligations
- Condition and time
- Persuasion is a joint venture
- Influence the customer sincerely
- Create a strong, friendly spirit
- Clear communication and relations

Homework

- Practice in two pairs in the classroom so that participants can learn how to sale their sheep products and to improve their persuasive skills.
 - Ask participants to share their products with their friends, relatives, neighbors or customers by using their products to persuade their clients.
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210 Seeking quality, being productive and successful

Objectives

- Introduce how the trainees manage their inputs and how they use the time and costs appropriately to ensure competitiveness in increasing market.
- Enable trainees to improve the quality of products and services.
- Train trainees to practice, assess and evaluate themselves about the quality and effectiveness of their products and services.

The preferred way to keep up the pressure of the new working environment in this highly competitive environment and to keep up a sustainable growth is to conduct a market analysis of how the organization will have a productive and efficient operation and a unique marketable approach to satisfy consumers. This unique value enables a new startup company to have a better chance of competition among the competitors. Let's look at each of these issues one by one:

Efficiency and success

- Effective or efficient means registering results with lower levels of effort. This means using a short time and expense to produce or deliver goods / services.

Quality is about the following

- Continuous improvement or provisions of educational, communication, and sustainable products / services to satisfy customer needs better than customers expect.
- The attribute of the product or service enables it to be used sustainably the service, product and process in demand.

- The ability to meet a customer's expectations of a product or service.

The importance of quality management in job creation or business is reflected in the company's income statement. Quality products and efficient services are always desirable. Because of the inclusion of these benefits, quality plays a pivotal role in this new era of globalization.

Reducing wastage: investing in quality standards means examining all processes that contribute to the production and eliminating unproductive processes and wastages. If an organization can maintain the quality of its products the defective will decrease. Consumers prefer to buy quality products. Therefore, the organization assured that its quality products and services will not be returned from the market.

Cost-effectiveness: striving to maintain quality standards will help to reduce mistakes that companies can make. As a result, the costs to maintain or make products again will be significantly reduced.

Increasing market share: if customers feel satisfied, they would like to buy the same product repeatedly. Customers are satisfied with the quality of the product, and not only purchase the product for more than one time, they also recommend their friends to use this product or service. This contributes to increase the share of the company in the market.

Profitability: products with higher quality standards satisfy customer satisfaction. Increasing the number of customers means increasing the sales and marketing share, which will increase profits.

Social Responsibility: provides quality products and services to meet the social responsibility of a company and meet government's standards.

Experience: quality products and services enable the company to expand its experience and market competitiveness and growth.

Quote

"We are the result of the work that we do. Therefore, success is not an incident or chance, it is an experience. "- **Aristotle (Aristotle)**

Function:

GUIDE: Look at the organizations in the neighborhood when you go home today. These companies may involve in sheep fattening and list the best features and characteristics of their products. Next, list in detail how to deliver superior products and services for these companies. Other companies' products or services.

The main difference and values of your product or services.

Quality and efficiency are things that cannot be achieved at once but are progressively improved over time. So, you need to use even more new ways to improve the day's work. Review yourself on the following questions:

- Is the quality of your products/services adequate?
- Work efficiently and effectively?
- Are customers satisfied?
- Do all employees do their jobs properly?
- Are you providing different things than competitors?
- Are your costs, collections, etc. organized and calculated properly?

2.11 Search for information

Objectives

- Let the participants know the importance of collecting information to reduce the risk
- Help participants to learn on how to set up needed information, how to plan, how to effectively collect and organize information, and use of them.

- Informational access and utilization, learning basic skills and making sense of the importance of entrepreneurship and how to take responsibility to disseminate the information.

Information meaning and understanding

"Information" is helping to reduce doubt and is a clear unit of mass communication. Information is any knowledge, ideas, facts, data, and intellectual property that are spread through formal or informal forms.

Information is powerful. It is the ultimate source for people to run their career and life. It is more dominant than most moveable and fixed real estate in the world. In this modern world, people are not classified as rich and poor by assets, but they are valued by information wealth and information reliability.

Information resource persons are highly skilled in identifying work and other information and are actively seeking search results for online and traditional channels to satisfy their information needs. Information poor people do not have the skills to meet their information needs.

Searching Information

Searching information is very crucial to satisfy some goals.

Information searching properties

The search properties are used to perform the required information in the framework of the task structure. When characteristics and functions are used in conjunction will result in good performance. The information obtained based on the performance level will determined the level of satisfaction.

Challenges in searching information	What kind of information you are looking for?	Major sources of information	Levels of information collection
<ul style="list-style-type: none"> • Language 	<ul style="list-style-type: none"> • Major markets, suppliers and marketing 	<ul style="list-style-type: none"> • Saving & Credit institutions in the area 	<ul style="list-style-type: none"> • Organized team

<ul style="list-style-type: none"> • Lack of education • Geographical location/distance • Infrastructure problems • Absence of knowledge • Lack of awareness, inaccessibility • Environmental issues • Costs/expenses 	<ul style="list-style-type: none"> • Unhealthy price competition with related shares holders, cooperatives, farmers and other competitors • The processes, costs and formalities to have legal entity, license for the cooperative/association • Materials and other important expenses (renting or purchasing) • Monthly expenses (labor, input) and payments • Credit facilities and other source of finance (interest rate, revolving period), promoting expenses • Others 	<ul style="list-style-type: none"> • Trade Authority/office in the area • Experts • Farmers/families • Families and friends • Shops or market • Livestock & Fishery office • Others 	<ul style="list-style-type: none"> • Activities action plans/descriptions • Exchange of activities/outourcing • Collecting activities from orders • Organizing data from team and collected tomorrow morning before 8:30am. • Present the data tomorrow at 8:30am. • Information disseminated with the support of stakeholders
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Individual evaluation

- Why do successful entrepreneurs need to collect information?

- Why are successful entrepreneurs gathering criticism about the services and products they offer?

- How successful entrepreneurs are dealing things that are beyond their capability?

- How much support do you have for your information and communications technology for finding information?

Quotes

“Information is power”

“Unless you ask, you cannot get appointment”

Collecting information about sheep fattening

Kebede Dagne has been unemployed for two years. Since he completed his 10th grade in 2015 has been supporting his family. He heard information about ICARDA’s project from his village administrator and decided to join and started his own work. As he helped his family, he gained experience on how to manage business and became confident about becoming a successful entrepreneur.

By using the opportunity and training received training from ICARDA, looking for high achievers and eventually applying to youth needs and finally decided to join the project. He believes that his clients will be X's village business people and different cooperatives in the X Menz area. He will be successful in this work. The idea is direct. The service focuses on the local market, and in the next 10 years, his vision is expanding the business to the international market. He has the idea to develop a creative process that works to sustain the business.

After this initial evaluation, he decided to continue in the project initiatives. But he still had much to spend on his own money and to use other sources. The first job was to evaluate whether the

business will have risks and he can cope up or not. There is much information about the service and the products he supposes to offer.

Since you are one of the youths joining **SCALING UP IMPROVED SHEEP FATTENING PRACTICES AND TECHNOLOGIES IN ETHIOPIA** project, what information do you collect to find out about these businesses? (Read the Module 1 for more information).

Chapter III: Business Management Skills

Introduction

Business has its own functionality. Many people think that doing business is anything to do with it or they consider as it doesn't require skills. However, it is important to have a good skills to build a successful business. Below are some of the key principles that will help us succeed in our business. Understanding well can direct us to the success.

The purpose of this module is to enable start-ups or entrepreneurs to come to market to prepare for challenges. In addition, the goal of the project is to demonstrate that entrepreneurship is a product of entrepreneurship when people enter the business world with high self-esteem and commitment.

In this module we see challenges that are hard to come into the business. These challenges - what will happen to you, your role, your business, your marketing, your financial management, your business vision, your specific job search, your self-referrals.

3.1 Challenges to starting a business

Objectives

- Inform the participants of the challenges involved in trading
- Inform participants of the available solutions to start businesses and work

Job creators/entrepreneurs have many challenges in today's world of competition. Unfortunately, these challenges will provide good opportunities and more resources. We'll look at the details of the challenges and their implications in business industry.

3.1.1 Vision and Business Idea Development

Developing business thinking is often the first step to starting a simple business and challenging. Having a right business opportunity or creating a business idea is not easy. The first job of successful business entrepreneurship is to **"create the right business idea."** A successful

entrepreneur should be able to see the problems that other people cannot see. But it does not mean that it only happens when it does when meets with opportunities. The main business challenge is fitting the business idea with the available opportunity and translating into reality. Good merchants should have a business ear and nose. Just like a journalist has nose for news; your eyes, ears, nose, heart and mind must be on the business. After reading this manual, you need to see and use all the opportunities. You would see many people who are successful passing through several challenges and opportunities.

Quote

" To have a great idea, have a lot of them" - **Thomas Edison**,

3.1.2 Funding management and startup capital

For beginners, finding a new capital is the main challenge after they initiate idea and develop business proposal. As a business owner, only you have a thorough understanding of your business idea. So, you must make a great deal to invest in capitalizing on your maximum effort for the acquisition of the initial capital, trying to convince the investors, friends, the family, and the relatives.

Convince how you are such a trustworthy and practical person for them and to run the business. Most investors want to invest in less-established and low-risk businesses, and they need to be assured that they have taken profit.

The creator must be able to sell his own business ideas and visions to deal with the challenges of raising money. That means selling a business and selling a vision for family, friends, relatives, and business is to improve our speaking skills and presentations.

Quotes

"The world's most influential entrepreneurs and has changed the way that we look at acquiring wealth" - **Rich Dad, Poor Dad**

"You just have to know your future history, without money idea by itself cannot work." - **J.**

Ogden

3.1.3 Finding and hiring good workers

I know how hard it is to find a diligent and trusted businessperson. Most workers need to work a bit and get a lot of money. Finding hard-working employees at work is difficult. Finding good employees is easier than finding the staff in a group.

You may have good employees in your organization. But if they cannot work as a team, then all their jobs will be limited. A football team can have outstanding players but unless they play or their ability to play as a team is very low it would be useless.

Quotes

"Companies that make their environment easier for their employees benefit better than their competitors." - **Bill Gates**

"Combining the right information with exactly the right people improves the ability to efficiently market the business with the right tools." - **Bill Gates**

3.1.4 Marketing strategy

The process of delivering a product or service to customers is not easy. The process from production to delivering the product or service to the customer is known as marketing. Many business entrepreneurs mainly the beginners do not know how and where to sell their products and services.

As a beginner, you may not know how to advertise a good product / service. What are the strategies for product and service advertising?

Participate in bazaar, the internet and social web pages, produce brochures and banners about the product & services, mobile messaging, advertising, etc. Your promotional strategy should be tailored to your customers best and cost effective and profitable for the company.

3.1.5 Capital

Many want to start or grow their business, but their resource would be very small and limited. In such cases, the choice must be a business that requires money business and a small subsidy. In the beginning, you should start working on a major customer base, rather than trying to start with a multi-billion dollar venture. Trying to find new customers often, while being popular and desirable to your usual customers. Then your reputation will be visible and more customers will come to you.

Think about where you want to be after five years of life. Even if your growth will be gradual, you can reach without any help. Requesting help and managing money and people the characteristics of smaller entrepreneurs and the best solution.

Do you need financial support? Do you want to borrow from a bank? Is your business profitable? You may need to advise of business advisors to answer or to respond to these questions.

3.1.6 Lack of self-confidence

At first, entrepreneurship is not a life-changing experience. If they do not find the right step in the process of recovery, their lives will be undermined, and their own self-esteem can be lost. Successful entrepreneurs can reassess their self-reliance if one of their trajectories crashes on their own they will be confident enough to recover. Good and functional conditions from families or friends will help you achieve your goal. It also makes business more successful if you have a business consultant.

3.1.7 The competitive environment

Competition is inevitable in any business. In particular, beginner entrepreneurs have to be join the market in better approach to compete with who were exist previously. Customers have always go for better product, hence the new entrepreneurs been aware of the fact and thus always ready to go to the better market to take part in the market. That is why successful business entrepreneurs always offer their products at low cost, better quality, and faster.

When we do battle in a business contest, we always follow and find new ways and deeds. It may not be possible for a person who don't know how to swim to walk into the water. But it is possible to swim if he/she spend time, doing exercise and practicing wisely. Successful business entrepreneurs always work better than their competitors. Starting a business is like jumping without parachute from the plane. If you don't want to fail and crush on the ground, you need to make a parchute that help you to fly in the open air.

3.2 Teamwork

Objectives

- Focus on teamwork and develop interest in team contribution
- Teamwork challenges and solutions
- Prepare yourself for a group task and identify challenges at the various stages of your career
- To create awareness how the achievements of teamwork can be recorded.

It is necessary to work in a team to perform a big business activity. Building a successful need, the following activities.

- Legal basis
- Accounting
- Production and Quality Examination
- Product Innovation and Promotion
- Production skill
- Business communication skills
- Human resources administration skills
- Market research and networking skills ...

If you've set up a business plan, every job needs manpower. One person alone cannot work all activities. Recruiting someone for work is also a problem. But if you work together in a team, a big result can be achieved.

Quotes

"50 lemon for one person would be a load but for 50 people, it is sweet."

"if a web collaborate will catch a lion" ...

Many statements have been made in different languages for the benefit of working in a team. Every day we work in a team of different people. The question is not about your preparation to

work in a team? is about how much are you prepared to join a group task that will lead to an achievement? Many people believe the importance of working in a team as much as it is good, but it's important to see how it works.

3.2.1 Creating influences on group work

1. Leadership skills and appreciating participants

Team leader should always be in front. It is the responsibility of the team leader to acknowledge, prioritize, search for information, inform and work at the same time. Every time, he/she is responsible for encouraging and appreciating the team members. It is the responsibility of the team leader to recognize the strengths of the team members. The strength of the group is the reflection of the team leader strengths. He/she should develop the spirit of working together. The team leader crafts, the team's goals, plans and inform to the team.

It wishes to profess its members publicly to correct their own shortcomings. So, it's a great desire to work together.

2. Managing relationship between the group members

In many groups there is no deep bond but engaging in conflict between each other. Establishing close relationship within the team is a big contributor to a successful team effort and the success of the business. Each of the team members needs to be intimately acquainted with each other by following the example of the leader, helping each other, rather than gossiping.

3. Planning

Without a computational plan and goal, the group members can gather together and engage in other/negative activities. Therefore, every individual member must be aware of the goals and plans that are properly formulated. Many teamwork does not have a predetermined planning and will soon break down.

The undermentioned study evidence confirms this fact.

Percent	The presence/absence of designed goals	Life after 10 years
---------	--	---------------------

97%	Those don't have clear goals	Normal and unsatisfactory life
3%	Those have clear goals	Successful and happy life

Source: Harvard University

So, for success in life, we must have a long-term plan to lead us towards achieving our goals.

4. Clear roles

Each team member is expected to know clearly what is expected to be done at this job. In the absence of such written descriptions, there is no transparent way of evaluating the performance of a person whether he/she has done the work or not done. The leader should train, explain all the members about their roles and duties. Then all members can be evaluated based on their work.

3.2.2 Group work challenges

Group work is important, but there are many challenges to running a successful business. There are many activities must be done to develop a team spirit and that every member must work individually to make strong team that leads to a successful business. Let's look at some of the challenges and outcomes that may be present in the group members. What kind of gaps in your group are you planning to adjust?

These challenges may occur in all groups, but the level may differ depending on the size of the group and some other factors. In most cases, the team will be able to see these problems clearly and reduce them in a good working group. Here are some familiar challenges and their features. The team must analyze its weaknesses and strengths, share it with each other and discuss on the resolution mechanisms.



Challenges	Solutions
Problem of co-operation/ working together	<ul style="list-style-type: none"> • Explain the benefits of group work • Understanding Business Development • Explain clearly the purpose of the group
Leadership problem	<ul style="list-style-type: none"> • Take leadership courses • Participate at regular meetings that help to exercise leadership
The problem of close relationship	<ul style="list-style-type: none"> • Developing a collaborative experience • Out of working hours sit together for coffee and tea, eating together, having fun together. • Participate in any joint work plan and performance.
Commitment problem	<ul style="list-style-type: none"> • Focus on the outcome of the group • Be aware of the team's goals • Understand the power of co-operation • Understand the value of taking responsibility
Behavioral problem	<ul style="list-style-type: none"> • Make all the team members better/spend their time at work • Know the value of working together. • Always focus on and nurture the collective values of the group

	<ul style="list-style-type: none"> • Introduce the group's code of conduct (rule and regulations)
Problem of knowledge	<ul style="list-style-type: none"> • Increasing self-training • Develop reading habits • Tracking short courses/trainings
Conflict problem	<ul style="list-style-type: none"> • Develop a healthy view of conflict • Develop a habit of resolving conflict quickly • Recognize the opportunity to learn at conflict • Develop disputes resolution rules/regulations

Which problem should be addressed first? It is always important to prioritize. It is also useful for team members to do the following.

3.2.3 Group work components

Strengthening individual talent

A person who wants to join a good team always gets valuable inputs from the group and knows his/her weak side in the team. Below are 10 effective group member features. All members of the team should evaluate themselves appropriately and identify which ones are strong and which are to be improved.

Honestly assign yourself to everything

- **Skill 1 is trustworthy:** this means that your group members can trust you. You may be able to work properly.
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____
- **Skill 2 is successful in friendship:** this means that you can clearly communicate your ideas without any problems
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____
- **Skill 3 is a good listener:** means listening to other people's opinions and accepting if necessary. Although it does not give you comfort it means receiving feedback from people.
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____
- **Skill 4 is participation:** this means having active and continual involvement in group activities.
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____
- **Skill 5 sharing voluntarily and openly:** means sharing information, experience, and knowledge to others willingly.
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____

- **Skill 6 team maker:** this means that you agree to work with team members no matter what happens.
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____
- **Skill 7 reasonable:** It means that your team decides to go for a new job or if new directions are adjusted you will be committed for the new mission or direction.
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____
- **Skills 8 commitment:** this means that working as a team will always be the most important contribution in all work processes and with full responsibility.
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____
- **Skill 9 problem solving:** this means that you focus not on the problem, but in the solutions and trying to help others in the team, not to find fault with them.
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____
- **Skill 10 respect** This means that other team members and staff are always caring and capitalizing hospitality.
Rank the levels: I'm not sure ____ I do not mind ____ I am very sure ____

Now look back at the answers

If you are not sure means you are going to have to work for a team, you will have to grow. Therefore, it is good to find someone who can help you with these issues. Consulting a person gives a great deal of input on teamwork. Participation in short-term training is also important. Perhaps you have a good team spirit, if you cannot tell the majority of as no mater, but you cannot prove that you are or not. These sentiments are very important for your group and for you, and they must be fully developed. So, it is possible to work with someone who you think you should improve, so that you can work on the same person. It is possible to be more productive using someone who shows you some of the techniques.

If most of your responses are very sure, it's good! This is important to know that team members in your team are working together and to make the team work better. It is important to know that improvement should be given to someone else using the same technique and participating in the training.

Next, see what your team members look like and what to look for in their skills. Each member must know what confidence is available on this form

I [write a full name] in _____[list the skills you feel confident]

_____ My skills are very strong I will be able to do it next time at _____

To improve and be sure of my skills and to make the most out of it, I met with ---- and shared best experience. I also want to learn more on some skills need to be improved [list the skills you need to improve _____].

As if _____

3.2.4 Group work development stages

Teamwork has several steps to success. These are:

A. Foundation stage

This is the first step in team development, and it is the level that needs very small effort. At this time, everyone will be prepared to be honest and humble. Everything is very smooth at this stage. It is nice to be honored, thoughtful and cooperative, and in the same way as new married couples the team will fall in love. Currently, members even do not know each other properly, they have the capacity to work well and collaborate each other.

B. Confusion stage

At this stage, the confusion of ideas arises as the team starts to perform tasks. During this time, all members of the team are required to work on their own terms, resulting in disagreements. This disagreement will grow to conflicts. And there's a lot of confusion going around each week. Work will not be going well. Even though conflict does not bring coordination, all the members of the group will begin to respect each other, resulting in a close relationship. It is difficult to think that arguing will alienate but it will be difficult to imagine. But, could happen.

However, during the day, everyone's unpredictable rivalry begins. Remember the enormous fact that people working in teamwork are more likely to grow, change, and better live by working together. However, disagreements must be made in the matter of how and when to do the work; because everyone has their own experience and wants – he/she wants to do it on his own. This is natural. This will start with understanding each other's needs and thoughts. One starts to understand and share with each other. Unknowingly, they are becoming close. After all, they can do good work.

Siberian Habitant

Siberia is a very cool place in the snow in North America. There are very few animals living in this area. Among them are a chipmunk, leopard, brown bear, deer, weasel, etc. These animals are particularly vulnerable to cold temperatures, especially when the weather become severe, they

come together embarrassing each other to get heat and cope up the weather. But these animals encounter one big obstacle to keeping them close-thorny. They have a mechanism to survive the winter. If you feel that a jarring jaw is sticking out of the cooldown, then it is important that you sting and die while you are in love you will save your life. And in that case, that was particularly ugly time they should overcome.

This fact is true among us, as if the weather had a natural thorn, and people had different forms, but their intention or goals bring them together.

Pay attention! Peoples' intimacy and communication is not only in a rush but also in both the good faith and the scandal. But if this is a long time-it and the team does not agree yet, would be likely that the team will be demolished. That's why many organizations break into nothing. Although, their level of communication is too little, they may have been going too far. If you break a group and join another group, it will not take a special journey. Being familiar has a great influence on its alignment itself that help for teamwork.

At this stage, all members of the team are expected to receive comments and repeat any criticisms. Everyone must be prepared to be convicted.

C. Policy enforcement stage

A team that is passed through the confusion stage become a senior team will be respected for what it takes to discover who is discovering and what is upsetting it over time. There will be unwritten rule between the group. Work starts to operate well, disputes reduced. Now there's the law! Though it was not written it will be applied. Now that performance increases, closer proximity.

D. Performance stage

Now the team is well-known. Start to get everyone's mood in one direction. Now there is no problem of understanding each other and the team will work well. The effort to reach this level has a great impact on itself. As a result, they are a good team.

3.3 Business plan

Objectives

- Explain business plan interpretation
- Understand the major contributions of preparing business plan for the success of the business
- Demonstrate how the business plan direct the direction of marketing and business trends

What is a business plan?

A business plan is a precise information provider that helps you keep up with the daily routine and keep track of business start-ups. Trying to start a business without a business plan is a gate opener for greater losses and failures.

Business planning helps us to be convinced on the opportunities that are fundamental to business performance.

The value of guided planning

- Helps the business to stay grounded on a reliable basis
- Indicates the direction where the business wants to go
- Explain in detail the necessary inputs and financial resources for the business
- It clearly shows the business performance of the business
- Generally, the key to success of the business is that it helps to provide reliable information to the business to move on to a better stage of growth.
- We need to be guided by the plan to succeed in life, achieve goals and revelation.
- Effective student needs to take out and implement this time-consuming schedule.
- If we do not plan our time, others plan towards our time. If we don't do anything, the exam and stresses are coming together.
- Our plans are based on our goals.
- Detailed job descriptions, timetables, self-assessments required to fully utilize our time
- When you start school, you need to plan and study
- We must have an annual plan, semester, summer, week, daily plan
- Our plan is to hold all our functions, our study program is part of this plan.

Problems cause by the absence of a business plan

- Do not know the exact beginning or destination of the business
- Not knowing the resources needed for the business performance
- Not knowing the business detail programs
- Lack of information about whether the business is profitable or not
- Generally, lack of proper management of the business

Quote

“As the ship is essential to the sea, it is a business plan that directs the business to succeed”.

History of the importance of business planning

Mr. Lubango is a businessman interested to engage in sheep fattening and selling for long-time. When he wants to start the business, received advice from professionals on how to begin with the business. After fully understanding the experts' advice, he developed well prepared business plan that will help him understand the business process. He also wrote a plan on how to open a business plan for the small savings company, starting with the idea of why he needed the support and how to start their business.

The Credit and Saving Institution supported Mr. Lubango by providing the proposed credit facilities for the sheep fattening and selling activities. Thus, Mr. Lubango began the business in short period without any problems.

The story's theme and lesson

Business planning is a key and essential to achieve business success.

Homework

Prepare your business plan for the business you want to start

3.4 Production cost, selling price and accounting

Objectives

- Know the significance of production and sales value
- Awareness of the value of production and sales costs for business success
- Consideration in setting the production and sales costs

a. What is the price?

Business is a process of manufacturing or processing a service based on a process of service delivery, which should be used to provide services. This service will be a priced/value service.

Whether it's a reliable pricing system or a service fee is a guarantee for business success, while in addition, it is important to take into consideration the nature of our existence when the pricing is in the wrong place. We must take great care to make sure that we do not have an inappropriate price impact on product supply and demand, as it affects a healthy trading system.

Cost values and business value of success best experience

The youth in Menz, Amhara region of Ethiopia had a problem of dealing with the value of their business products. Because their competitors in their area have different prices for the sheep fattening and sales don't have information and references to set price to their product.

They are less likely to be below the market price, possibly because of the bankruptcy of the market, as they are more prone to price inflation than the cost of the market. They have difficulty to reconcile this gap. They agreed in a way that they could help them to do the following

- How much of the buyer's need the product in their area?
- You know how many suppliers of the product and how much they sell a product
- Finally, detailing the cost of producing a round of products and selling them at a fair price, they were able to keep up with the real value of their competitors and thus controlled the market.

What have we learned from this pragmatic story?

The price of a product or service is not a random one, but it is a good indicator that it should be based on accurate and relevant information. When we are not complying with pricing, we may be tempted to go out of the market and lose our client, accurate pricing is a better option than the competitors in our area. Then the basics we should consider when evaluating the value;

- The supply /service of the local supply and demand
- Availability of the local market price information
- Consider the fair share of the cost of the product / service

Homework

Tell us about the price of your product or service for the service you are accrue and the price of your product or service.

b. Business accounting bookkeeping

Any business activity that is based on revenue and expenditure processes should be recorded at the appropriate time and in detail.

If income and expenditures are not recorded at the time and not known, it is extremely difficult to identify the stage of the business and the future growth of the business as it does not know where it is heading and where it is making money. If the activity is recorded on time and on a regular basis, then the activity will be considered. The business will provide the necessary inputs, which will then provide the legality of the business.

Business accounting and benefits

Any business operation has to have a proper income and expenditure record, since the operation of the business is primarily a revenue-and-trade process.

When a non-detailed expenditure process becomes operational for a great deal of loss and damage, and does not show how much profit and loss it has, it should be noted that at the moment of trading, it is advisable to keep track of the income of the business.

Oftentimes, we do business in our country, because we do not have the money to do the work or we do because we are forced to do. Thus, we don't properly record daily activities and other necessary details of the business. But in time, the business process is so unexpected and may fall into a bankruptcy, collapse on loan and eventually close the business. Since the nature of our existence is a daily income and expenditure, we need to register properly the amount of revenue that we must pay for the business and the amount we earn from the business.

Consider, for example, the handling of the book below.

Income description							
No.	Date	Types of income	Measurement	Quantity	Unit price	Total price	Remarks
1	October 20, 2019	Sheep fattening production	Number	155	3900	604500	
2	December 11, 2019	-----	-----	-----	-----		
Total income						604,500	
Expenditure description							
No.	Date	Types of expenditures	Measurement	Quantity	Unit price	Total price	Remarks
1	March 13, 2018	Construction of shed	Lumsum			20000	
2	April 11, 2018	Purchasing of sheep	Number	40	2000	80000	
3	April 11, 2018	Purchasing feeds	Kilo gram	500	5	2500	
4	August 24, 2018	Purchasing of sheep	Number	42	2500	105000	
5	August 24, 2018	Purchasing feeds	Kilo gram	500	5	2500	
6	October 11, 2018	Purchasing of sheep	Number	25	2600	65000	

7	October 10, 2018	Purchasing feeds	Kilo gram	350	6	2100	
8	February 20, 2019	Purchasing of sheep	Number	22	2500	55000	
9	February 19, 2019	Purchasing feeds	Kilo gram	350	6	2100	
10	August 11, 2019	Purchasing of sheep		50	2500	125000	
11	August 10, 2019	Purchasing feeds	Kilo gram	500	6	3000	
Total expenditure						462,200	
Income-expenditure difference description							
Date	October 11, 2019			Remarks			
Total income							
Total expenditure							
Difference							

The story of Mrs. Aselefech on the use and benefits of business accounting

Mrs. Aselefech engaged in hotel business, she has always been frustrated with the fact that her business does not grow year after year. This is because she has no experience of recording both her income and expenditures.

Every day, she spends different costs of the hotel unplanned and without recording. She was also receiving the sales/ money without recording. One day, the experts from customs and revenue bureau came to her and asked to notify the government of her revenue and expenditure on annual profits, which she always finds confused. Knowing that there were transactions that she remembers incomes and expenditures, but not knowing how profitable they would be.

She received comments and warnings from the government office to hire a professional accountant for accounting her business and began to record the actual business history. Within three months' she observed her business become worthy, every costs and earnings were recorded properly. She has found that the business has become increasingly legitimate and profitable in the process of solving the problems that have been facing her, raising her business and paying taxes as a legitimate merchant.

Homework

- Do you know about your monthly income and expenses you make? How much money did you receive last month? How much have you brought? And how much money left there is in your hand.
 - Provide detailed information on your income-expenditures based on your business activity
 - Why is it important to keep track of the income=expenditures and keep up-to-date?
 - Make a list of the constraints that will not help to list your expenditures.
-

3.5 Time management

Objectives

- Understand the timetable
- Demonstrate the attachment to our time with the business goals

Time interpretation and awareness

- There is reason for everything. Productivity is the purpose of our existence and reason for doing business.
- Time is a grace that is given us the best time to use it as much as possible.
- Time is the most expensive resource in the world, but it's given for free.
- Most people do not use time properly, they waste it.
- Most successful people in our world are those making good use of their time.
- The best tool for our future success is time. It is important to use time based on our plan.
- Our future success is primarily depending on the way we protect and maintain this law.
- All persons are provided equal opportunity 24 hours a day, 7 days a week, 365 days a year. The difference between people is that on the use of the benefits and this natural gift.
- We should not only consider just start but also the destination, not only the harvesting but also the planting and cultivating periods.
- Recognize time robbers by waking up

Sayings

"Time and the storms do not wait anyone!"

The table you see is useful for extracting the priorities. Make a priority based on the criteria you want in your life.

- Who are our time robbers?

APPENDIX: Business Plan Components

1. **Summary:** (The name of the enterprise/association, the village/kebele, the purpose of the association, the total amount of money and source needed, the payment management), and the way they promote their production and the service will be included.

	Very urgent	Important
Very important	Box 1	Box 2
Less important	Box 3	Box 4

2. The investor's/business owner's and company statement: Educational status / Age / Gender / Responsibility

3. Type of raw material and quantity

4. Type of product / service

5. Production / Production process

6. Product quality and use of technology

7. Market situation

8. Who is the client?

9. Competition situation

10. What you should consider is calculating the cost by observing the product and market situations

11. How the product is delivered?

12. How do you promote/advertise the product?

13. How quality of production is proven and what makes it unique?

14. Source and management of initial capital

- a. How many% from members (-----)
- b. How many% from credit institutions (-----)

15. Total start-up costs, capital and operating Costs

16. Total gross annual income

17. Annual net profit

