



**ENTREPRENEURIAL DEVELOPMENT PLAN (EDP)**

|  |  |
| --- | --- |
| Company Name  | **:**  |
| Name and first name of the operator | :  |
| Address | :  |
| Telephone | :  |

**Technical support from ...................................................................................................................................................**

SUMMARY

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# Introduction

**XXX** is an artisanal factory for the manufacture of tea and infusions based on aromatic plants and spices. She was registered in the Trade and Personal Property Credit Register in 2020 by Mrs XXX. The promoter's objective is to promote African infusions and to promote this singular medicinal wealth on a national and international level, which is increasingly neglected. The flavors available within the company are, among others: flavored kinkeliba, lemon moringa, ginger cloves, bissape mint, etc.

From the analysis of the company's performance, it appears that the sales made are below the forecasts made. The company's turnover over the last six months before the coaching is **2,550,000 FCFA**. This total is well below the desired performance in terms of the company's production capacities. This rubs off on the company's ability to recruit a permanent employee. In fact, the entrepreneur is accompanied by two casual employees to carry out the plant's production activities.

The evaluation of the promoter's entrepreneurial and managerial capacities, as part of the ProCIVA/GIZ SME Loop support of which she is a beneficiary, shows that she has the characteristics and skills necessary to succeed in her business project. Indeed, she knows how to set goals and develop strategies to achieve them. One of its objectives is to have a raw materials production site by 2023. It works the quality of the product and has equipped it with packaging that matches its ambitions to position it on the international market. It has also undertaken some visibility actions to conquer the market.

However, the business diagnosis carried out as part of his support reveals some dysfunctions that must absolutely be removed for a company management leading to the achievement of objectives. These are:

* **On the financial and management level**, there is a poor traceability of the company's technical and economic data and a lack of financial planning.
* **In terms of marketing**, there is a mismatch between supply and demand. Also, the company is not sufficiently referenced on the web.
* **From a partnership point of view**, the company does not have formalized business relationships.
* **On the technical level,** the promoter has little knowledge of quality and hygiene standards in the agri-food industry.
* **In terms of risk management,** the company is at supply risk in that it does not diversify its sources of supply.

In view of this diagnosis, this Entrepreneurial Development Plan (EDP) proposes corrective actions to be carried out in order to achieve the desired performance agreed upon by the entrepreneur and the Business Coach. It is structured as follows:

* Implementation period
* Result of the analysis of the entrepreneurial profile and entrepreneurial capacities
* Reference operating account
* Employment status
* Global overview of the company
* Issues to be solved
* Plan d’action.

# Implementation period of the entrepreneurial development plan

The company will be supported for 6 months (from March to September 2021), the period of implementation of the entrepreneurial development plan. During this period, the Coach and the SME will work to achieve the objectives set out in this document, the basis of the support.

# Result of the analysis of the entrepreneurial profile and the examination of entrepreneurial capacities

|  |  |  |  |
| --- | --- | --- | --- |
| **Entrepreneurial indicator** | **Score** | **Interpretation** | **Improvement needed** |
| Profile | 88 / 120 | You have a strong entrepreneurial potential. You certainly possess some of the entrepreneurial characteristics.All that remains is to develop them further. | * Business Planning
* Decision-making
* Goal setting
 |
| Capabilities | 81 / 120 | Good entrepreneurial skills.  | * Legal aspects
* Financial and management aspects
* Aspects RH
* Marketing
* Aspects techniques
 |

# Reference Operating Account (Baseline 6 months)

The reference operating account is produced for the last six (06) months before the start of coaching. It was reconstituted on the basis of the data available in the management tools supplemented by the promoter's statements. De facto, some biases could be introduced into the various calculations carried out.

| **TOPICS** | **Unit** | **Quantity** | **Unit price** | **Value** |
| --- | --- | --- | --- | --- |
| **PRODUCE** |  |  |  |  |
| Infusion | Cardboard | 1500 | 1 700 | 2 550 000,00 XOF |
| **Total revenue (Revenue) (A)** |  | **1500** |  | **2 550 000,00 XOF** |
| **CHARGES** |  |  |  |  |
| **1. CHARGES VARIABLES** |  |  |  | **1 180 000,00 XOF** |
| **Inputs/Raw Materials** |  |  |  | **812 000,00 XOF** |
| Inputs | Bag | 1 | 300 000 | 300 000,00 XOF |
| Water |  | 1 | 12 000 | 12 000,00 XOF |
| Packaging |  | 1 | 500 000 | 500 000,00 XOF |
| **Other operating expenditures** |  | **360 000** |
| Electricity |  | 1 | 120 000 | 120 000 |
| Transport |  | 1 | 40 000 | 40 000 |
| Communication |  | 1 | 20 000 | 20 000 |
| Rent |  | 1 | 180 000 | 180 000 |
| **Workforce** |  | **8 000** |
| MO Occasional |  | 1 | 8 000 | 8 000 |
| **2. Fixed output** |  |  |  | **245 500** |
| Salary |  | 1 | 180 000 | 180 000 |
| Finance Charges |  |  |  | -  |
| Interest on borrowing from DFS |  |  |  | -  |
| Social security contributions on salary |  |  |  | -  |
| Direct Tax (IPTS, VPS) |  |  |  | -  |
| Annual membership fee |  |  |  | -  |
| Depreciation and amortization expense  |  | \* \* \* | \* \* \* | 65 500 |
| **1+2 Charges total (B)** |  |  |  | **1 425 500** |
| ***GROSS PROFIT*** |  |  |  | **1 124 500** |
| ***Income tax*** |  |  |  | **-** |
| ***Net income*** |  |  |  | **1 124 500** |
| ***Cash-flow*** |  |  |  | **1 190 000** |

**Feedback**

The net result for the period shown is positive, which shows that sales cover the operating expenses of the reference period. This bodes well for the profitability of the business.

In addition, the net profitability rate of the activity is 44%, which testifies to the profitability of the company. Nevertheless, we will have to work to increase the level of turnover.

As noted above, these calculated indicators may contain biases.

# Employment status

|  |  |
| --- | --- |
| Permanent employment | 0 |
| Casual employment | 2 |

# Overall overview of the company's state

| **Topics** | **Elements of assessment** | **Yes** | **No** | **Weak** | **Medium** | **Good** | **Problem identified** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Legal aspects** | Formalization of the company | × |  |  |  |   | The company is not eligible to pursue certain market opportunities |
| Mastery of the main legal statuses and their characteristics | × |  |   |  |   |
| Control of administrative formalities | × |  | × |  |   |
| Control of social formalities |   |  | × |  |   |
| Control of tax formalities |   | × |  |   |   |
| **Organizational aspects and good governance** | Flow chart | × |    |   |  |   |  |
| Distribution of Roles and Responsibilities of Staff | × |   |    |  |   |
| Flow of information within the company | × |   |    |  |   |
| Transparency and involvement of the company's agents in decision-making |   |    |   |  |   |
| **Financial and management aspects** | Business plan availability |   | × |   |   |   | Poor traceability of the company's technical and economic data and a lack of financial planning. |
| Availability of manual accounting |   |  |  | × |   |
| Mastery of management tools |   |  |  × |     |   |
| Availability of accounting documents |   | × |    |  |   |
| Availability of computerized accounting |   |  |   | × |   |
| Cost control |   |   |   | × |  |
| The activity ratio is positive |   |   |   | × |  |
| Positive result in the last three years |  |   |   | × |  |
| The net rate of return or final profitability is > 8% | × |  |   |   |   |
| Regular preparation of financial statements (balance sheet and income statement) |   | × |   |   |   |
| Account Analysis |   | × |   |   |   |
| Statement of borrowings |  |  |  |  |  |
| Payslip available and issued |  | × |  |  |  |
| Good control of inventory management |   |   | × |   |   |
| Existence of stock cards |   |   | × |   |   |
| Financial health allows for adequate supply of raw materials | × |   |   |   |  |
| **HR Aspects** | Existence of staff exclusively dedicated to the company |   | × |   |   |   | Low labour productivity |
| Staff employment contract formalised in writing |   | × |   |   |   |
| Staff declared to the social security |   | × |   |   |   |
| Regular reinforcement of staff for a quality service |   | × |   |  |   |
| Consideration of staff views  |   | × |   |   |   |
| Salaries and benefits are motivating compared to other SMEs in the same sector |   | × |   |   |   |
| Retaining the best employees |   | × |   |   |   |
| Better employee productivity ratio compared to competing companies in the same industry |   |    | × |  |   |
| Gender-diverse workforce | × |  |  |   |   |
| Increase in the number of employees in the last three years | × |  |  |  |  |  |
| **Marketing** | Mastery of marketing techniques |   |  |   | × |   | Mismatch between supply and demand |
| Mastery of market segmentation |  |  |  | × |  |
| Distribution system allows for sales maximization |   |   |   | × |   |
| There is a clear strategy for responding to the competitive environment |   |   |   | × |   |
| Existence of a client directory |  |  × |  |  |  |
| Customer feedback for improved product quality | × |   |   |   |   |
| Adequate and attractive packaging |  × |    |  |   |   |
| A lot of visibility action to make yourself known and to make your services and products known |   | × |   |   |  |
| Goods/services that are well-known and well-liked by customers |   |   |   | × |   |
| **Partnership** | Financial partnership with financial institutions |  | × |   |   |   | Abrupt termination of established business relationships |
| Business relationship with other companies in the sector (group selling, group buying) | × |   |    |   |  |
| Contracted business relationship with special suppliers and/or special customers |  |   | × |   |   |
| Member of an association for the defence of the interests of entrepreneurs | × |   |   |   |   |
| Creates and leads its business network  |  |  |  |  | × |
| **Technical Aspects** | Production/processing/storage site and premises adequate to the activity |    |  | × |   |  | Lack of control of quality and hygiene standards |
| Production capacity to meet demand |   |   |  |  | × |
| Technologically ahead of the competition |  |  | × |  |   |
| Financial health allows for adequate supply of raw materials |   |   |   | × |   |
| Mastery of production/processing techniques |    |   |   |   | × |
| Mastery of quality and hygiene standards |   | × |   |  |   |
| Production volume increasing over the last three years | × |   |   |   |   |
| **Environment** | Environmentally friendly production | × |   |   |   |   |  |
| Eco-friendly packaging | × |  |   |   |   |
| **Risk Management** | Subscription to risk insurance |   | × |   |   |   | Supply risk |
| The risks likely to weaken the company are known |   |   | × |   |   |
| Existence of a risk management tool |   |   | × |  |   |

# Issues to be solved

| **No.** | **Axes**  | **Problems** | **Resolution strategies considered** |
| --- | --- | --- | --- |
| 1 | Legal aspects | Ineligibility of the company for certain market opportunities | Capacity building on Benin's taxationGetting started with the e-mecef platformStandardised invoice issuancePaying GST |
| 2 | Financial and management aspects | Lack of decision-making on the basis of reliable techno-economic data  | Implementation of management tools and their analysisBusiness plan development |
| 3 | Marketing | Mismatch between supply and demand | Aggressive marketing to increase customer base Doing sessions in pharmacies and supermarketsDo digital marketing via facebook, whatsappCapacity building on visual designCapacity building on content creation and referencing of the company on the web |
| 4 | Partnership | Abrupt termination of established business relationships | Securing the company's business relationships |
| 5 | Technical Aspects | Poor control of quality and hygiene standards | Capacity building on good hygiene practicesImplementation of forward movement in the production unitOperationalize the principles of GHP in the production unit |
| 6 | Risk Management | Raw material supply risk | Diversifying sources of supply of raw materials |

# Action Plan

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| *AREA CONCERNED:* ***Legal aspects*** |
| **Problems** | * Ineligibility of the company for certain market opportunities
 |
| **Alternatives** | * Capacity building on Benin's taxation
 |
| **Results** | * The promoter has a better control of tax formalities in the Republic of Benin
 |
| **Indicators** | * Tax documentation available
 |
| **Activities** | **Timeline** | **Responsible** |
| April | May | June | July | August | September |  |
| S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 |   |
| Capacity building on Benin's taxation |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | Tax Specialist, Coach |
| Getting started with the standardized invoice issuance platform |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | SME and Coach |
| Making an appointment with the CIPE to assess the company's tax situation  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | PME |
| Capacity building on social formalities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Coach, PME |
| **Risks** | **Mitigation actions** |
|  |  |

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| *AREA CONCERNED:* ***Financial and management aspects*** |
| **Problems** | * Lack of decision-making on the basis of reliable techno-economic data
 |
| **Alternatives** | * Implementation of appropriate management and planning tools
 |
| **Results** | * Management documents adapted to the activity are put in place
 |
| **Indicators** | * Journals, customer account available and up-to-date
 |
| **Activities** | **Timeline** | **Responsible** |
| April | May | June | July | August | September |   |
| S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 |   |
| Implementation of journal notebooks, customer accounts |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | PME & Coach |
| Setting up an income statement |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | PME & Coach |
| Standardised invoice issuance |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | PME |
| Analysis of tools for decision-making |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Coach, PME |
| Writing the business plan |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Coach |
| **Risks** | **Mitigation actions** |
| * Tools not adapted to the realities of the company
 | * Adaptation of tools
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| *AREA CONCERNED:* ***Marketing*** |
| **Problems** | * Mismatch between supply and demand
 |
| **Alternatives** | * Aggressive marketing to increase customer base
 |
| **Results** | * The company's customer portfolio grew by 50%
 |
| **Indicators** | * Increased the number of customers by 50%
 |
| **Activities** | **Timeline** | **Responsible** |
| April | May | June | July | August | September |   |
| S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 |   |
| Prospecting pharmacies, supermarkets and mini-markets in Cotonou and Abomey-Calavi |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | SME |
| Organization of tasting sessions in pharmacies and supermarkets |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | SME |
| Capacity building on digital marketing |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Coach and SME |
| Energization of the Facebook page  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Coach and SME |
| Whatsapp Mailing List Creation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | SME |
| Search Engine SEO |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Coach, PME |
| Participation in marketing training |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Coach and SME |
| Flyer and business card production |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  SME |
| **Risks** | **Mitigation actions** |
| * Non-retention of customers obtained
 | * Develop customer retention strategies
 |

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| *AREA CONCERNED:* ***Partnership*** |
| **Problems** | * Abrupt termination of established business relationships
 |
| **Alternatives** | * Securing the company's business relationships
 |
| **Results** | * The company has written contracts with its partners
 |
| **Indicators** | * At least one contract is signed with a partner (customer or supplier)
 |
| **Activities** | **Timeline** | **Responsible** |
| April | May | June | July | August | September |  |
| S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 |   |
| Letterhead and stamp making |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | SME and Coach |
| Setting up purchase orders and delivery forms  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | SME and Coach |
| Drawing up a model distribution contract |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | SME and Coach |
| **Risks** | **Mitigation actions** |
|  |  |

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| *AREA CONCERNED:* ***Technical aspects***  |
| **Problems** | * Poor control of quality and hygiene standards
 |
| **Alternatives** | * Capacity building on good hygiene practices
 |
| **Results** | * The promoter has a better grasp of hygiene standards in agri-food processing
 |
| **Indicators** | * Participated in capacity building
 |
| **Activities** | **Timeline** | **Responsible** |
| April | May | June | July | August | September |   |
| S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 |   |
| Account creation on the CIVA e-learning platforms and on Atingi  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | PME  |
| Getting started with the platforms  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | PME  |
| Follow-up to online sessions on GHP |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | PME |
| **Risks** | **Mitigation actions** |
| Difficulty in getting to grips with digital online training platforms | Coach support  |

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| *AREA CONCERNED:* ***Risk management*** |
| **Problems** | * Raw material supply risk
 |
| **Alternatives** | * Diversifying sources of supply of raw materials
 |
| **Results** | * The company has at least two sources of supply for each raw material
 |
| **Indicators** | * A new source of supply is identified
 |
| **Activities** | **Timeline** | **Responsible** |
| April | May | June | July | August | September |   |
| S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 | S1 | S2 | S3 | S4 |   |
| Identification of suppliers of aromatic plants and spice producers  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | PME  |
| Selection and visit of the nearest suppliers  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | PME  |
| Partnering with Successful Suppliers |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | PMECoach |
| **Risks** | **Mitigation actions** |
| * Difficulty in having multiple sources for imported raw materials
 | * Make contacts in the countries of production
 |

**Place and date:**

Signatures

**The SME Le Coach**

**Signature**

**Signature**