



Co-funded by
the European Union

GEAVET TRANSNATIONAL PROJECT MOBILITY EKS

20- 24 APRIL 2026, KAMPALA UGANDA

Disclaimer: Co-Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.



GEAVET

Train-the-Trainers Module

Business Planning, Market Orientation & Marketing Strategies

Sections 2.1 & 2.2 — GEAVET Digi-Based Coaching Module for Women in Sustainable Agri-business & Entrepreneurship

<https://geavet.eu/activities-and-results/wp4/d4-2/>

About this module

Purpose, participants, and the bigger picture



Why this matters

Women in Sub-Saharan Africa contribute significantly to agricultural production yet face structural barriers — limited access to land, finance, markets, and digital tools.

Entrepreneurship in agribusiness is more than producing and selling — it is about identifying opportunities, creating value, and building sustainable enterprises.

Equipping TVET trainers with tools to coach women agri-entrepreneurs is a strategic pathway to inclusive, climate-resilient rural economies.



WHO

TVET providers, teachers & facilitators — agents of change cascading knowledge to their organizations.



WHAT

Sections 2.1 (Business Planning & Market Orientation) and 2.2 (Marketing Strategies & Branding).



OUTCOME

Trainers ready to coach women agripreneurs in planning, marketing, branding and digital market access.

Learning objectives

By the end of this session, participants will be able to...

1

Guide learners through the 6 essentials of starting an agri-business and the 9 blocks of the Business Model Canvas.

2

Facilitate market analysis — segmentation, SWOT, and understanding customer needs, demands, and behaviour.

3

Explain the fundamentals of pricing, branding, and promotion for women-led agribusinesses.

4

Demonstrate how to combine offline and online marketing tools (social media, e-commerce, mobile money).

5

Recognise gendered marketing barriers and co-design strategies to overcome them.

6

Run the two hands-on activities: BMC template and 4P marketing strategy.

2.1

SECTION

Business Planning & Market Orientation

From business idea → Business Model Canvas → market-oriented plan

Starting an agri-business: the 6 essentials

Walk learners through each step before they write a single plan

01



Identify your niche

Decide the focus or type of agribusiness to establish.

02



Determine market demand

Consumer research — purchasing behaviour, needs, preferences, attitudes.

03



Analyse resources

Capital, land, labour, information, infrastructure and equipment required.

04



Identify risks

Weather, pests, prices, supply chain — and how you will mitigate them.

05



Regulations & compliance

Permits, food-safety standards, registration, gender-specific legal barriers.

06

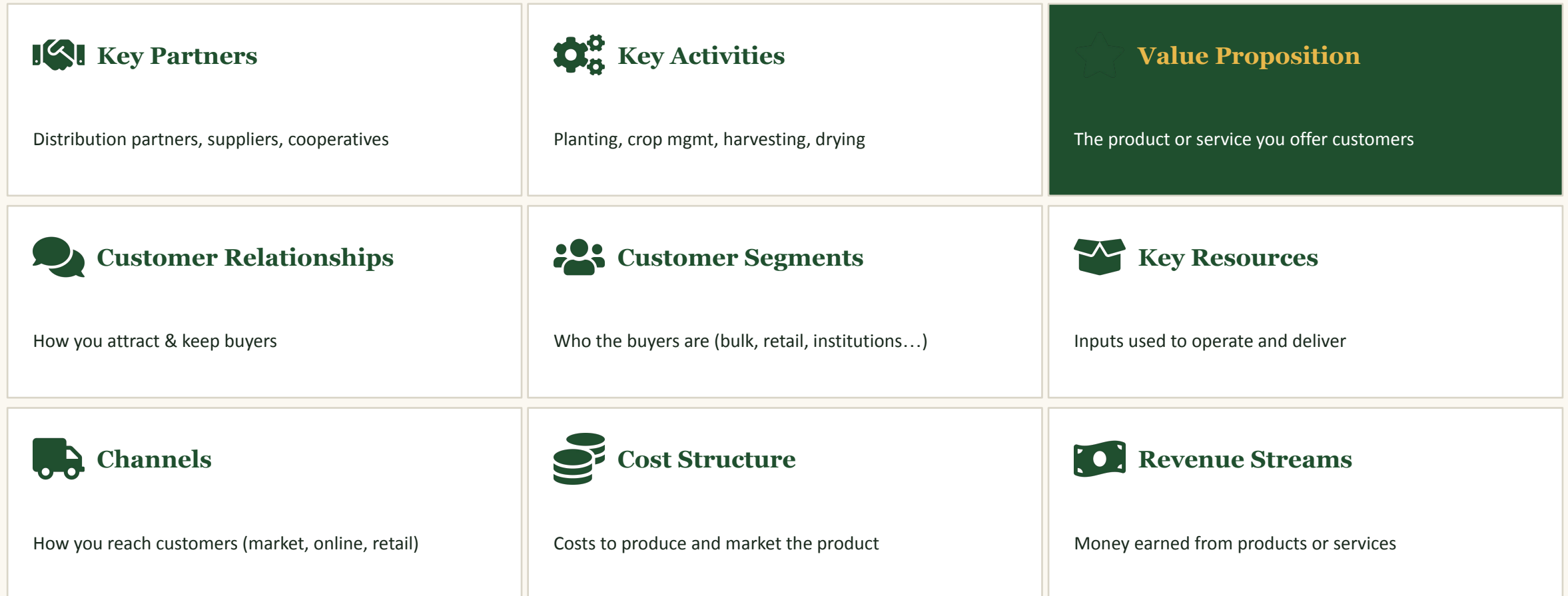


Develop a business plan

Your road map — starts visual (BMC), becomes structured (plan).

The Business Model Canvas (BMC)

A visual way to design a business plan — nine building blocks on one page



<https://www.youtube.com/watch?v=l8nwNcCfyig>

From canvas to written business plan

Seven sections that turn ideas into a practical road map: <https://www.youtube.com/watch?v=Fqch5OrUPvA>

| | | |
|------------|--------------------------------------|--|
| I | Executive Summary | Direction, goals, and methods at a glance. |
| II | Overview, Mission & Goals | What the business is, why it exists, and what it wants to achieve. |
| III | Background Information | History, founders, market context, justification. |
| IV | Market Analysis | Target customers, competitors, SWOT, risks. |
| V | Operations Plan | Day-to-day activities: production, labour, equipment, timelines. |
| VI | Marketing Plan | Product, pricing, distribution, promotion. |
| VII | Financial Plan | Start-up costs, expenses, revenues, cash flow, break-even. |

SWOT analysis — an anchor for the market plan

Internal vs external; positive vs negative

Strengths

INTERNAL • POSITIVE

Fertile land • skilled labour • traditional knowledge • women's cooperative networks

Weaknesses

INTERNAL • NEGATIVE

Limited capital • weak record keeping • small landholdings • low digital literacy

Opportunities

EXTERNAL • POSITIVE

Growing demand for organic/healthy food • digital marketplaces • EU export standards

Threats

EXTERNAL • NEGATIVE

Climate shocks • price volatility • market competition • gendered legal barriers

Use SWOT to turn vague ideas into concrete strategic choices in the market plan.

Market orientation — know your target market

Produce what customers want, not just what is convenient to grow



What is market orientation?

Aligning every business activity — production, processing, branding, sales — with real customer needs, market demands, and competitive pressures.

Two tools to get there:

- **Market segmentation**
— grouping customers (bulk traders, retail, institutions, health-conscious)
- **Market research**
— gathering info on preferences, buying behaviour & competitors (SWOT)



Bulk traders

Large quantities • quick sales • reduced risk



Retail consumers

Small household purchases • relationship-driven



Institutional buyers

Schools • restaurants • hospitals • steady contracts



Health-conscious

Pay premium for organic, safe, traceable products

Understanding demand and customer needs

Customers don't just buy products — they buy value



Demand = willingness + ability to buy at a given price

Ask learners to test demand in the field — checklists beat assumptions. Sample questions: How often do you buy this? What do you dislike about current suppliers? When is demand highest? Would you buy if quality improves?

Functional needs



Freshness • taste • quantity • shelf life • hygiene

Emotional needs



Trust • reliability • good relationship • respectful service

Economic needs



Affordable price • flexible payment • bulk discounts

Build a basic business plan from a BMC

Small groups • ~45 min • Flipchart + BMC template

Step-by-step

- 1** Split into groups of 3–5 and assign each group an agricultural product or service.
- 2** Complete the 9-block BMC template on a flipchart (Customers, Value Proposition, Channels...).
- 3** Translate the BMC into a basic written plan: Executive Summary, Target Market, Offering, Marketing Strategy, Financial Plan.
- 4** Each group presents a 3-min pitch to the plenary.
- 5** Facilitator-led critique: what's strong, what's missing, what would a buyer ask?



Why this activity works

- Structures ideas into a shared visual language
- Forces trade-offs — groups must prioritise
- Builds pitching confidence (essential for pitching to investors, buyers, partners)
- Provides hands-on experience so the concepts stick
- Prepares participants to create individual business plans later

2.2

SECTION

Marketing Strategies & Branding

Price • Branding • Promotion | Online + Offline channels | Gendered barriers & strategies

Fundamentals of marketing — price, brand, promotion

Production alone doesn't guarantee sales and profit

\$ PRICE

Cost-informed AND market-oriented

Consider: cost of production, market demand, competitor prices, and the value customers perceive.

If production cost > price → inefficiency or wrong product.

★ BRAND

Tells the story of who you are

Name, logo, tagline, design, tone of voice — plus every customer experience.

A good brand name is simple, memorable, distinct from competitors.

📣 PROMOTION

Communicate & convince

Offline: flyers, radio, TV, fairs, community meetings. Online: social media, e-mail, e-commerce, ads.

Mix both — women-led agribusiness thrives on community trust.

The digital marketing toolkit

Complementing (not replacing) offline channels — each tool has a best-use case



Social media

Promote • build brand • engage community

Examples

Facebook, WhatsApp, Instagram, TikTok



Mobile money

Receive payments • pay suppliers

Examples

M-Pesa, MoMo, OPay



E-commerce platforms

Reach beyond local markets

Examples

Jumia, Konga, Twiga Foods



Business website

Credibility • catalogue • contact

Examples

Keep it mobile-responsive



Online ads & video

Launch products • reach online buyers

Examples

YouTube, TikTok, FB Ads



Email marketing

B2B, institutional buyers, partners

Examples

Newsletters, price lists, updates

Gendered marketing barriers — and how to overcome them

A gap exists between men and women in agribusiness — coaching must address it directly

Legal & regulatory



Barrier

Customary laws restrict registration, banking, property ownership

→ Strategy

Leverage cooperative-held land; advocate for legal reform

Productive resources



Barrier

Smaller plots, less equipment, weaker infrastructure

→ Strategy

Bundled credit + inputs + tech advice; women-friendly tools

Credit & finance



Barrier

No collateral, no banking history, limited working capital

→ Strategy

Group lending, gender-responsive products, mobile money

Advisory services



Barrier

Women receive fewer extension & business support services

→ Strategy

Digital extension + NGO partnerships + gender-sensitive policy

Markets & trade



Barrier

Information gaps, mobility limits, missed certification standards

→ Strategy

Women producer orgs • digital trade platforms • AfCFTA access

Safety at work



Barrier

Harassment & unsafe market conditions

→ Strategy

Trusted networks, regulated spaces, documented advocacy

Design a simple 4P marketing strategy

Groups or pairs • ~40 min • Cards for each P + pitch moment at the end <https://www.youtube.com/watch?v=Mco8vBAwOmA>



Product

What are you selling? What makes it special?



Price

Is it affordable AND competitive? Does it cover costs?



Place

*Where will the product be sold?
Through which channels?*



Promotion

*How will customers find out about it?
Online + offline?*



Deliverables

- Step 1 — 4P canvas completed for the chosen product or service
- Step 2 — Pick TWO digital tools for promotion and justify the choice
- Step 3 — Draft a short promotional message + image idea with caption
- Step 4 — Present to the plenary; get peer feedback

Wrap-up & reflection

Questions to take back to your organization



For you as a trainer

Which tool from today — BMC, SWOT, 4P — will you introduce first to your trainees? Why that one?



For the learners

How will you help women entrepreneurs move from 'what I can grow' to 'what customers want to buy'?



For your organization

What barrier (legal, financial, digital, safety) is most urgent in your country — and who must you engage to address it?



Facilitator tips for the train-the-trainers cascade

Keep the language simple and visual • Start every new concept with a local example • Use flipcharts before slides when cascading to rural learners • Weave gender-responsive framing into every exercise. INTEGRARE FEEDBACK AND NEW CASE-STUDIES IN THE TRAINING NEXT TIME!!!