



Entrepreneurship and business skills development training manual for sheep fattening

Esayas Mulatu Morka¹ and Jane Wamatu²

¹ Business development consultant

² ICARDA

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MANUAL



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ICARDA's Manuals & Guidelines series taps the Center's expertise to provide comprehensive advice and strategies that researchers can adopt to enhance agricultural productivity and overcome critical challenges affecting rural communities in the non-tropical dry areas.

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We provide innovative, science-based solutions to improve the livelihoods and resilience of resource-poor smallholder farmers. We do this through strategic partnerships, linking research to development, and capacity development, and by taking into account gender equality and the role of youth in transforming the non-tropical dry areas.

Address

Dalia Building, Second Floor, Bashir El Kasser St, Verdun, Beirut, Lebanon 1108-2010.
www.icarda.org

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Introduction

General summary

Research proves that the wealth of individuals, communities and nations is highly driven by entrepreneurs. The livestock subsector, including sheep fattening, is an integral part of the dominant agricultural sector in Ethiopia. Introducing and promoting entrepreneurship in such an influential system is crucial to creating job opportunities and driving changes within the farming communities. More importantly, entrepreneurship is the foundation of business development and empowerment of young people and women. It offers them an opportunity to take control of their circumstances, helps them to recognize business opportunities and develop 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 a project to scale up improved sheep fattening practices and technology in three regions (Amhara, Oromia and Southern Nations, Nationalities and People) of Ethiopia. Its priority interventions include a progressive expansion of a network of benchmark sites in the form of sheep fattening youth cooperatives, 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 manual is developed with the aim of building the capacity of organized youth and women groups in order to effectively plan, organize, lead, implement, monitor and evaluate their business activities. It is designed to be easy to understand and supported by examples demonstrating local contexts.

Methodology

The *Entrepreneurship Skills and Business Development Training Manual* follows participatory approaches and adult learning principles. It integrates presentations and practical exercises that enable both individuals 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 various point of views.

The manual has three main chapters. Chapter 1 covers attitudes; Chapter 2 deals with abilities of successful job creation and Chapter 3 discusses business administration skills

1. Preparation

1.1. Attitude

Objectives

- To describe attitudes;
- To show attitude is the basis of all elements in our lives;
- To generate better understanding among trainees about proper business attitudes that help us to succeed in business.

Defining attitude and awareness creation

Attitude is the way we look at things or incidents called 'phenomena' that happen in our lives. Throughout our lives, many things may or may not happen. These incidents by themselves may not bring changes. It is our concerns and interpretations that give meaning and high value to incidents. These concerns and interpretations are determined by our attitudes.

This means interpretations of incidents that have already occurred in our lives are the basis of defining our lives today and in the future. Your decision today to read this manual is an example of your attitude and decision to bring about positive changes in your life.

Our attitude often influences incidents (phenomena).

- Once we understand the details of factors and realities causing the incident (phenomenon), we can have the capability to find solutions and mechanisms to respond to the incident (phenomenon).
- When 'system thinking' is no more merely theories or surface understanding but an ART, something in your hand, in your mind, in your own creation, ... that is the power you feel (O'Connor and McDermott 1997).
- This needs careful attention and attitudinal change.

The main lesson we learn from the example above is that any incident (phenomenon) happening in our lives has its own causes. Biased attitudes or the way we interpret the occurrence will influence the reality and shift it into unnecessary directions (for instance; inappropriate selection of friends). Therefore, attitudinal changes will help us to manage any incident (phenomenon) and to shape occurrences towards our interests.

Attitudinal system rules

- Connectivity rule: all things across the world are connected to each other. For example, in the human

body there is connection between blood circulation and nerve systems, the respiratory system and blood circulation systems and the digestive system.

- Reason and result rule: in this complex world, causes and results are not often immediately apparent. We see or observe the result of something after it occurs; sometimes even much later. Sometimes, the relationship between cause and effect requires thinking outside of the box.
- Harmful practices may look pleasant at the beginning or before their real effects show. There's an Ethiopian proverb that explains this further: 'If you don't know how to swim, you will sink down while laughing'.
- The problems we are facing today are a result of the past. This is because we did not fix them at the time they occurred.
- Things that seem unusual, crazy and new today can become normal in the future.
- The big sin is repeating the same mistakes while expecting a different, better result.
- We contribute to each achievement as well as failures, so don't blame others! Instead let's take accountability for results (achievements or failures).
- Dividing one big elephant will not give us two small elephants. Shortcuts rarely lead to positive results. It's better to make sure we find the right solution to the problem!
- Those who have two loaves of bread may not eat both loaves at once. Having two legs does not mean we can climb two trees simultaneously. We must prioritize things and activities!
- We reap what we sow; there is no gain without hard work.
- When we push away a problem without resolving it, at the same time the situation will push us away from the interconnected system.
- One size does not fit all. Each one of us have our own special skills.
- We may not resolve problems spontaneously at the time and in the situation they occur.
- Attitude is the reflection of our thinking; our interpretation of 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 and for life in general.

- The attitudes we have define our reasoning and decisions. It also determines our ability to solve problems.
- If we want to succeed in our lives, the first step should be investigating our attitudes. Work to have a positive attitude and avoid harmful ones.
- Like a computer which works because of the software, our bodies operate on information dispatched by the mind.
- Our minds control physical movements and activities.
- Everything we do or say comes from our minds.
- Our mindsets are similar to a computer's operating system; they control everything! Thus, our minds control how we respond to external situations or issues and how we define our lives and communicate with others (what we believe defines our being and doing).
- Therefore, a positive attitude gives us a better life.
- Our attitudes may be appropriate/good or harmful/wrong.
- Don't tell yourself: 'it is not possible'. This will keep you from believing and doing.
- Rather than saying: 'I was created a human being so I can't fly,' say: 'I believe I can fly' and develop positive thinking.
- If we say: 'I don't like physics. I do not understand it', the attitude we develop against the subject decreases our chances of understanding. Hence, we may not ever understand.
- The attitude we have towards other people also affects our relationships.
- If we think: 'I could not agree and work at all with Mr. X' or 'X doesn't think positively about me', our approach and communication with the person will be the response of our attitude. Therefore, there will be incidents that initiate disagreement.
- On the 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 is the way I communicate', there is no doubt that the result will be positive.

Your interpretation of positive opportunities will define your future.

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

The special features of positive thinkers are:

1. They think for people
2. They develop high self-confidence
3. They are patient
4. They are polite
5. They have high esteem for themselves and other people
6. The results are positive

The following are the benefits of positive thinkers:

1. They have a positive reputation themselves and think highly of others
2. They motivate people to work
3. Positive thinkers are a valuable resource for their country and their people
4. They add value and productivity in their business
5. They work in close coordination with other people to improve skills and to resolve problems
6. They are honest
7. They work at improving communication and networking
8. They resolve stress

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

1. Change the direction of our focus and practice positive thinking
2. Do it today: anything that you want to do
3. Engage yourself in sustainable learning practice. This means improve your reading and listening habits
4. Be proud of yourself and positively shape your current situation
5. Avoid negative influences

Attitudinal

1. 'Men/women harvest the fruits of their mouth'
2. 'It can be how you say/perceive'

Our fathers' and mothers' sayings show how positive thinking becomes basic for our lives. This means that we are living on the basis of our perception and expressions. There is also another proverb to justify this: 'You can't miss a country you've never been to.'

Best business experience brings attitudinal changes. Two marketing researchers take an assignment to conduct a business study on a shoe factory in the same village. The two persons deploy in different directions and conduct assessments on how the factory could expand and maximize its sales in the village. By chance, nobody in

the target village knows what shoes are or how they are used. The villagers walk on bare feet.

The researchers present their results.

The first researcher says: 'According to my assessment, the village dwellers don't have any knowledge about shoes.' He concludes: 'Therefore, establishing the factory in this village is not feasible.'

The second researcher says: 'Nobody is wearing shoes in the village. However, this would be a good opportunity to establish and expand a factory in the village. In my understanding, this could happen by organizing awareness creation sessions, providing appropriate training and presenting best practices to change the perception of the community and to improve demands by demonstrating the importance of shoes. Hence, we can expand the factory in this village. We can maximize sales and profits in the village much more effectively than the expansion projects the factory has undertaken so far. Therefore, taking immediate action to establish the factory in the village will have benefits.'

The story's theme and lesson

1. How different people interpret a phenomenon
2. Because of their interpretations, one performs better than others, while others are different because of their inability to 'live or die'
3. Let's have a sense of positive thinking to move forward

What else did you learn? Homework

- List all the things in your life that are holding you back
- Make definite solutions for each

1.2. Vision

Objectives

To create a better understanding about 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

1. Vision: drawing our goals in our mind
2. Our long journey: a clear picture of what we want to achieve in 10 or 20 years' time
3. Those who 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 achieve their vision will never reach it)
4. 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 here
- The purpose and meaning of our lives
- It is inspired by intentions and the deepest inspirations
- Vision is not only interest but beyond
- Vision encompasses real eagerness and a real love for life
- Vision will help us to cope with any difficult situation
- Vision is intuitive, clear, intriguing and accessible
- Institutional: group and personal revelations
- Vision is not selfish
- Vision is born of revelation
- Vision is neither dependent on individual experience nor on external situations
- Vision can be transversal
- Vision without performance is imaginary
- Those who have vision know their destination
- A vision needs commitment

Preconditions of a great journey

1. **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.
2. **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 but we will not deceive, nor will we be tempted. We can restrict ourselves to activities that help us achieve our vision.
3. **Ethics:** wisdom, morality, knowing the difference between good and evil; between impairment and use of benefits, thinking for others, respect laws and regulations, respecting and living with others, accountability etc.

We do not commit crimes to achieve our own goals; we do not take others' property; we are not greedy; we

maintain trust and defend the rights of others. Our ethics should be based on principles of honesty, loyalty, respect for others and on fairness and principles in the world.

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

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



Do you have a dream? What is it?

Think about your dream and what you want to achieve with your dream. Remember; any activity without defining your big picture will be meaningless and will not help you meet your goals. A meaningless implementation means that even small problems will keep you from achieving your goals. This is the main reason why many businesses are discontinued; because of failure to carefully make plans and carry them out in order to achieve a vision. This will not be a problem in your business because you will make plans in order to achieve your goals.

The project you are going to start focuses on sheep fattening and generating income from it is your business priority. You have to envision (see) the success of your business both at an individual or organized enterprise and cooperative level.

Quotes and sayings

‘The only thing worse than being blind is having sight without vision. There is more sight blindness than blindness, without vision.’ – Helen Keller

Without a reason for 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 and a plan.

1.3 Change

Objectives

- To be flexible and prepare for change and to be a benefactor rather than a victim of change
- To help participants have a better view of life
- To choose the path the participants wish to take and identify the development bottlenecks

What is change? Why is it important?

The Cambridge University Dictionary defines change as:

- Be different or improve. Change means being different from what we were before

Are you happy with your current situation?

1. Are you financially secure?
2. Are you happy with your level of education?
3. Are you happy with your physical condition?
4. Are you happy about your health situation?
5. Are you satisfied with your social status?
6. So, if you are not happy, change!

If someone does not feel satisfied with what they are doing right now, then they should change by doing things differently. Change includes the way we think and the way we interact with other people.

No matter who you are, whether male or female, no matter your level of education and your past successes or failures, you can still change if you have a desire for change.

Why do people resist change? The facts listed below explain why many people will not be able to change. Knowing the following facts will help you embrace your journey to change with enthusiasm and understanding.

Change is painful and requires hard work

1. It's not easy to reach success.
2. Change has costs and it can be painful.

3. There will be no success without hard work.

Let's look at examples about your current business and what it is like:

- Sheep fattening requires 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 them to the market and many other activities that require a lot of work to earn a better income. If all of this work is not done, there will be no positive changes and your results will not be good.

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

The story of eagles

The eagle is a strong bird that flies great distances. An eagle's lifespan is about 30 years. Unlike other species of birds, the eagle builds its nest at high altitudes, which can help the eagle to fly with confidence during wind, rain and storms. It is very good at seeing its food from a long distance, like fish in the oceans and rivers. It can even hunt and kill large animals.



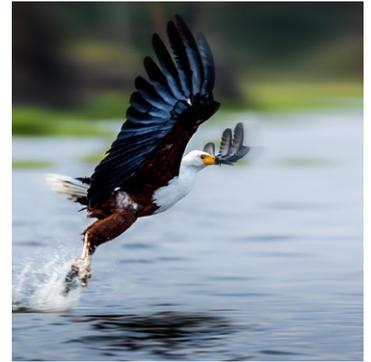
An eagle is a symbol of liberty, power and excellence. Americans use the eagle as a symbol of their government.

But the eagle is constantly changing during its lifespan.

1. Its talons are constantly growing, but hunting keeps its talons sharp.



2. Like its talons, an eagle's beak is constantly growing. Catching and eating prey keeps the eagle's beak sharp; an eagle will also clean and sharpen its beak on tree branches and rocks.



3. Every year of an eagle's life, its feathers fall out and new ones grow. However, an eagle does not lose all of its feathers at once. During this process called 'molting', wing and tail feathers fall out one at a time so that it can keep flying and hunting while the new feather grows in.



4. Like the eagle, take care of yourself so that you can continue to live a full life. Remember that change rarely occurs all at once, but rather over time; like the eagle losing its feathers to be replaced by new feathers one at a time. Like the eagle, have the courage and patience to believe that change is possible, even if it happens one small step at a time.



Change can happen daily; you can improve your life every day with your decisions and hard work.

Change begins with you

Many people want to change, but they spend their time waiting for family, the government or the situation to change. Life does not always change in this way and you are the most important person when it comes to bringing about your desired changes. Don't wait for others to lead the way.

It may take 24 hours or more for a chick to hatch from its egg. If someone intervenes in the hatching process, it could lead to the chick's death.

That's your life too! You must take responsibility for 100% of your life.

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 but rather through progress and small improvements. So, begin with small things or a small job. For example, if you want to read, read one page per day. This may mean that you need to get up earlier but before you know it, you will have read a chapter, then an entire book.

Change begins now

You can spend your entire life waiting for the right moment to change. Remember that now is the right time to change!

Consider the saying: 'yesterday is history, tomorrow is a secret'. Today is the moment at hand and every day consists of 24 hours. Think about everything that can be accomplished in 24 hours if you focus and try hard!

How much have you changed so far? Do you know? Ask yourself:

1. How much did you change last week?
2. How much did you change last month?
3. Have you changed over the last half year?
4. How much have you changed in the past year?
5. How many years have you not changed?

Do you know yourself?

Many people complain that their life is the same; day after day, year after year. Complaining is not a 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 that can solve our problems. We are 100% responsible in being the ones to identify the constraints and rid our lives of them.

If you want a car to move, you must release the brakes. Identify the 'brakes' in your life keeping you from moving. Below are 10 constraints that can hold us back from moving towards success. We must move to avoid them:

Being unwilling to face challenges

Taking risks can be scary. You may be afraid of what will happen if you take a chance but if there is a challenge in your life, face it and identify the actions that will help you to overcome the challenge. A single positive action can take you a long way to moving forward; like removing the brakes from your car!

Does fear keep you from moving ahead and trying to achieve your dreams? This is one of the brakes of life. Please release it! If you keep the brakes on, you may lose an opportunity that can set you on the road to success. Be courageous, do what you can and look for ways to move forward.

Lack of endurance

Have you started something but given it up because of a setback? Has a problem occurred and you think it can't be solved? Believing that your problems do not have a solution will discourage you. Instead, look at the problem as a puzzle; all of the pieces are there, you just need to fit them together. Below is a list of problems that may arise at any time. Think about how you can solve these problems.

1. Friendship problems
2. Financial problems
3. Lack of knowledge
4. Business problems
5. Trouble at school
6. Family problems

If you are stubborn and refuse to work on a problem to reach a solution that is satisfactory for everyone involved, you will fail to move ahead. It takes great endurance to stay on the path to achievement. Success is not always easy but be persistent.

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 show strong commitment until the end. Many people who want to enjoy life and find short-term benefits and satisfaction will never find sustainable success.

Do you know what you want to achieve over the next 10 years of your life? Appreciate small successes and don't let challenges hinder you from reaching your larger goal.

Lack of prioritization

Decide what is most important to you, then work to achieve these goals by focusing on the most important one first.

When you start a business, you will reduce the time you spend with your family and friends. However, if you work hard, your business will become profitable and you will have more time to spend with your family and friends. You may be able to hire people to work for you, giving them jobs and livelihoods while giving yourself more free time. However, success takes time and prioritization, so focus on the most important task at hand.

Searching for shortcuts

There is not a short path to success; you must be willing to commit to the journey that leads to achievement of your goals. Cutting corners and taking shortcuts may seem desirable but may lead to a result that is far from your goal.

Selfishness and greed

Satisfaction can be met, whereas greed has no reward. Greed corrupts; it destroys faith and happiness in life.

Here's a story about the damaging effect of greed:

There was a poor man in a village. This poor man had only a chicken that he inherited from his father. This chicken started laying eggs. The first egg was unique and shining. The egg surprised the man; he had never seen anything like it. He thought about throwing it away but decided to keep it. On the third day, that chicken again laid a shiny golden egg. The poor man admired the egg and took it to a goldsmith. He said to the goldsmith: 'I found an egg that looks like gold. Please have a look.'

The goldsmith said: 'This is pure gold. If you want to sell, I can pay a high price for it.' So, the man sold his golden egg to the goldsmith. The man returned home with more money than he had ever seen in his life. The chicken continued laying a gold egg every three days and the poor man soon became very wealthy. He became the richest man in his town, but that was not enough for him. He wanted to be the richest man in the entire country. As a result, he became impatient.

One day he said: 'I am tired of picking up a gold chicken egg every three days. I will 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 found only one egg. At the end, he started again on the journey to poverty.

The essence of the story:

1. Those looking for everything will lose all.
2. Impatience will cause you to lose everything.
3. Greed is a curse.

Many people say: 'I can not succeed' while slaughtering a chicken laying gold eggs. They become impatient and lose sight of their goals or they begin to lose gratitude for their achievements.

Check yourself. What are the benefits you received from ICARDA? How will you use these benefits not just today but to achieve your future goals?

Lack of firm faith

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

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.

Planting and harvesting code of conduct/cause and effect

There is a reason for an outcome. Success is not about chances but about knowing and using the laws of nature; the cause and effect code of conduct.

1. Man sows and harvests what he sows. Similarly, if you care properly for your sheep, your sheep will thrive and you will be able to harvest their products.
2. Sowing occurs before the harvest.
3. There is a time between sowing and harvesting and it is full of work.
4. Who sows a lot will harvest the same.

The Law of Attraction

The Law of Attraction is the ability to attract into our lives whatever we are focusing on. It is believed that regardless of age, nationality or religious belief, we are all susceptible to the laws which govern the universe, including the Law of Attraction. It is the Law of Attraction that uses the power of the mind to translate whatever is

in our thoughts and make it material in reality. In basic terms, all thoughts turn into things eventually. If you focus on negative doom and gloom, you will remain under that cloud. If you focus on positive thoughts and have goals that you aim to achieve, you will find a way to achieve them with massive action.

Not willing to plan and prepare

Everyone wants to win but very few people take the time to plan to win. Many people choose to play rather than to invest the hard work necessary for success. Confidence comes from proper preparation and planning. Preparation means learning from past mistakes to avoid them in the future. If you are worried about failure, think about your preparations. If your preparations and plans require revision in order for you to succeed, take the time to make changes. Release the brakes now.

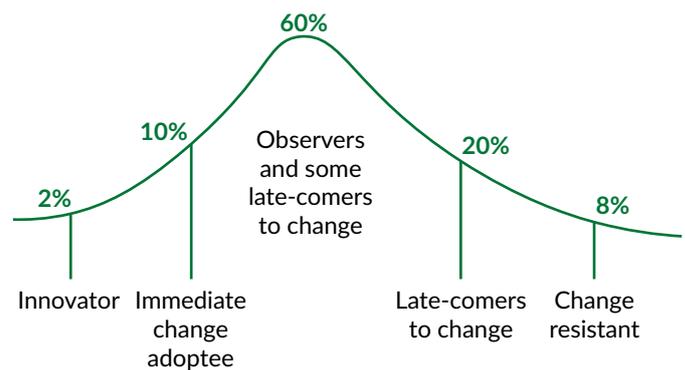
Excuse/reasoning

Winners research whereas losers provide excuse analysis. What reasons do you have that keep you from achieving your goals? Which story describes you?

1. I've lost a business.
2. I am very old/very young.
3. I'm poor and my family is poor.
4. I'm not smart.
5. I'm not educated.
6. I do not have a good appearance.
7. I have no knowledge.
8. I do not have enough time.
9. I cannot succeed because I am a woman.
10. The economy is bad.

We may have other excuses that are not listed above, but the main question is: do you have the courage to take bold actions to achieve your goals? Do not let excuses keep you from doing your very best to succeed. Studies confirm that change is possible for everyone, no matter who they are or where they come from. What is your position in this regard?

So, analyze yourself, where you are? In the front, middle or the rest. Then **change yourself now before the change forces you to change!**



2. The abilities of successful job creationists

Achievement has its own formula. That formula can be found in successful people. Research studies have been carried out on success and how to achieve it. These studies show that success is possible for every person no matter where they are from, but it can be difficult to achieve. However, there are characteristics that are associated with success.

For example, many people who read 'The 7 Habits of Highly Effective People' by Steven R. Covey (1989) say it changed their life. Other people's discoveries also suggest that people can learn from others who succeed and then change their own livelihoods. The practices listed below are properly researched and demonstrate the best experiences of successful businesspeople. They are instruments that can be used to help you achieve success. Knowing and using these practices can help you on your journey to success.

2.1. Setting goals

Objectives

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

Ask participants to write down their individual or group goals.

Meaning and understanding of goals

It is important to have a vision but unless we set goals, there will be a big gap between the vision and achievement of the vision. This will result in getting lost (there is an Ethiopian saying: 'I have cow in the sky, but could not get the milk'). That is why we need a goal that bridges our vision. So, in short, a goal means a bridge to connect with our vision.

1. Vision: We must meet goals to achieve our vision
2. Goals: Long-term, medium-term and short-term
3. If the vision is our destination, we must know where to start and which goals we must meet to reach our destination.
4. Set goals: Choose the direction of our journey from starting point to destination.
5. Each goal has its own specific objectives and activities.
6. Another important point is our goal should be time-bound, achievable and countable.



Life experience of Zerihun Getaw

This story is about Zerihun Getaw. He is a successful man who has been engaged in sheep fattening and sales in Menz/Mahal Meda town. He sets goals as he works. As a result, he has become a prominent person in the sheep fattening business in the city. As he continues to benefit from setting goals, he is still moving forward and improving his sheep to add income. He is committed to working hard to achieve his goals.

The essence of the story

What the story tells us is that our vision can be achieved by setting goals and working hard to achieve those goals.

What did you learn from Zerihun's story?

Teamwork

What are your goals as an individual or as an association?

1. Long-term (10 years)

2. Medium-term (3–5 years)

3. Short-term (1–2 years)

Putting our goals in writing has significant advantages:

1. It helps us to make good use of our time and to plan.
2. It increases our awareness and helps us to take actions.
3. It helps us to identify and overcome our problems.

Quotes and sayings:

1. 'If you do not know where you are going, any road will take you there' Lewis Carroll
2. 'If a boat doesn't know where to go, the wind will not help!' unknown

What else did you learn?

Classroom practice

Activities/what?
Expected result/why?
Time/when?
Place/where?
Responsible body/who?
Necessary ins and outs /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 get to work and achieve your goals.

What else did you learn?

2.2. Planning

Objectives

- To explain the purpose and benefits of planning

Ask participants to write their plans and what they want to achieve when they organized individually or in association with others.

Planning definition and understanding

Planning means that we plan our activities each week or each year with our goal in mind. A person who can't plan ensures his failure. Planning is very important; mainly to develop our confidence and engage in activities to reach our goals.

If you do not plan your own time, others will plan for you. If you do not plan and use your money, energy and 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 a dream.'

2.3. Looking for opportunity and taking actions

Objectives

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

What does this mean?

Entrepreneurs who want to engage in business should be aware of the importance of appropriate and available opportunities. Identifying and analyzing available opportunities to start a business as well as the benefits in the area are key activities to the success of the business.

Businessmen/women who can use the opportunities in an area can make their business successful. These opportunities are the main pillars of the business.

Analyzing potential opportunities

What are some of the opportunities in the area? What are the main questions that need to be answered to run any business activity? The businessman/woman will be able to identify these potential opportunities and make use of them properly.

There are basic benefits of exploring business opportunities.

1. What are the most important commodities in your area; ones your community is interested in buying but can't easily obtain?
2. What is the main reason for the absence of these basic commodities?
3. What is our ability and capacity to provide these commodities?
4. What do we need to start this business?
5. What do we need most?
6. What are the materials needed to run the business at optimum level?
7. What are the materials needed as a minimum to run the business?
8. If we start the business, where do we start and where do we want to be?

The life experience of Genet Moges

Gent lives with her two daughters in Menz Mama Midir. She dreams about becoming a commercial businesswoman. The problem is that she does not know what to do as a business despite thinking about it for a long time.

One day she goes out to buy some consumable goods; peppers and pulses. However, the commodities are so expensive that she cannot afford to buy them. On her way to the market, she had observed many sheep grazing across the road. She recalls that many years ago, her parents had a flock of livestock. She starts thinking about raising livestock to take to market. She buys one calf and two sheep and starts fattening. She feeds the animals for six months and sells them for a fair price. Though she received some money, the calf and sheep consumed a lot of feed. At this moment, ICARDA introduces scaling up improved sheep fattening practices and technologies in the area. She is very happy with the opportunity and joins the initiative to adopt the technology. Today, she

does sheep fattening on her own and also within an organized group. The entrepreneurship and business skills development training opened her eyes to running her own business. Now, she has achieved her dream of becoming one of the most successful businesswomen in the area.

Main lessons of the story

1. Problems are causes for good opportunities.
2. Analyzing potential opportunities is key to succeeding in business.
3. A successful business needs appropriate preparations.

What did you learn?

Quotes and sayings

- 'Only a person who hears the knock of opportunities will be successful.' Unknown

Homework: Business opportunities analysis

1. List all the important but difficult-to-obtain commodities in your area.
2. Collect information about why these opportunities are not currently being taken.
3. List all important inputs needed to run the business.
4. Analyze the skills and abilities you need to run the business.
5. Explain the reasons why you are ready or not ready to begin the business

2.4. Endurance

Objectives

- To promote awareness among participants that endurance is the foundation of success
- To provide a showcase for successful business
- To explain to 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 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.

1. You will always encounter challenges when taking initiatives or doing business. Sometimes, there will be failure. Things are not always going to work out as we think.
2. We should work to the point where we can achieve. If we fail, it is not the end of the world.
3. Challenges and failures are lessons for our future journey. We learn from our failures; then we can correct our mistakes and continue to move ahead. There is nothing to stop us!
4. Don't say 'no' without trying. Even if we take a wrong turn, it is possible to change our route to get back on track. You will find the right road to success.
5. Endurance establishes sustainability.

Quotes and saying

- 'Coagulated milk produces butter.' Bible

The experience of Rahel Biluts

Rahel Biluts is 30 years old. She was born in the town of Adgerat. From her childhood, she had artistic skills, but after the 10th grade, she did not qualify for the next grade. Because of the absence of an art school, she went to a school to study another discipline. However, when she was in her second year, an art school was opened in Mekelle town. She took the entrance exam and qualified, but her family opposed her decision. So, she started to work but continued to paint when she was not working. Her family did not encourage her painting.

She opened a beauty 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 of opening a gallery. She did so and also ran a traditional indoor coffee shop. For both businesses, she was the janitor, host, guard and businesswoman/owner. She did not make enough money and was unable to pay rent but continued to persevere and work hard. Eventually, she began making enough money to sustain and grow her art gallery.

Currently she owns the largest modern art gallery in Tigray. She is preparing to construct a grand art center on 3,000 m² of land provided by the government.

The essence of the story

1. Even though she faced many challenges, Rahel had a purpose to achieve in her life.
2. Significant change will only come from endurance.
3. Endurance is needed to overcome challenges and achieve our goals.
4. Nothing is impossible.

What else did you learn from Rahel's story?

Exercise on persistence

Which of the two people you see here appears to be firmly committed to achieving their goals? Why?



The value of endurance

1. It makes us target-oriented people
2. Increases our self-confidence
3. Improves behavioral changes and helps us to overcome challenges
4. It is important to achieve our dreams

Ways to become an entrepreneur

1. Move with understanding
2. Set goals
3. Read inspirational books
4. Have a vision and set goals
5. Adapt to changing circumstances

Homework

- Share your knowledge of 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 by sharing the best experience

Meaning and understanding

Commitment means that people willingly spend their time and energy on the purpose in which they believe. Entrepreneurs always keep their promises even if it costs them time and money. Their priority is to finish their work properly.

Ask yourself the following questions to make your convictions meaningful:

1. What are my life choices? Are they clear and well-known? Can my goals be reached?
2. Are my choices based on the principles of reason, productivity and self-esteem?
3. What are my choices, what is their value?
4. How much do my choices come from my heart/interest? Will they go with me?
5. Do I have any other choices?
6. How faithful and determined am I about my choices? How much am I prepared to pay the necessary price?

Quotes and sayings

- 'Losing time means losing life.'

The Experience of Kaldi's Coffee

Kaldi's Coffee was able to win popularity instantly by offering quality coffee and quality service. The founder and CEO, Tseday Asrat, hadn't even thought about opening more than one at the beginning but after 18 months in the business, she was able to see demand growing with new customers. It made sense to supply this increasing demand; this led her to open a second store and others soon followed. She believes: 'Ethiopian consumers love coffee and make time during their day to have coffee with colleagues and friends. The process of drinking coffee is integrated in our culture. On top of that, it is something that is affordable for consumers.'

One of the biggest challenges for Tseday is to ensure that the quality of services and the consistency of her products is maintained. In addition, she faces challenges of supply shortages. Nevertheless, she sees this as an opportunity. For example, she had a roasted coffee supply problem

back in 2011 and, as a remedy, she started roasting her own coffee for her own consumption and the market. She also started a dairy processing plant three years ago for the same reason. She is now in the process of starting a chicken farm.

Running a business always comes with challenges whether it is in Ethiopia or anywhere else in the world. Nevertheless, Tseday shows commitment and persistence and believes what makes Ethiopia different is that the market is still in its early stages and growing fast.

The essence of the story

1. Producing a quality product is one of the factors of commitment.
2. To make our commitment meaningful, we must set a goal.

What else did you learn?

The characters of committed people

- They work hard
- They know what they do
- They take and give advice about their work
- They are flexible to adopt technology and receive constructive comments
- They do not give up
- They engage with other people as part of their work

Ways to improve commitment

1. Set your goals
2. Have weekly plans
3. Get more ideas from colleagues, friends
4. Encourage positive thoughts
5. Take lessons on how to manage and monitor your business

Homework

1. Discuss the major contributions of commitment in your work group and business.
2. Talk about the experiences of those in your area who show commitment.

2.6. Self-confidence

Objectives

- Let trainees know about 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 responsibility for their own destiny and how it will help trainees to operate more effectively as an individual or in cooperation with others.

Self-confidence definition and understanding

Self-confidence means believing that you have the ability to achieve your goals.

A person’s knowledge and preparation contribute to their self-confidence. Overstated self-confidence is contradictory and unrealistic.

Characteristics of self-confident people

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

1. Accepting risk: facing testing 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. Patience: ability to persist and cope with negative effects while having faith in whatever the work is
4. Learning from failures: since entrepreneurs are human beings, they will 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 in even if others discourage or criticize their initiatives
7. They recognize their mistakes and learn from the mistakes

Quotes and sayings

- ‘To find yourself, think for yourself.’ – Socrates
- ‘The best way to build self-confidence is doing something that you are afraid to do.’ – Unknown

Nick’s life experience

Nick, an Australian who is disabled, has been able to change himself and become a symbol for the world by practicing and achieving in the art he loves.

Nicholas Vujicic (Nick) was born in 1982 in Melbourne, Australia, without arms and legs. Three sonograms had failed to reveal complications, yet the Vujicic family was destined to cope with both the challenge and blessing of raising a son who refused to allow his physical condition to limit his lifestyle.

The early days were difficult. Throughout his childhood, Nick not only dealt with the typical challenges of school and adolescence but also struggled with depression and loneliness. Nick constantly wondered why he was different to all the other kids. He questioned the purpose of life, or whether he even had a purpose. According to Nick, the victory over his struggles, as well as his strength and passion for life today, can be accredited to his faith in God. His family, friends and the many people he has encountered along the journey have helped inspire him to carry on too. Today, he has become the symbol for the world as an author, musician and actor and has established an international nonprofit ministry: Life Without Limbs.

The essence of the story

1. How much self-confidence is needed to succeed in life?
2. The biggest hurdle is not physical but rather mental
3. There is nothing impossible for those who work hard

What else did you learn?

Homework

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

2.7. Networking

Objectives

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

Meaning and understanding

Networking: Because of the business in which you operate, you are working with people; interacting with them while building and strengthening relationships. Networking has great importance when it comes to negotiating with a variety of people for your business. In order to expand, your work needs to be tied in with many people (clients).

Berhanu Daremo's life experience

Daremo is a founder of Tila PLC and has become a positive role model in Ethiopia's business sector. He recognized the importance of exporting his products to countries outside of Ethiopia and the opportunities to change and expand the relationships among different investors so that he could sell his products through a free trade agreement more easily.

The essence of the story

1. The value of good relationships in running a good business
2. Human resource is the greatest asset to succeed in business and every aspect of life

What did you learn?

2.8. Willingness to face risks

Objectives

- To build awareness among trainees about behaviors or situations related to risk and how entrepreneurs develop resilience or cope with such situations
- Enable trainees to set their own goals and identify risk factors in their business decision-making process

Recognizing the pitfalls of job creation is a key concept in business and a main input in making people entrepreneurs. These people are confident about recognizing risk situations. They can perform a minimal risk-taking task by conducting a survey about what causes risk in their business. Most job creators will recognize and respond to perceived moderate threats. Because of challenges, job creators are involved in situations with risks. 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 may accept risk, but only if there is a reasonable chance the challenges can be overcome.

The best job creators have the following characteristics:

- Ability to recognize their predicament by placing their own goals in a medium-term fail risk
- Derive satisfaction from 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
- Set goals and objectives
- Confirm options
- Collect information and review options
- Reduce risk factors
- Select and implement the best option in planning

Quotes and sayings

- 'Success selects its chefs.' – Unknown

Hiwot's life experience

When Hiwot started her own business, she took responsibility and aimed to make a profit even though many people including her friends discouraged her to undertake the business. She persevered with courage, undertook the risks and was able to succeed in her business.

The essence of the story

- Review the best options, start a lucrative business
- Once you begin something you believe in, do not be discouraged by critics
- Analyze the risks before starting the business and decide what risks you are willing to take

What else did you learn?

2.9. Persuasion skills

Objectives

- To create participant awareness of the importance of persuasion skills
- Demonstrate to participants the usefulness of persuasion skills

Definition and understanding skills of persuasion

Conveying: An attempt to negotiate/convince people using text or verbal communication to change their views, emotions, perceptions or to get their attention focused towards 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 services will help you to find the interests, attitudes and feelings of your customers by maintaining the quality of your product and building a profitable organization.

Business story depicting negotiation skills: Convincing by high quality product

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

The essence of the story

- The easiest way to persuade people is to produce a quality and sustainable product
- It's easier to build a customer base from those who know us

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 with

- Environmental impact

Successful persuasion skills

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

Homework

1. Practice in pairs in the classroom so that participants can learn how to sell their sheep products and improve their skills of persuasion.
2. Ask participants to share their products with their friends, relatives, neighbors or customers by using their products to persuade their clients.

2.10. Seeking quality, being productive and successful

Objectives

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

The preferred way to keep up and ensure sustainable growth in the new working environment of this highly competitive world is to conduct a market analysis of how the organization can build a productive and efficient operation and unique marketable approach to satisfy consumers. This unique value enables a new start-up company to have a better chance among 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 minimizing expenses to produce or deliver goods/services.

Quality is about the following:

1. Continuous improvement or provisions of educational, communication and sustainable products/services to satisfy customer needs better than customers expect
2. The attribute of the product or service enables it to be used sustainably
3. 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 production and eliminating unproductive processes and thereby reducing wastages. If an organization can maintain the quality of its products, they will be able to sell their products. Consumers prefer buying quality products. Therefore, the organization assures 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 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 will likely buy the same product repeatedly. If customers are satisfied with the quality of the product, not only will they purchase the product more than one time, they may also recommend the product or service to their friends. This contributes to increasing the share the company has in the market.

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

Social responsibility: provide 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, market competitiveness and growth.

Quotes and sayings

- ‘Excellence, then, being of these two kinds, intellectual and moral, intellectual excellence owes its birth and growth mainly to instruction and so requires time and experience, while moral excellence is the result of habit or custom.’ – Aristotle

Function:

GUIDE: Look at the organizations in your neighborhood when you go home today. These companies may be involved in sheep fattening. 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 the following questions:

- Is the quality of your products/services adequate?
- Are you working efficiently and effectively?
- Are customers satisfied?
- Do all employees do their jobs properly?
- Are you providing different things to your 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 risk.
- Help participants to learn how to set up required information, how to plan, how to effectively collect and organize information and how to use this information.
- 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 any knowledge, ideas, facts, data and intellectual property that is spread through formal or informal channels. Information is knowledge, part of a set of tools that helps us to make choices in order to achieve our goals.

Information is powerful. In order for information to be useful, it must be accurate. Making a decision based on faulty information can cause mistakes to be made. Therefore, it is important to identify good sources of accurate, reliable information.

Sources of information

On page 24 is a table that shows sources of reliable information you will need to start and run your business.

Individual evaluation

1. Why do successful entrepreneurs need to collect information?

2. Why do successful entrepreneurs gather criticism and comments about the services and products they offer?

3. How do successful entrepreneurs deal with a lack of knowledge or information?

4. How much support do you have to find and use information? What kind of technology can help you gather and present information to various stakeholders?

Quotes and sayings

- 'Information is power.' Park S. (2017)

Collecting information about sheep fattening

Kebede Dagne has been unemployed for two years. Since he completed the 10th grade in 2015, he has been trying to support his family. He heard about ICARDA's project from his village administrator and decided to join and start his own sheep fattening business. As he supported his family, he gained experience of how to manage his business and became confident about becoming a successful entrepreneur.

By using the opportunity and training he received from ICARDA, Kebede was able to start his business and improve it in order to increase his income and his livelihood. Kebede currently focuses on providing sheep to the local market, but his 10-year plan is to graduate his business to the international market. Kebede knows that he needs to continue gathering information to educate himself about the steps that he needs to take in order to expand. He takes advice from trusted sources like the government and nonprofit organizations. He also seeks out and listens to successful businesspeople in sheep fattening. Just as importantly Kebede listens to his customers. He does his best to provide a good product at a fair price in order to keep current customers and gain new ones.

As one of the youths joining the project of scaling up and improving sheep fattening practices and technologies

Challenges in searching information	What kind of information are you looking for?	Major sources of information	Levels of information collection
<ul style="list-style-type: none"> ■ Language ■ Lack of education ■ Geographical location/distance ■ Infrastructure problems ■ Absense of knowledge ■ Lack of awareness, inaccessibility ■ Environmental issues ■ Costs/expenses 	<ul style="list-style-type: none"> ■ Major markets, suppliers and marketing ■ Unhealthy price competition with related shareholders, cooperatives, farmers and other competitors ■ The processes, costs and formalities to form a 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 sources of finance (interest rate, revolving period), promoting expenses ■ Others 	<ul style="list-style-type: none"> ■ Saving and credit institutions in the area ■ Trade authority/office in the area ■ Experts ■ Farmers/families ■ Families and friends ■ Shops or market ■ Livestock and fishery office ■ Others 	<ul style="list-style-type: none"> ■ Organized team ■ Activities action plans/descriptions ■ Exchange of activities/ outsourcing ■ Collecting activities from orders ■ Organizing data ■ Presenting data ■ Information disseminated with the support of stakeholders

in Ethiopia, what information do you need to collect to make your business successful? (Read Chapter 1 for more information).

3. Business management skills

Introduction

It is important to have good skills to build a successful business. Below are some of the key principles that will help you to succeed in your business. Understanding these principles will help you to make good decisions regarding your business.

The purpose of this chapter is to enable start-ups or entrepreneurs to come to the market prepared for challenges. In addition, the goal of the project is to demonstrate that confidence and commitment are necessary components of entrepreneurship.

In this chapter we will review challenges that you may face in your business. These challenges include your role in the business, marketing, financial management, your business vision and your customers.

3.1. Challenges to starting a business

Objectives

- Inform the participants of the challenges involved in trading
- Inform participants of the available solutions when it comes to starting a business

Job creators/entrepreneurs face many challenges in today's competitive world. Fortunately, these challenges can provide good opportunities and more resources. We'll look at the details of these challenges and their implications for the business.

Vision and business idea development

Developing business thinking is often the first step to starting a simple business. Identifying the 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 can't see. The main business challenge is fitting the business idea with the available opportunity and translating it into reality.

A good merchant should have a business ear and a business nose. Just like a journalist has a 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 of the opportunities. You will see many successful people passing through challenges and opportunities.

Quotes and saying

- 'To have a great idea, have a lot of them.' – Thomas Edison

Funding management and start-up capital

For beginners, finding new capital is the main challenge after the initial idea and the development of a business proposal. Until you write your business plan, only you have a thorough understanding of your business idea. In order to convince people to loan you the money that you need to start your business, you must present your idea in a business proposal. After convincing investors on the soundness of your business plan, you must convince your customers that your product is worth buying.

A big part of running a business is being seen as a trustworthy and practical person. Most investors want to invest in low-risk businesses, which are businesses that have a strong potential to make a profit for both the owner and the investors

In order to sell your vision, it is important to develop your speaking skills so that you can convince others of your potential to run a profitable, successful business. Understand your business plan and be prepared to present it to potential lenders, investors, family, friends, your community and other potential customers.

Quotes and sayings

- 'The world's most influential entrepreneurs have changed the way that we look at acquiring wealth.' – Robert T. Kiyosaki, Rich Dad, Poor Dad

Finding and hiring good employees

A good employee follows your lead: they are trustworthy, honor their commitments, work hard and expect to improve their livelihoods in exchange for their hard work. To find and hire good employees, make sure that you are an employer to whom your employees look to as a role model.

A good employee is also a team player. Like a football team, you and your employees must work together to

achieve a common goal; a quality product that customers will want to buy over and over again.

Quotes and sayings

- '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

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, especially 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 good strategies for product and service advertising?

Participating in a bazaar, social web pages, producing brochures and banners about the product and services, mobile messaging and advertising are just some of the options. Your promotional strategy should be tailored to your customers while being cost effective and profitable for the company.

Capital

A business requires capital to start. Capital is money and other assets that you need to begin your business. Often, it is better to start out small and then to reinvest your profits into growing your business. Your business will grow as you gain more customers who want your product.

Think about where you want to be after five years of starting your business. Make plans to achieve this goal. Set long-term goals of 10 or more years for your business. Even if your growth is gradual, you may be able to reach your goals by reinvesting your profits. However, if you need further capital to grow your business, research the best options to ensure that you can pay back loans or other investments while continuing to support yourself.

Do you need financial support? Do you want to borrow from a bank? Is your business profitable? You may need

to take the advice of other business owners to respond to these questions.

Lack of self-confidence

An individual gains self-confidence when they set goals, gather information to make choices about achieving them, stay able to deal with problems that arise while trying to reach them and ultimately succeed in reaching them. A self-confident person will strive for success but be ready to deal with problems and failures. If a failure occurs, a self-confident person will learn from their mistakes and begin to work towards their goals again. Support from your family, friends and community can help to build self-confidence. In addition, a business consultant may give you the advice that you need to make informed decisions, thereby further boosting your self-confidence.

The competitive environment

Competition is inevitable in any business. In particular, new entrepreneurs will need to compete with established competitors in the market. A good quality product at a good price will attract new customers and help you to hold on to existing customers.

A person who does not know how to swim may be afraid of the water. However, learning how to swim gives you the confidence to step into the water. The same applies to new entrepreneurs: knowledge and practice will give you the confidence to step into the market and compete.

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
- Create awareness of how the achievements of teamwork can be recorded

Good teamwork is necessary to build a successful business. The following activities require knowledge and teamwork:

- 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 can't work on all activities. Recruiting someone for work can be a problem but if you work together as a team, a positive and bigger result can be achieved.

Quotes and sayings

- 'Fifty lemons for one person is a load but for 50 people, it is perfume.' - Ethiopian proverb
- 'If a web collaborates it will catch a lion.' - Ethiopian proverb

The importance of teamwork is recognized across the world. Teamwork is required on a daily basis to carry out household chores and many work and leisure activities. So how do we build a successful team; one that works together well?

Creating influences on group work

1. Leadership skills and appreciating participants: Team leaders are mentors and role models. It is the responsibility of the team leader to acknowledge, prioritize, search for information, share information and work at the same time. Team leaders are also 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 a reflection of the team leader's strengths. He/she should develop the spirit of working together. The team leader crafts the team's goals and plans while keeping the team informed.
2. Managing relationships between the group members: If a group does not have a deep bond, conflicts could arise. Establishing close relationships 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 and helping each other rather than being negative or gossiping.
3. Planning: Without a plan or goal, group members may not work together effectively. Therefore, every individual member must be aware of the plans and goals. Without plans and goals, a team may break down. 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 have a clear idea of what is expected of them in their job. In the absence of written descriptions, there is no transparent way of evaluating the performance of a person or telling whether or not they have done the work properly. The leader should train and explain roles and duties to all members. Then all members can be evaluated based on their work.

Group work challenges

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

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



Which issue should be addressed first? It is always important to prioritize.

Challenges in searching information	What kind of information are you looking for?
Cooperation/working together	<ul style="list-style-type: none"> ■ Explain the benefits of group work ■ Understand business development ■ Explain clearly the purpose of the group
Leadership	<ul style="list-style-type: none"> ■ Take leadership courses ■ Participate at regular meetings that help to exercise leadership
Creating unity	<ul style="list-style-type: none"> ■ Develop a collaborative experience ■ Outside of working hours, gather together for coffee and tea, eat together, have fun together ■ Participate in any joint work plan and performance
Commitment levels	<ul style="list-style-type: none"> ■ Focus on the outcome of the group ■ Be aware of the team's goals ■ Understand the power of cooperation ■ Understand the value of taking responsibility
Behaviors	<ul style="list-style-type: none"> ■ Identify individual conflicts within a team and work to resolve them ■ Know the value of working together ■ Focus on and nurture the collective values of the group ■ Introduce the group's code of conduct (rules and regulations)
Lack of knowledge	<ul style="list-style-type: none"> ■ Increase self-training ■ Develop reading habits ■ Take short courses/training
Conflict	<ul style="list-style-type: none"> ■ Develop a healthy view of conflict ■ Develop a habit of resolving conflict quickly ■ Recognize the opportunity to learn from conflict ■ Develop dispute resolution rules/regulations

Group work components

Strengthening individual talent

A good team player is open to receiving valuable input from the group and knows their strengths and weaknesses. Below are 10 effective group member features. All members of the team should evaluate themselves appropriately and identify which areas they are strong in and which they can improved.

Honestly assign yourself to everything

- Skill 1 is being trustworthy: This means that your group members can trust you.
- Are you trustworthy?: I'm not sure I am _____ I do not mind if I am _____ I am very sure I am _____
- Skill 2 is good communication: This means that

you can clearly get across your ideas without any problems.

- Do you communicate effectively?: I'm not sure I do _____ I do not mind if I do _____ I am very sure I do _____
- Skill 3 is being a good listener: This means taking in other people's opinions and accepting feedback that may be uncomfortable.
- Are you a good listener?: I'm not sure I am _____ I do not mind if am _____ I am very sure I am _____
- Skill 4 is participation: This means continual involvement in group activities.
- Do you participate enough?: I'm not sure I do _____ I do not mind if I do _____ I am very sure I do _____
- Skill 5 is sharing voluntarily and openly: This means

willingly pooling your information, experience and knowledge with others.

- Do you share, voluntarily and openly?: I'm not sure I do _____ I do not mind if I do _____ I am very sure I do _____
- Skill 6 is being a good team member: This means that you agree to work with team members no matter what happens.
- Are you a good team member?: I'm not sure I am _____ I do not mind if I am _____ I am very sure I am _____
- Skill 7 is being reasonable: This means being willing to adapt to decisions that change the team's direction or mission.
- Are you reasonable?: I'm not sure I am _____ I do not mind if I am _____ I am very sure I am _____
- Skill 8 is commitment: This means that working as a team will always be the most important contribution and responsibility to all work processes.
- Are you fully committed?: I'm not sure I am _____ I do not mind if I am _____ I am very sure I am _____
- Skill 9 is problem solving: This means that you focus on finding answers and try to help others in the team.
- Are you a problem solver?: I'm not sure I am _____ I do not mind if I am _____ I am very sure I am _____
- Skill 10 is respect This means that other team members and staff care for each other.
- Are you respectful?: I'm not sure I am _____ I do not mind if I am _____ I am very sure I am _____

Now look back at your answers

Identify the areas that need improvement. Then, identify someone who can help you with these issues; someone who you know is a good team member. Ask this person for advice. Participation in short-term training is also helpful.

If you have strong team attributes, consider how you can make these attributes even better. Also consider helping your team members to improve their team skills. Consider taking training to become a team mentor or teacher. Share your knowledge!

Group work development stages

Teamwork has several steps to success. These are:

A. Foundation stage

This is the first step in team development and the level that needs very little effort. At this time, everyone is probably 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, although members do not know each other very well, they have the capacity to work well and collaborate with each other.

B. Confusion stage

At this stage, a 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. These disagreements will grow to conflicts. There's a lot of confusion going around each week. Work will not go 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. However, arguments could lead to alienation.

At this stage, unpredictable rivalry begins. Remember the important fact that people working in a team are likely to grow, change and live better by working together. However, disagreements will arise about how to accomplish tasks because everyone has their own experience and desires. They want to do it on their own. This is natural. This will start with understanding each other's needs and thoughts. One starts to understand and share with the other. Unknowingly, they become closer. After all, they can do good work together.

Siberian habitants

Siberia is a very cold place in Russia where there is heavy snow. There are very few animals living in this area. In order to survive, people must cooperate with each other and share food, shelter and firewood. However, when the weather is very severe and people spend days together inside small houses with small rooms, they become irritable. They forget how much they need one another to get through the long, cold days and nights of the winter season. Eventually, they will work out their conflicts because no one can survive alone; they need each other. It is better to be among friends than enemies; it is better to laugh with each other than to speak in anger.

Without conflict resolution, a team will break apart. When a team breaks apart, the business is in danger of failing. Communication is vital to identifying and addressing conflicts within a team before problems escalate.

C. Policy enforcement stage

A team that passes through the confusion stage becomes a senior team and will be respected. There will be unwritten rules among the group. Work starts to operate well and disputes are reduced.

D. Performance stage

Now the team is well-known. Goals are achieved and the business thrives.

3.3. Business plan

Objectives

- Explain business plan interpretation
- Understand the major contributions to preparing a business plan for the success of the business
- Demonstrate how the business plan directs marketing and business trends

What is a business plan?

A business plan is a precise outline of how your business will operate. Trying to start a business without a business plan is a gate-opener to losses and failures.

Business planning helps us to identify 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
- Explains in detail the necessary inputs and financial resources for the business
- Clearly shows how to measure business performance
- Reliable information on how the business can move on to a better stage of growth
- If we do not plan our time, others will plan it for us
- Our plans are based on our goals
- Detailed job descriptions, timetables and self-assessments are required to fully utilize our time
- A business plan includes daily, weekly, monthly and annual plans

Problems caused by the absence of a business plan

- Difficult to identify the goals and trajectory of the business
- Not knowing the resources needed for the business performance
- Not knowing the details of the business programs
- Lack of information about whether the business is profitable or not
- Generally, lack of proper management of the business

Quotes and sayings

- 'As the ship is essential to the sea, it is a business plan that directs the business to succeed.' - Esayas (2020)

History of the importance of business planning

Lubango is interested in sheep fattening and marketing. Before he begins his business, he receives advice from people already in business. After fully understanding the experts' advice, he develops a well-prepared business plan that will help him to understand the business process. He presents this business plan to the credit and saving institution to obtain the loan. He is able to provide details about each activity needed to operate a successful business. Based on his business plan, he is also able to answer all of the questions that the credit and saving institution managers had.

The credit and saving institution supports Lubango by giving him a loan to start his business. Thus, Lubango is able to begin his business.

The story's theme and lesson

- Business planning is essential to achieving 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
- Considerations when determining the production and sales costs

a. What is the price?

Business is manufacturing goods or providing a service. The goods or service have a value in the marketplace. Based on the value, including the inputs needed to create the goods or service and the demand for the goods or service in the marketplace, a price is assigned.

Pricing goods or service is an important component of operating a business. If the price is too high, customers will not purchase the goods or service. If the price is too low, the business may lose money.

An example of determining the price of goods

Youths in the Menz, Amhara region of Ethiopia, started a sheep fattening enterprise. The youths' enterprise had competitors in the market; established sheep fatteners. Before setting the price for their sheep, they determined how much is spent on care and feeding of their sheep. This helped them to determine the minimum price they could set to cover their costs and make a profit. They then investigated the prices of sheep offered by their competitors. They determined that the price of their sheep had to be slightly higher than their competitors in order to cover their costs. Once they were able to purchase more sheep, they expected their production costs to go down because of economies of scale, which would make their pricing more competitive.

To determine the price of their product (goods), the youths found out the following:

- How high is the demand for their product in the area?
- How many suppliers already exist? What is the price of their product?
- How much does it cost to produce one fattened sheep? This includes the purchase of the sheep, shelter, medical care, water, food, grazing land and labor.

What have we learned from this pragmatic story?

The price of a product or service is not a random one, but it is based on accurate and relevant information. These are the basics to consider when evaluating the price of your product or service:

- Local supply and demand
- Local market price
- Cost of inputs to produce one unit of the goods or service

Homework

Tell us how you will determine the price of a fattened sheep in your local market.

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 on time and accurately, it is extremely difficult to identify the profits and losses of your business.

Benefits of business accounting

Every business has to have a proper income and expenditure record in order to determine how much money it takes to operate the business and how much money the business is making (profit).

The table on p32 gives examples of how to keep proper business records.

The story of Aselefech showing the use and benefits of business accounting

Aselefech operates a hotel. 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 money on keeping the hotel running without recording the costs. She also does not record the money she earns from her hotel. In addition, it is very difficult for her to determine how much money to set aside for taxes because she does not keep track of her hotel profits or losses.

Eventually, Aselefech decides to hire a professional accountant. She starts keeping track of her expenditures and her income. She gives this information to the accountant, who is able to determine her taxes. The accountant also identifies that she is earning a profit and could therefore consider investing in enlarging her hotel in order to create more revenue.

Homework

- Do you know what your current monthly income and expenses are? How much money did you receive last month? How much did you spend? How much do you have left?

Income description							
No.	Date	Types of income	Measurement	Quantity	Unit price	Total price	Remarks
1	20 October 2019	Sheep fattening production	Number	155	3900	604,500	
2	11 December 2019	-----	-----	-----	-----		
Total income						604,500	
Expenditure description							
No.	Date	Types of expenditures	Measurement	Quantity	Unit price	Total price	Remarks
1	13 March 2018	Construction of shed	Lumsum			20,000	
2	11 April 2018	Purchasing of sheep	Number	40	2,000	80,000	
3	11 April 2018	Purchasing feeds	Kilogram	500	5	2,500	
4	24 August 2018	Purchasing sheep	Number	42	2,500	105,000	
5	24 August 2018	Purchasing feeds	Kilogram	500	5	2,500	
6	11 October 2018	Purchasing sheep	Number	25	2,600	65,000	
7	10 October 2018	Purchasing feeds	Kilogram	350	6	2,100	
8	20 February 2019	Purchasing sheep	Number	22	2,500	55,000	
9	19 February 2019	Purchasing feeds	Kilogram	350	6	2,100	
10	11 August 2019	Purchasing sheep	Number	50	2,500	125,000	
11	10 August 2019	Purchasing feeds	Kilogram	500	6	3,000	
Total expenditure						462,200	

- Provide detailed information about your income and expenditures based on your business activity.
- Why is it important to keep track of the income and expenditures and keep up to date?
- Make a list of the constraints that could prevent you from keeping track of your income and expenditures

3.5. Time management

Objectives

- Understand the timetable
- Demonstrate the importance of time when trying to set business goals

Time interpretation and awareness

- There is a reason for everything. Productivity is the purpose of our existence and reason for doing business.
- Time is a grace that is given to us; use it wisely.
- 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 dependent on how we spend our time.
- All persons are provided equal opportunity of 24 hours a day, 7 days a week, 365 days a year. The difference between people is how they use that time.
- We should not only consider the start but also the destination, not only the harvesting but also the planting and cultivating periods.
- Recognize and avoid ways to waste your time.

Quotes and sayings

- 'Time and tide wait for no one!' Geoffrey Chaucer

What are ways that our time can be wasted?

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 production and service is promoted.

	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. How you set product price in line with the market situation?

11. How is the product delivered?

12. How do you promote/advertise the product?

13. How do you guarantee production quality? How is your product unique?

14. Source and management of initial capital

- How much (%) from members (_____)
- How much (%) from credit institutions (_____)

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

16. Total gross annual income

17. Annual net profit

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