

- By Aline O'Connor

SEMIIS - UON

Contents

1. Marketing and Sales Overview
 2. Key Things to Understand About Your Customers
 3. Elements of a Successful Sales Collection Process
 4. Marketing and Distribution Calendars
 5. Conversion Funnel
 6. Business Economics - Illustrative
-

Marketing and Sales Overview

Aline O'Connor

Consultant, Agri Experience Limited

SEMIs

What are you marketing and selling?

SEMIIS - UON

Agenda

1. What is marketing?
 2. What is selling and how does it differ from marketing?
 3. What are the key elements of marketing?
-

“Marketing is the strategies and tactics used to create and maintain satisfying relationships with customers that result in value for both the customer and the marketer.”

From the Web site www.knowthis.com

SEMMIS - UON

An even simpler way to look at marketing is to think of it as ***working to solve customers' problems*** and doing it ***profitably for both the customer and the firm supplying the product***. That is, both the company and the customer benefit from the solution.

Business should always be about customers and solving their problems. If you and your team always keep this in mind as you build your business, you will be on the road to creating a very successful seed company.

The 5 P's of Marketing

- ✓ Product
- ✓ Packaging
- ✓ Pricing
- ✓ Promotion
- ✓ Place

These are called your “marketing mix”

Marketing activities are planned and implemented year-round, to meet a strategic schedule.

Most of them will be implemented prior to the onset of the selling season.

Marketing decisions must be made with a strong knowledge of the competition, customer needs and desires, and product value.

Agenda

1. What is marketing?
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Selling vs Marketing

Selling is the process of initiating and completing a sales and purchase transaction between the company and a customer.

Selling can include “pre-selling” activities, which differ from marketing activities because they are targeted towards specific customers, with the goal of later completing a successful transaction.

Marketing activities are planned and implemented year-round, to meet a strategic schedule.

Most of them will be implemented prior to the onset of the selling season.

Marketing decisions must be made with a strong knowledge of the competition, customer needs and desires, and product value.

Selling activities are planned before the selling season, and then implemented during the selling season, to meet a customers' needs.

Most selling activities will be implemented just prior to, and then during, the selling season.

Selling decisions must be made with a strong knowledge of the competition, distributor needs and desires, and product availability and profitability.

Selling Activities

Include, but are not limited to:

- Sales calls and visits
 - Taking orders
 - Designing and using sales reports and record-keeping systems
 - Ensuring product distribution
 - Collecting the revenue
 - Developing and maintaining relationships with agrodealers and other distributors
 - Dealing with customer and distributor complaints
-

Toolbox Marketing Tools

SECTION 2: YOUR CUSTOMERS

17. HOW TO PROFILE AND TARGET CUSTOMERS
 18. KEY THINGS TO UNDERSTAND ABOUT YOUR CUSTOMERS
 19. MARKETING: WHAT IT IS AND WHY YOU NEED IT
 20. THE VALUE OF VISUAL REFERENCES
 21. SET UP A GOOD DEMONSTRATION PLOT
 22. PLAN A SUCCESSFUL FIELD DAY
 23. PROMOTIONAL BROCHURES THAT SELL
 24. RADIO ADVERTISING: WORTH IT OR NOT?
 25. DISTRIBUTION PLANNING TIPS AND TOOLS
 26. VITAL SALES TRACKING TOOLS
 27. UNDERSTANDING AND CHOOSING AGRODEALERS
 28. THE 80/20 RULE AND HOW TO USE IT
 29. ELEMENTS OF A SUCCESSFUL COLLECTION PROCESS
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The 5 P's of Marketing

- ✓ Product
- ✓ Packaging
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- ✓ Place

These are called your “marketing mix”

And a 6th P for seed companies!

- ✓ Positioning!
- ✓ (and some companies like to add People)

SEMI-S - UJON

Marketing and Sales Concepts

1. Brand
2. Brand promise
3. Value
4. Target customer
5. Customer loyalty
6. Trust



Marketing and Sales Overview

Aline O'Connor

Consultant, Agri Experience Limited

SEMIs



What are you marketing and selling?

Seed, but in reality much more than seed. You are really selling much more. You are selling:

SEMINARS - DOWN



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Business should always be about customers and solving their problems. If you and your team always keep this in mind as you build your business, you will be on the road to creating a very successful seed company.



The 4 (5 or 6!) P's of Marketing

- ✓ Product
- ✓ Packaging
- ✓ Pricing
- ✓ Promotion
- ✓ Place

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The 4 (5 or 6!) P's of Marketing

- ✓ Product
- ✓ Packaging
- ✓ Pricing
- ✓ Promotion
- ✓ Place

These are called your “marketing mix”



And a 6th P for seed companies!

✓ Positioning!

Seed performance is highly dependent upon geographic or agroecology positioning

“GOOD SEED IN THE WRONG PLACE IS NO LONGER GOOD SEED”



Marketing and Sales Concepts

1. Brand
2. Brand promise
3. Value
4. Target customer
5. Customer loyalty
6. Trust



TRUTHFUL LABEL

Physical Purity : 98% (Min)	Kind : BEET ROOT
Genetic Purity : 95% (Min)	Variety : BIKORES
Germination : 70% (Min)	Date of Testing : 03' APR - 2009
Net Wt. : 250g.	Date of Packing : 10' APR - 2009
Lot No : 84274	Date of Expiry : 02' DEC - 2009
Label No : 8001533	Max. Retail Price : Rs. 360/- (inclusive of all taxes)

Caution : Treated with poison. (Thiram)
Do not use for food, feed & oil purpose.



PRODUCED & MARKETED BY
bejo sheetal seeds pvt. Ltd.

Customer care no. 02482 - 244000
email id bejosheetalsales@gmail.com

Date of packing :

Valid up to :

Max. Retail Price Rs.:

(Inclusive of all taxes)

Produced & Marketed by:
Bejo Sheetal Seeds Pvt. Ltd.

P. O. Box 77, Bejo Sheetal Corner,
Mantha Road, JALNA - 431 203 (INDIA)



Tel.: +226 70 00 06 96 • Email: jonasyogo@yahoo.fr • BURKINA FASO

SEMENCE CERTIFIEE

Espèce :

Variété :

Catégorie : R1

Lot n° :

Cycle :

Date du test :

Germination : $\geq 90\%$

Humidité : $\leq 12\%$

Pureté : $\geq 98\%$

Validité :

Poids (KG) :

**Attention : Produit traité à ne pas consommer
ni donner aux animaux**

New, post-training, seed bag label for
Burkina Faso seed company





FASO KABA

PRODUCTION DE SEMENCES

Espèce : **RIZ** / Variété : **NERICA4**

Date de semis : **2.6.06** / Cycle : **100J**
08

Tél : **220 06 79** / **628 24 76**







SA

AV

GRAVITY FEED



SALEABLE SEED
IN PACKAGE

87%



13%



CRACKED
11%



VIABLE
23%



INSECT
13%



Abnormal
5%



DISEASED
42%
HEATED

DISCARD
SEED



NAFASO NEUMA AGRICOLE DU FASO: EARL
Bourkha, Faso

INERA

PRODUCTION DE SEMENCES DE BASE DE RIZ
CAMPAGNE 2009 / 2010
VARIETES : FKR 43;45 N; 47 N; 49 N
SITE DE SAMANDENI





Société AGRO-PRODUCTIONS
Parcelle N° : 2
Superficie : 4 ha
Culture : MAÏS
Variété : *AGRA* MASSONGO
Cycle : 30-105 Jrs
Date de Semis : 3/7/09





Milraz®

Answering your questions about Fertilizer

Introducing...

...the new...

...fertilizer...

...for sale...

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14-7-2008 FIPS AFRICA FOOD CROP PRODUCTION
 BASELINE SURVEY MEMBERS FROM EMATIRIRA AREA
 HOST FARMER
 WILLIAM O. WASHIPORÉ
 TEL 0724124888

	Region	CASSAVA	POTATOES	MAIZE	GROUND NUTS	CON PEAS	BEANS	Sorghum	PEANUTS	SOYABEANS
1. WILLIAM WASHIPORÉ	✓	50	100	9kg	4kg	1kg	4kg	1kg	1kg	1kg
2. EIAN OMUKUNDA	✓	100	100	20kg	1kg	1kg	6kg	1kg	1kg	1kg
3. FRANCIS AMBOKO	✓	50	50	2kg	1kg	1kg	2kg	1kg	1kg	1kg
4. WILCLIFE AMAKOBE	✓	400	200	20kg	6kg	2kg	3kg	1kg	1kg	1kg
5. JOSEPH LUMUMBA	✓	100	100	6kg	2kg	1kg	4kg	1kg	1kg	1kg
6. ELIZABETH AMATE	✓	50	50	5kg	4kg	2kg	2kg	1kg	1kg	1kg
7. MOSES OMUKUNDA	✓	20	20	2kg	1kg	1kg	2kg	1kg	1kg	1kg
8. ALFANO WANZY	✓	20	10	5kg	2kg	1kg	3kg	1kg	1kg	1kg
9. PAUL NAMWALO	✓	30	40	2kg	2kg	1kg	2kg	1kg	1kg	1kg
10. PETER LUCHERA	✓	50	50	2kg	2kg	1kg	3kg	1kg	1kg	1kg
11. ROSEMARY NIVIS	✓	50	50	2kg	1kg	1kg	4kg	1kg	1kg	1kg
12. LORNA ONGELI	✓	50	50	2kg	1kg	1kg	4kg	1kg	1kg	1kg
13. EVELINE OMUKHAKO	✓	50	50	2kg	1kg	1kg	4kg	1kg	1kg	1kg
14. ALICE ASUARI	✓	50	50	2kg	4kg	1kg	8kg	1kg	1kg	1kg
15. MARY MAKOKHA	✓	50	50	2kg	4kg	1kg	2kg	1kg	1kg	1kg
16. MARGARET ATYUMA	✓	20	20	2kg	1kg	1kg	2kg	1kg	1kg	1kg
17. HASIAN MULEWA	✓	20	20	5kg	2kg	1kg	2kg	1kg	1kg	1kg
18. NATHAN MAKACHA	✓	20	20	6kg	2kg	1kg	2kg	1kg	1kg	1kg
19. RUTH AMILETA	✓	10	10	6kg	1kg	1kg	2kg	1kg	1kg	1kg
20. LEONIDA OMUKHUYI	✓	50	50	8kg	1kg	1kg	2kg	1kg	1kg	1kg
21. EVELINE ONSONDA	✓	100	100	8kg	10kg	1kg	1kg	1kg	1kg	1kg
22. GLANDI ASEKA	✓	50	50	2kg	2kg	1kg	10kg	1kg	1kg	1kg
23. RODA NZABANI	✓	50	50	2kg	8kg	1kg	6kg	1kg	1kg	1kg
24. RODA WANIKUYA	✓	50	50	2kg	4kg	1kg	4kg	1kg	1kg	1kg
25. ROSE BANTAYSA	✓	30	30	2kg	5kg	1kg	3kg	1kg	1kg	1kg
26. SELA WESA	✓	20	20	4kg	3kg	1kg	2kg	1kg	1kg	1kg
27. ALBERTINAMWALO	✓	20	20	4kg	2kg	1kg	2kg	1kg	1kg	1kg
28. ALBERTINAMWALO	✓	40	40	2kg	1kg	1kg	2kg	1kg	1kg	1kg
29. ISAK SHISAMBA	✓	20	20	2kg	1kg	1kg	2kg	1kg	1kg	1kg
30. THOMAS OMUSHA	✓	50	50	2kg	2kg	2kg	2kg	1kg	1kg	1kg
31. SAMUEL ANDIKA	✓	20	20	8kg	4kg	1kg	2kg	1kg	1kg	1kg
32. JOICE ABIOLON	✓	20	20	8kg	6kg	1kg	2kg	1kg	1kg	1kg
33. SKLOME MBATI	✓	20	20	8kg	8kg	1kg	2kg	1kg	1kg	1kg





New smallpack/truckbed seed marketing approach, market day, Kenya





Key Things to Understand About Your Customers

Aline O'Connor

SEMs Marketing Module

Can you be a successful company
without understanding your
customers?

SEMIS

Can you be a successful company without understanding your customers?

Apple Computers

Cell phone companies in Africa

Exactly WHO is the customer for improved seed?

SEMI-S - UNION

Exactly WHO is the customer for improved seed?

Government?

Global Organizations, e.g. FAO?

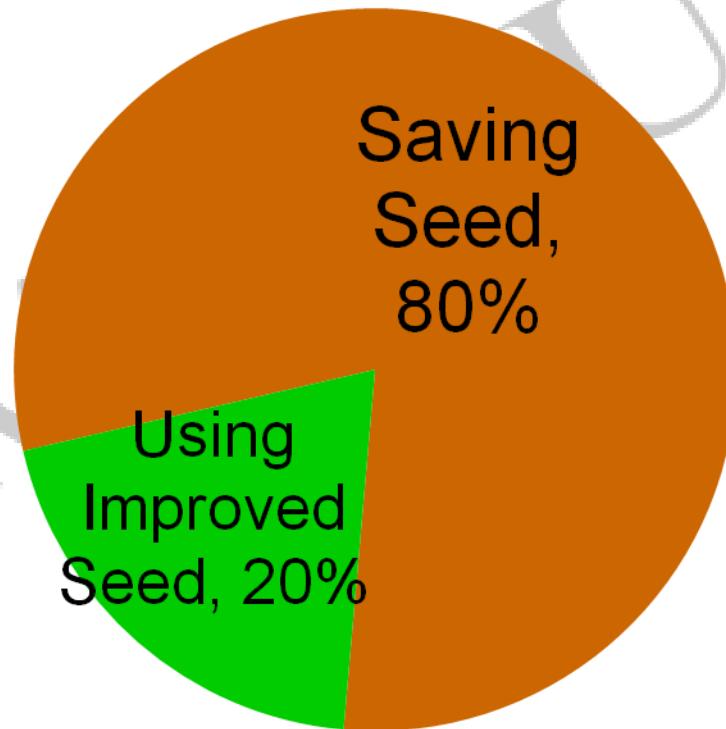
NGOs?

Agrodealers?

“Seed-Only” Dealers?

Farmers?

Estimated Usage of Improved Seed In SSA (excluding RSA)



CUSTOMER

"A customer is the most important visitor on our Premises. He is not dependent on us. We are dependent on him. He is not an interruption on work, he is the purpose of it. He is not an outsider on our business, but he is a part of it. We are not doing him a favour by serving him, he is doing a favour by giving us an opportunity to do so.



Mahatma Gandhi

PROJECTS & SERV



Design, Supply &

Greenhouse

Irrigation

1. TRUST

Trust is the most critical element of a farmer's relationship with a seed company.



2. CONVENIENCE

The convenience of making the purchase is a big factor for customers.

What determines convenience?

3. RELIABILITY

From season to season, customers want their supplier to be reliable and consistent. They will be loyal to those brands that become reliable suppliers of high-quality seed.

What do farmers do if they do not have a reliable source of supply?

How do NGOs fit into this picture?

4. FAIR DEAL

Customers want a fair deal. They do not want to feel like they are being overcharged, nor do they want to hear that another farmer got a better deal than they did.

14-7-2008 FIPS AFRICA FOOD CROP PRODUCTION
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	Distric	Region	CASA VA	P. THIES	MAIZE	BRANNO	CON PEAT	BEANS	Long bean	Pigeon	SOYAB
1. WILLIAM WASHIPORA	V	V	50	100	400	100	100	100	100	100	100
2. EIAN OMUKUNDA	V	V	50	100	200	100	100	100	100	100	100
3. FRANCIS A. AMUKO	V	V	50	100	200	100	100	100	100	100	100
4. KICLIFE AMAKOBE	V	V	50	100	200	100	100	100	100	100	100
5. JOSEPH LUMUMBO	V	V	400	200	1000	600	200	200	100	100	100
6. ELIZABETH AMMATE	V	V	100	100	600	200	100	100	100	100	100
7. MILES OMUKUNDA	V	V	50	50	500	100	100	100	100	100	100
8. OLFAO WANZY	V	V	20	20	200	100	100	100	100	100	100
9. PAUL NAMWALO	V	V	20	10	500	200	100	100	100	100	100
10. PETER LUCHERA	V	V	30	40	200	200	100	100	100	100	100
11. ROSEMARY A. NIVIS	V	V	50	50	200	200	100	100	100	100	100
12. LOUWA ONSERI	V	V	50	50	200	100	100	100	100	100	100
13. EVERINE OMUHARO	V	V	50	50	200	100	100	100	100	100	100
14. ALICE KILANI	V	V	50	50	200	100	100	100	100	100	100
15. MARY MAKOKHA	V	V	50	50	200	100	100	100	100	100	100
16. MARGRET ATUMA	V	V	20	20	200	100	100	100	100	100	100
17. HASIAN MULEWA	V	V	20	20	500	200	100	100	100	100	100
18. NATHAN MAKOKHA	V	V	20	20	600	200	100	100	100	100	100
19. RUTH AMIETA	V	V	10	10	600	100	100	100	100	100	100
20. LEONIDA OMUKHUU	V	V	50	50	800	100	100	100	100	100	100
21. EVERINE ONSOMA	V	V	50	50	200	100	100	100	100	100	100
22. GLAWE ASEKA	V	V	50	50	200	100	100	100	100	100	100
23. RODA NYADANTI	V	V	50	50	200	100	100	100	100	100	100
24. RODA WANIKETA	V	V	30	30	200	100	100	100	100	100	100
25. ROSE NYABAYSA	V	V	20	20	400	100	100	100	100	100	100
26. SELA WESA	V	V	20	20	400	100	100	100	100	100	100
27. ALBERTINAMUKO	V	V	40	40	200	100	100	100	100	100	100
28. ISAK SHISAMA	V	V	20	20	200	100	100	100	100	100	100
29. SITOMKI OMUSHA	V	V	50	50	200	100	100	100	100	100	100
30. SAMUEL ANDIKA	V	V	20	20	800	100	100	100	100	100	100
31. JOYCE ABIGAIL	V	V	20	20	800	100	100	100	100	100	100
32. SALOME MBATI	V	V	20	20	800	100	100	100	100	100	100

5. PURCHASING PATTERN

Customers can be characterized by their purchasing patterns. For example:

- Do your customers want to buy all their seed at once, in one large package?
- Or do they prefer to make several smaller purchases?
- How will they transport the seed, and how does your packaging size relate to this?

6. FARMERS ARE VISUAL!

Farmers are extremely VISUAL! Your marketing efforts will improve significantly if you always add strong visual elements to any interaction you have with farmers. (See tool #20, the Value of Visual References.)



7. APPRECIATION

Appreciation is the forgotten element in most customer relationships. Customers have choices, so good companies demonstrate their appreciation to loyal customers, especially if they are satisfied and spread good news about your company. Don't take them for granted!

8. EDUCATION

You are the seed expert. Your customers both need and expect good education from you. Whether it is a talk at a field day or thoughtful instructions on your bag, education is important to your customers.



9. CONSERVATIVE NATURE

Farmers are conservative risk managers. They will probably want to see your product perform for at least one season and possibly two before trying it for themselves. Keep this in mind in setting up both your demos and your expansion plans.



10. WORD OF MOUTH

If a farmer has a good experience with your seed, most likely he or she will tell approximately 10 people. But if that same farmer has a bad experience with your seed, he or she will likely tell 50 people! This is just human nature, but it is a great incentive to pay attention to quality.

11. SMART!

Farmers make smart decisions!



The more successful you are at looking at the seed purchasing decision through their eyes, the more you will be able to understand how to educate them and market to them.

Let's Get Practical!

- How do you come to understand your customers?
 - Market Analysis?
 - Formal Data Surveys?
 - What Your Family Tells You?
 - Anecdotes?
 - Staying Close To Your Customer?

Let's Get Practical!

Given what you now understand about customers, what kind of company do you want to be? What actions must you take?

Trustworthy?

Reliable and consistent?

Understanding?

Visual?

“Opportunities are usually disguised as hard work, so most people don’t recognize them.”

Ann Landers

Elements of a Successful Sales Collection Process

Aline O'Connor

SEMI's Marketing Module

Seed Marketing Notes By Aline

- Business Economics – Illustrative
- Marketing and Distribution Calendars
- Collection Process

SEMMIS - UON

Key Elements of a Good Collections Process:

1. Accurate, timely record-keeping
2. Clear, advance communication of expectations *and company policy, including credit limits*
3. Disciplined follow-up by the seed company

Tool # 29, Section 2

Additional Terms to Know and Use

- Credit limit
- Aging of accounts
- Credit watch list
- Credit review

SEMIIS - UON

Looking at real numbers

SEMI's Student Seed Co (SSS Co) distributes seed worth the following in 2012:

Rice seed	\$290,000 USD
Sorghum seed	\$ 75,000 USD
Millet seed	\$ 42,000 USD
Maize seed	\$173,000 USD

5% of the seed is returned after the planting season.

Dealer A does not pay for 11,000, Dealer E does not pay for 24,000, Dealer G does not pay for 5,000, and Dealers K, M and P do not pay for 1,000 each.

What is the uncollected accounts ratio?

Looking at real numbers

One of SSS Co's biggest distributors is Alice's Agrodealer Shop (AA). SSS Co's assigned credit limit to AA is \$4,000 USD.

Seed sales are brisk. At the beginning of each week, AA restocks with \$2,000 USD of seed from SSS Co. She makes payments as follows:

Day 9 after delivery	\$1,000
Day 16 after delivery	\$1,200
Day 25 after delivery	\$800

Did Alice's Agrodealer Shop exceed her credit limit? If so, when?

Looking at real numbers

	<u>Entries</u>	<u>Cumulative Total</u>
Day 1 delivery	(\$2,000)	(\$2,000)
Day 8 delivery	(\$2,000)	(\$4,000)
Day 9 payment	\$1,000	(\$3,000)
Day 14 delivery	(\$2,000)	(\$5,000)
Day 16 payment	\$1,200	(\$3,800)
Day 21 delivery	(\$2,000)	(\$5,800)
Day 25 payment	\$800	(\$5,000)
Day 29 delivery	(\$2,000)	(\$7,000)

Looking at real numbers

At the end of the calendar year, SSS Co is owed \$42,000 USD

\$14,000 has been owed for the last year

\$ 7,000 has been owed for 6 months

\$21,000 has been owed for 3 months

What is the average age of SSS Co's receivables?

Looking at real numbers

At the end of the calendar year, SSS Co is owed \$42,000 USD

\$14,000 has been owed for the last year

\$ 7,000 has been owed for 6 months

\$21,000 has been owed for 3 months

What is the average age of SSS Co's receivables?

$$(14,000 * 12 + 7,000 * 6 + 21,000 * 3) / 42000 =$$

6.5 months

This is called Aging of Accounts Receivable

Looking at real numbers

In prior years, AA has always paid about 1 month after the seed is delivered. This year AA has been selling seed very well, but after several months the bookkeeper notices that payments are much slower than usual.

What should the GM do?

**A
CUSTOMER
IS MY
BOSS,
BUT PAY
ME FAST**



Association

- Not engage in a association. Exp engaged in ill practice
- Never ask for o
- Promote the pr
- Treat all memb access to mem political affiliat
- Preserve the independent political affiliat

Premises

- Separate prem from the anim
- Use a recom

How do YOU collect money?

SEMIs - UoN

Marketing and Distribution Calendars

SEMI's - UON

SEMI's Marketing Module

Aline O'Connor

Example: Marketing and Distribution Main Calendar

Mar & Apr	May	June & July	Aug & Sept	Oct
<ul style="list-style-type: none"> •Select demo sites •Review sales plans w/agrodealers (ADs) •Ship product to ADs •Deliver marketing materials to ADs 	<p>(Planting season)</p> <ul style="list-style-type: none"> •Regularly review stock requests with ADs •Manage inventory •Restock key ADs •Monitor credit and payments •Oversee demo planting 	<ul style="list-style-type: none"> •Monitor demos; coach demo farmers •Contact ADs re: leftover stock •Collect leftover stock (if it is your practice) •Collect feedback from ADs •Plan for field day activities 	<ul style="list-style-type: none"> •Hold field day activities •Monitor customer perceptions (germination, etc.) •Meet with key ADs to review their sales season •Collect all monies from ADs •Hold some field days 	<p>(Harvest season)</p> <ul style="list-style-type: none"> •Hold more field days •Take photos of customers with crops for use next year •Collect customer feedback

Example: Marketing and Distribution Main Calendar

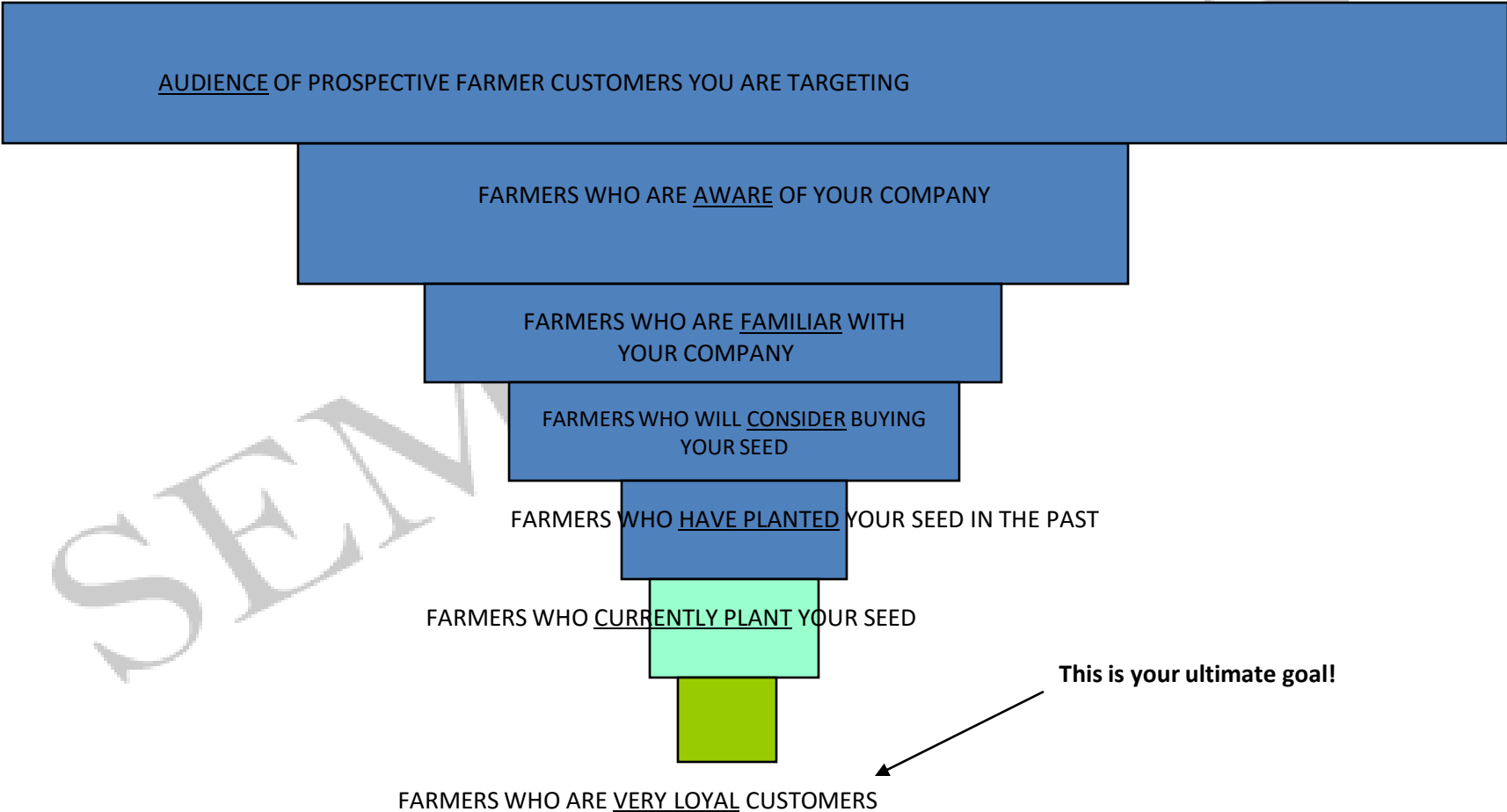
Oct	Nov & Dec	Jan & Feb	
<p>(Harvest season)</p> <ul style="list-style-type: none">• Hold more field days• Take photos of customers with crops for use next year• Collect customer feedback• Radio testimonials, “expert” radio programs	<ul style="list-style-type: none">• Hold post-season planning meeting (review what worked, what didn’t work)• Develop appreciation plans• Hold customer feedback meetings (ADs and farmers)• Develop input for production department	<ul style="list-style-type: none">• Develop marketing plan for coming year• Develop marketing materials for next year• Review AD performance• Determine distribution goals and plans for coming year• Review staffing needs, hire if necessary	

Example: Sub-Plan (or Detailed Plan)

Field Day Detailed Plan

Task	Date	Comment	Person
Select site	Xx/xx	Improve on last year	EA
Lay out site, identify farmers,	Xx/xx	Mr. Mapani would be good	EA
Select date(s)	Xx/xx	Two days, back to back	EA
Identify “what you want to prove to farmers who attend”	Xx/xx	Include Duma, Pannar, landrace. Treat all entries equally. Taste, poundability, storage demos.	EA and RK
Identify groups to attend	Xx/xx	Invite 700 to get 600	RK
Plan publicity campaign	Xx/xx	Send notices, tape testimonials	MW
Plan program for the day	Xx/xx	Review feedback from last year	EA
Select technical support guests and entertainers	Xx/xx	Invite local extension team, NARS breeders, fertilizer specialist	RK
Invite groups	Xx/xx	Track responses	RK
Notify press & radio, ETC	Xx/xx	Invite, and deliver press releases	MW

Farmer Conversion Funnel



Business Economics -- Illustrative

	Company		
	A	B	C
Total Sales Revenue	100%	100%	100%
Cost of Goods Sold	43%	51%	64%
Selling Expense	22%	18%	16%
Research & Dev'ment	8%	13%	4%
Gen'l & Administrative	<u>7%</u>	<u>8%</u>	<u>17%</u>
Operating Income	20%	10%	-1%