

# Entrepreneurship training workshop for women and youth-led pig businesses in Uganda



## Participant's workbook

Name of entrepreneur: \_\_\_\_\_

Training dates: \_\_\_\_\_



RESEARCH  
PROGRAM ON  
Livestock



**MORE  
PORK**  
UGANDA



Prepared by:  
Enterprise Uganda

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The training team at Enterprise Uganda is also applauded for using its invaluable experience of working with micro, small and medium enterprises (MSMEs) to put together the content and materials for this training.

# Preface

This Entrepreneurship Training Workshop is sponsored by ILRI. Women and youth (including men) entrepreneurs face various challenges including inadequate knowledge and skills about businesses and inadequate capital for the businesses, among others. The Livestock CRP MorePork project, by ILRI acknowledges the limitation of technical, financial and business skills amongst women and youth-led pig aggregator businesses. This limitation has led to weak market linkages with pig producers. Therefore, the project anticipates that empowered and skilled women and youth entrepreneurs in the pig value chain will effectively provide services to smallholder producers. There will also be backward linkages to pig producers by pig aggregators.

This Entrepreneurship Training Workshop follows a needs' assessment that was done among the women and youth-led pig aggregators, feed producers and drug stores. The training is intended to equip the women and youth-led enterprises with entrepreneurship skills and attitudes for them to manage their business ventures sustainably.

The course equips participants with the necessary knowledge, skills and confidence to implement business ventures. Specifically, the training will strengthen participants' inclination and ability to: adapt a business success mindset, see and act on opportunities, set challenging goals, win in the market, enhance their road map to business growth through planning, and increase their financial literacy and record keeping.

Specifically, the training program is intended to:

- enable participants to learn the mindset, skills and practices associated with successful entrepreneurs; and
- enhance their self-awareness and confidence in undertaking sustainable business ventures

This workbook is intended for use by the participants during the three-day training workshop. The purpose of the workbook is to enable the participants to follow on key learnings, assignments, action points and follow the sessions more systematically.

The booklet includes the following modules: Introduction and orientation to the training; the power of my mindset; visioning business as my lifetime job, identifying my business opportunities, setting my business goals, winning marketing strategies, excellent customer service, financial literacy, planning for my business enterprise, and managing and growing an enterprise. The modules have been sequenced to start with changing the mindset of the target group by building their self-confidence to handle their destiny. Subsequent sessions help build the competencies necessary for business success.

# Module I: Introduction and orientation to training

## Key question

Am I ready for the task?

## Key lessons

Practical approach to learning: the workshop is a mirror and it is all about 'I', you the participants. Harmonizing expectation and creating a conducive learning environment is key to adult learning.

## Introduction to the training

This workshop is about best practices in entrepreneurship that are essential to take your business to the top. Adopting those proven practices will involve investing some days to attend this training. During this training, you will be able to discover your potential – both individually and as business entities – to grow, compete and excel through the application of good business and entrepreneurship practices.

We are aware that you have taken a major step to come for this intense workshop. We expect you to focus fully on the workshop, and this means you are not likely to personally fulfil many of the normal duties of your business. You may still be wondering whether you made the right decision or not, but we promise that you will find this workshop and the entire program worthwhile.

One of the benefits of this workshop is the opportunity to learn from the experience of others. For each of the participants to receive this benefit, one has to share one's own experiences.

Specifically, the course aims to help the participants:

- learn the mindset, skills and practices associated with successful entrepreneurship; and
- enhance their self-awareness and confidence in undertaking sustainable business ventures.

The main modules covered under this training include: the power of my mindset, visioning business as my lifetime job, identifying my business opportunities, setting my business goals, winning marketing strategies, excellent customer service, financial literacy, planning for my business enterprise, and managing and growing an enterprise.

Entrepreneurs can see what others do not see, possess management skills, and act based on certain conducts.

This workshop is participatory and experiential. You are going to be involved in a wide range of exercises intended to unearth your potential and to help you become better entrepreneurs.

This manual is personal and belongs to you. It is recommended to fill in your name on the cover. You will be using the manual throughout the workshop, and whatever you write down in it will be for yourself, private and confidential.

**My key lessons from the module of introduction and orientation to the workshop**

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## Module 2: The power of my mindset

### Key questions

What kind of mindset do you have? entrepreneurial vs. poverty

### Key lessons

The 2 Cs (character and competence) come from: independence, self-belief, persistence, continuous learning, courage, innovation, information seeking, planning, goal setting, saving and reinvestment, focus, and risk-taking. Attributes of great performers; how thoughts determine feelings, actions and results, the impact of a positive mindset; growth vs fixed mindset; breaking free from hindrances to growth and success.

### Step 1: How does the mindset determine my success or failure?

Are people born smart or successful? For example, are children born walking, talking, singing, or running? Or are great athletes born running and are great musicians born singing?

### My lessons from the discussion

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### Step 2: Linking wisdom to mindset: What I learn from the story

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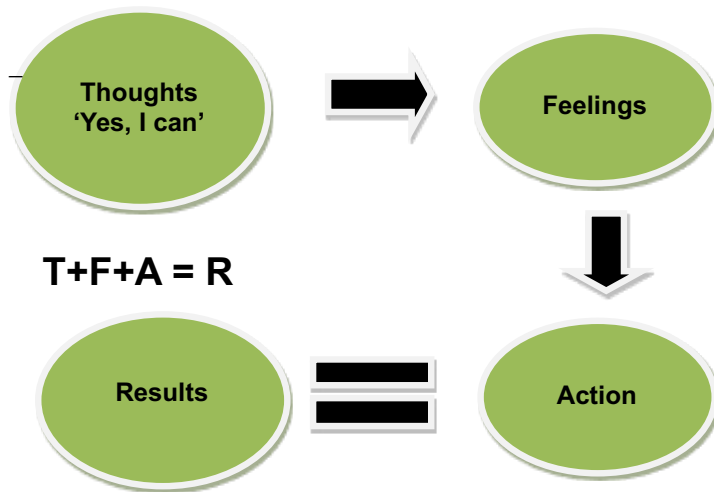
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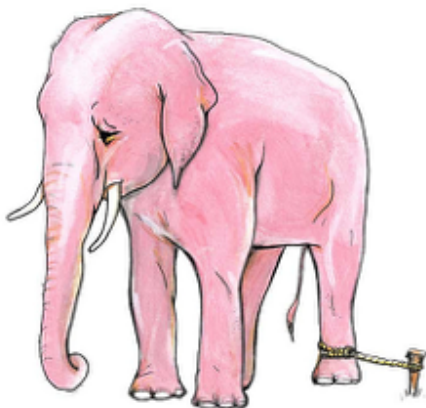
**Step 3: Self-transformation as an entrepreneur: How should I transform my thoughts, feelings, actions and results?**



Where does all this start? It starts from the brain, my mind and my thoughts.

When you feed your mind with positive thoughts (e.g. I am able. I can make it, yes, I can, I am rich, I am the best, etc.) you get results of positive mindset and its consequences (e.g. victory, happiness, abundance, riches, smart and hard work, etc.). When we learn things, this allows our intelligence and know-how to grow. The more we learn and commit ourselves to work, the more we develop our brains and grow our minds. We adopt a growth mindset instead of a fixed mindset. A growth mindset believes one can improve and change their way of looking at things. It is positive in nature and allows self-confidence in individuals.

**Step 4: How my beliefs limit my life: The story of the elephant**



**What are my lessons from the story?**

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**What are those ropes still tying me or pulling me down?**

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**What excuses are people giving for failing in business?**

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**What are you going to do to break those ropes in your life, family or business?**

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**Step 5: The 2Cs of great leaders and entrepreneurs**

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**Five things I will do to get character and competence:**

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**Step 6: My action points from the module of the power of my mindset**

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## Module 3: Visioning business as my lifetime job

### Key questions

Are you taking your occupation as a business?

**Do you say things like ‘I have no job; I am just in business.’**

Where do you see yourself in five years?

### Key lessons

Business can deliver you to your dream; it means maximizing production, reducing costs and risks, and maximizing profits and reinvestment. You need to have a vision, foresight, goals, be determined, employ creativity, seek for information, and take calculated risks.

### Step 1: Introduction to business

Undertaking a business means:

- Improving business practices
- Increasing efficiencies (taking/using fewer inputs with high outputs)
- Reducing risks
- Adding value
- Serving for the market
- Saving for investments
- Being engaged in what you know and be known for what you do.

### Step 2: What qualifies my activity to be a business?

Element 1: I must provide products and/or services

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Element 2: Products and services I supply must be for a profit

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Element 3: What I sell depends on what the market needs

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Element 4: For me to sell more, I have to be mindful of the quality of my products

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Element 5: For me to get better sales, I must know how to determine a price

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Element 6: My sales are also dependent on how I present the product, packaging

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Element 7: My sales are also dependent on how I make my product known and become liked, promotion

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Step 3: My vision of life as a successful entrepreneur

What do I learn from the visualization exercise?

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Image of my future business



Photo credit: ILRI/K. Dhanji



Photo credit: ILRI/Stefano Bianco



Photo credit: ILRI/Stefano Bianco



Photo credit: ILRI/Stefano Bianco

What are the obstacles that prevent people from getting to this scenario?

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How can I realize my vision for my future home through business? How do you intend, as a person, to get there?

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#### **Step 4: Assessing myself for business; tower building exercise:**

##### **Lessons from the tower building exercise**

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##### **Action points from the module of visioning business as my lifetime job**

What are you going to start doing to make your business a success? What are you going to stop doing?

What does the entrepreneur need to change to undertake business?

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## Module 4: Increasing the value of my time

### Key question

How do you manage and utilize your time?

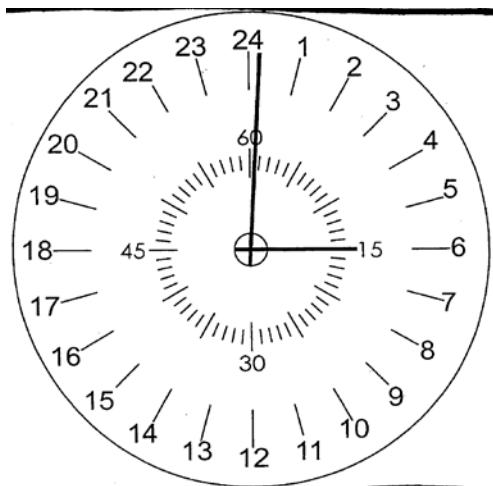
### Key lessons

Great performers utilize their time to the maximum, they do not waste time, they create time within time, get value for their time. We are equally given the same amount of time per day, what matters is how we utilize it before it expires. Many entrepreneurs waste time. Time is money, a lot can be done within idle time/redundant time to create value or wealth

### Step 1: Introduction of the session

How do I understand time as a resource?

### Step 2: The pie of my life – How I use my time



Draw this on the time chart and calculate:

- The time that brings in money
- The time that does not bring in money

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What is my idle or redundant time and why?

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How much money do I lose on a daily, monthly and annual basis?

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What are the 'wasters' that take up my time and brainpower?

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### **Step 3: My action points after this module**

What am I going to do to increase the time for income generation?

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### **Homework: Sharing with the family my outcomes of the pie of my life**

What transpired?

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# Module 5: Identifying my business opportunities

## Key question

What challenges/problems exist in the community and what opportunities do they present?

## Key lessons

Every problem presents an opportunity to offer a product or service as a solution. There are more opportunities beyond the usual boundaries; we need to go beyond the ordinary and think outside the box. There are higher returns when we go beyond the box. This calls for innovation and value addition, creative marketing and doing things differently, always standing out of the crowd.

## Step 1: What is the first task of the entrepreneur?

It is said that 'successful entrepreneurs are opportunity seekers. The first task of the entrepreneur starts with the identification and selection of an attractive business opportunity.' In this session, we will try to understand the process of identifying business opportunities, in such a way that each one of us can outline a specific business opportunity or refine the ideas we already have.

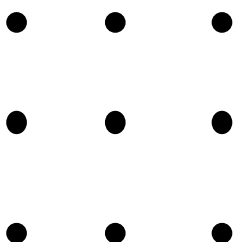
Step 2: My lessons from the story of the two salespeople and how it applies to my business situation

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## Step 3: The nine dots



My lessons from the exercise of the nine dots

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**Step 4: Identifying problems and business solutions in the community**

Name of community	Problems in the community	Idle resources	Businesses/opportunity that can be done

Key questions on the business ideas:

1. Which need of customers will my business be addressing?
2. What product or service will my business sell?
3. Who will buy my products?
4. How is my business going to sell its products or services? This could be direct to customers especially or through other agents.
5. Where can I get advice and information about this business?

## Module 6: Setting my business goals

### Key questions

Do you know where you are going? What specific goals do you have so that you can reach your dream?

### Key lessons

A goal is what drives successful entrepreneurs and keeps them focused. Goals create the motivation to reach the vision, offer direction and each goal attained leads to a higher goal being desired. Goals connect the opportunities identified to work plans that show how to reach there. A plan without clear goals is as good as no plan. Goals make the work plan operational and meaningful to the entrepreneur. 'If you do not know where you are going, any road will take you there.'

### Step 1: Introduction

Something common with people who have succeeded in business is that they know what they want. They can clarify what they want in very specific ways. They use what they want to accomplish to guide them in their day-to-day operations. What they want to accomplish in the future is what is called goals or objectives.

### Step 2: Why should I set objectives: My lessons from the story of Kapere

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### Step 3: My lessons from the story of the village fool

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**"If you aim at  
nothing, you will hit  
it every time"**  
*Author Unknown*

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Step 4: Setting SMART business goals



Step 5: My business goals

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# Module 7: Winning marketing strategies for my enterprise

## Key questions

How do I get my products to the market and ensure business sustenance? What will I do to attract and retain customers for long-term relationships?

## Key lessons

Basic concepts of marketing for any business, specific considerations that are necessary for the entrepreneur, the 4 Ps of marketing: product, price, place and promotion. The 2 Cs of marketing: customers and competition. The focus is on the customer and all marketing decisions are oriented to customers' issues with an aim of attracting and retaining customers.

## Step 1: Introduction

Marketing is an attitude of the mind which places the customer at the very centre of a business activity, and automatically orientates a company towards its markets rather than its operations.

Marketing:

- Identifies markets and tries to establish what buyers in those markets want
- Identifies what benefits and satisfactions they are seeking
- Recognizes what the competition is offering
- Helps the company to design products and services which will be attractive to buyers, and which have a sustainable competitive advantage
- Ensures that the products are known to the customers, available to them at the right time, in suitable quantities and at an acceptable price

## Step 2: What is a market?

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## What is marketing?

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### Step 3: The marketing mix

Key questions:

- What are the crucial elements of marketing?
- How can the business put the best marketing mix together?

#### What are the crucial elements of marketing?

- \* Product: a product that is wanted

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- \* Price: a price at which it will sell

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Fundamental questions

1. What is the price that enables me to sell enough goods to cover costs and make a profit?
2. Why is the business in this market?
3. What is the demand for the product at different price levels?
4. How do I set prices?
5. How do I develop a pricing strategy?

- \* Promotion: the means for getting the message across

- How can the business be better known?
- What good can advertising do for a small firm?
- How should advertising be managed?
- What should be spent on advertising?
- How do we conduct good public relations?

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- \* Place: the places where sales are made

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These are known as the 'marketing mix.' The 4 Ps cannot be entirely considered separately. Different mixes produce different results. An improvement in product quality will need communicating to customers and may involve a price

change. A change in distribution may require reallocating the sales force. The impact of a given price will be different at different levels of promotional support.

The standard 4 Ps marketing mix can be extended to make the 7 Ps marketing mix for services, which now includes:

**Process (transaction):** The direct involvement of consumers in the production of most services and the perishability of these services places greater emphasis on the process of the transaction for services (e.g. promptness of service, informative literature (menu), no queuing beforehand or waiting to pay the bill, etc.).

**Physical evidence (ambience):** The environment in which a service is offered and consumed is central to the consumer's understanding of that service, and to their enjoyment or satisfaction.

**People:** Attention needs to focus on the interaction between staff and consumers, between consumers themselves and also between staff. Employee selection, training, and motivation are central considerations.

The 2 Cs of marketing

The competition

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The customer

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#### Step 4: What is my market segment

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#### Step 5: Action points to devise my winning marketing plan

Key issues:

- Set marketing objectives for your business.
- Look at the environment in which your business operates.
- Get to know which groups of people form your markets.
- Understand why and how they buy.
- Obtain as much business marketing information as you can to make informed decisions about your critical success factors (i.e. specific elements about your products and services) which are critical for customer satisfaction.
- Select your target customers and supply them with products and services which match their needs and desires: Decisions about products, prices, distribution and promotion.
- Promote your products and services to reach as much of the target audience as possible.
- Write down your marketing actions in the form of a plan and re-evaluate and adjust as necessary.

## Module 8: Excellent customer service

### Key questions

How do I communicate with my customers? What will I do to attract and retain customers? Can I use customers as a platform for promoting and making my business known to other people? Do I understand the customers' value of money?

### Key lessons:

This part is aimed at assisting participants communicate effectively with customers; create a positive impression; attract and maintain customers; develop and maintain customer service standards; and plan excellent customer services.

### Step 1: Introduction

Businesses face challenges of generating repeat business from customers because of an increasing variety of choices thus shifting buying decisions. Today's customers are sophisticated, price-sensitive and demanding. They live time-compressed lifestyles and have little patience for service providers who do not understand them or will not adapt business practices to meet their needs. They expect products and services to be delivered faster and more conveniently. They are less patient and more demanding. They want to be treated as individuals, and they want immediate answers to their questions.

### Realities about customers

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**Key issues that drive away customers**


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**My lessons from the exercise of good and bad customer experiences**

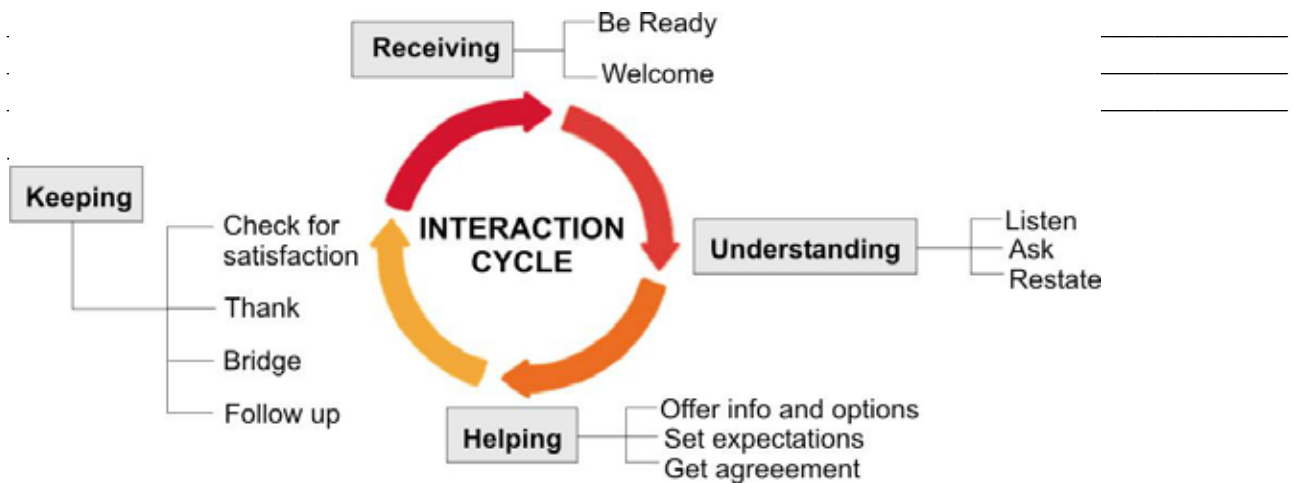

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**How will I improve my skills as a salesperson?**

Source: <https://sifowler.files.wordpress.com/2010/05/customer-interaction-cycle.png>

**The attitudes I need to have in order to provide excellent customer service**


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**How do I ensure return business?**


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**The ten golden rules of effective customer service**

1. Know who is boss. Never forget that the customer pays your earning.
2. Be a good listener.
3. Identify and anticipate needs.
4. Make customers feel important and appreciated.
5. Help customers understand the way you work.



6. Appreciate the power of 'yes.'
7. Know how to apologize.
8. Give more than expected.
9. Get regular feedback.
10. Treat employees or fellow workers well.

My key lessons and actions from this module

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## Module 9: My financial literacy acumen

### Key questions

Why do we spend more than we earn?

How does the negative cash flow in the family affect the business you operate?

Do you market your product and how do you behave with money in the market?

Is your business getting all the necessary customers and are you keeping your money when you go to the market? Are you saving and investing?

### Key lessons

Most families have more expenses than income; money is never enough; people are still obsessed with spending more than generating income; negative cash flows negatively affect businesses since families put all their financial burdens on the starting and growing businesses. More money is drawn from our communities than what the communities get from outside; saving and investment; have a daily income; avoid consumption debt.

### Step 1: What does financial literacy entail?

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### Step 2: Realities about money:

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### Step 3: The principles of money

- Money runs away from those who do not pay themselves – saving;
- Money flees from those who do not find it as gainful employment – investment.
- Money runs away from owners who employ it in areas they are not familiar with.
- Money flees from those who force it into employment without the counsel of those who know money matters.
- Money runs away from those who are influenced by the tricksters – those with intentions of cheating you.
- Money flees from those who do not meet their religious, family and health obligations.

Financial security should be the goal of each entrepreneur, whether young or old. In fact, the more vulnerable you are, the more you should recognize the need for financial freedom. The above principles are meant to ensure you save, invest and protect your money (insurance), which are the three pillars of financial literacy.

#### Step 4: My Personal or family income statement

Income	Units		Period		Amount
Income from business/salary		X	12	=	
Income from spouse		X	1	=	
Others		X	12	=	
Total					
Expenses					
Daily					
Food		X	365	=	
Food (family)		X	365	=	
Transport		X	365	=	
Airtime		X	365	=	
Entertainment		X	365	=	
Subtotal					
Weekly					
Transport		X	52	=	
Hair cut		X	26	=	
Entertainment – weekend		X	12	=	
Subtotal					
Monthly					
Rent		X	12	=	
Bank loan		X	12	=	
Utilities (water, power etc.)		X	12	=	
Motorcycle maintenance		X	12	=	
Clothes and shoes		X	4	=	
Saloon for spouse and family		X	12	=	
Church contribution		X	12	=	
Relatives		X	12	=	
		X	12	=	
Subtotal					
Termly					
Tom – primary school		X	3	=	
Sarah – secondary school		X	3	=	
University/tertiary institution		X	2	=	
Subtotal					
Total expenses					
Surplus /(deficit)					

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**Key issues for discussion**

1. Am I spending more than I earn?
2. How do high personal expenses impact my business?
3. Are my daily expenses more than the termly expense?
4. Is my name in the expenses?
5. Am I saving?
6. Do I keep any money to invest at the end of the season/month?
7. Do I have a daily income source?
8. What takes away money from me?

**Step 5: Tips for attaining financial freedom**

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**Step 6: Sources of business finance**

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**Step 8: The actions I am going to take to improve on my financial literacy**

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# Module 10: Planning for my business enterprise

## Key question

How am I going to achieve the goal that I set?

## Key lessons

Planning makes the goal clearer. It assists the entrepreneur to see what is needed in terms of inputs, operational activities, marketing activities and the costs involved at the various levels. Entrepreneurs can project what they will get in terms of yield and respective income earned as well as the net profit expected. This type of planning makes entrepreneurs aware of their production costs and unit production costs thereby assisting them to determine the price they can set to sell their products even before they undertake the activity. Clear roles and responsibilities are spelt out and a mechanism for managing the business made. A simple business plan can be made.

## Step 1: Introduction

Planning is directly connected to Goal Setting and Identification of Opportunity. A plan is one of the most beneficial results of the practice of goal setting and opportunity identification.

### What does my plan show me or mean to me?

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## Step 2: Why do some people not make plans

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## Benefits of planning

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## Step 3: The Business model canvas

The business model canvas presents, at a snapshot, the elements that form the building blocks of a business plan for a new or existing business. It is a simple template with nine cells. Each cell includes one of the business's essential components: customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key resources, key partnerships, and cost structure.



**Step 5: Introduction to the business plan****What is a business plan?**

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**Why do I need a business plan?**

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## Contents of the business plan

- Executive summary
- Business concept
- Vision, goal and objectives
- Description of the product or service
- Description of production and operations
- Market and marketing
- Management and organization
- Financial planning

**Step 6: Making my business plan**

Refer to the business plan template handout

A summary of my key learning and actions from the planning module

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# Module II: Managing and growing an enterprise

## Key question

What should the entrepreneur do to manage and grow their business systematically?

## Key lessons

A business is started to grow. If you get growth, everything else tends to fall into place. On one hand, you have an increase in sales and are starting to make a name for yourself. On the other hand, you must do a lot of scaling, which brings the inevitable organizational and managerial changes.

Generally, the term 'business growth' is used to convey various parameters such as rise in the total sales volume per annum, an increase in the production capacity, an increase in physical output, an increase in capital employed, an increase in employment and an increase in raw materials and power used. These factors are in fact, indicators of growth. They do not provide a specific meaning of growth. Business growth means an increase in the scale of operations and resources of a business accompanied by an increase in its size.

To achieve business growth calls for a good business strategy and effective management to plan for success. Growth can cause problems by stretching resources, putting pressure on cash flow. Growth is a wonderful challenge, but a stressful one, if a business is not prepared for it.

Entrepreneurs, therefore, need to understand why they are in business, what happens in their businesses, and the role they must play in growing and sustaining it. Entrepreneurs have got to consider the five pillars for business growth and manage them. These pillars include:

- The entrepreneur and business leadership
- Human resources
- Operations management
- Business finance
- Customer care



### Step 1: What do you see in this picture?

Show the picture below and ask: What do you observe? Generate a discussion around their observations and how they relate to business management and growth.



Source: Enterprise Uganda training graphics and illustrations

### Observations made and linked to managing and growing a business

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### What can be done to change the situation?

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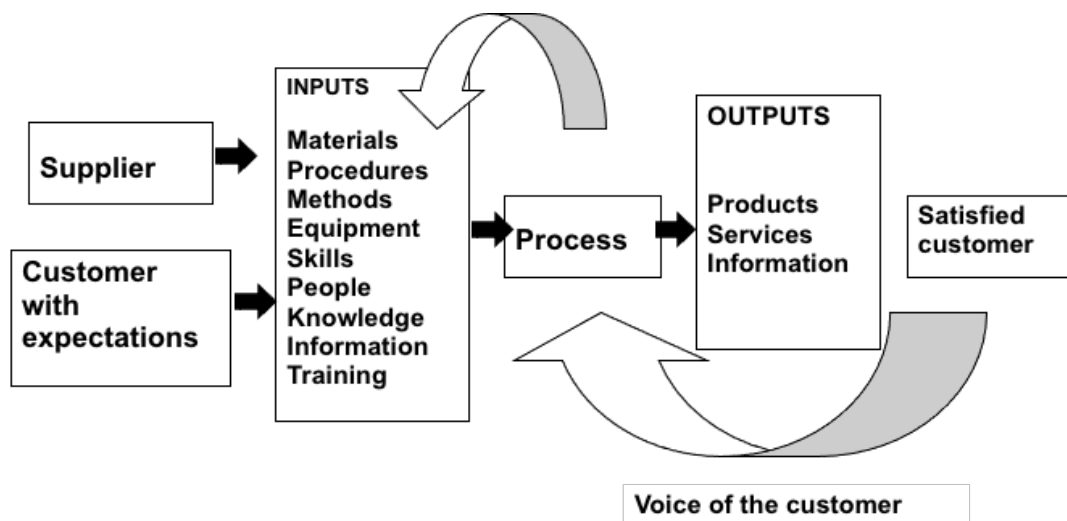
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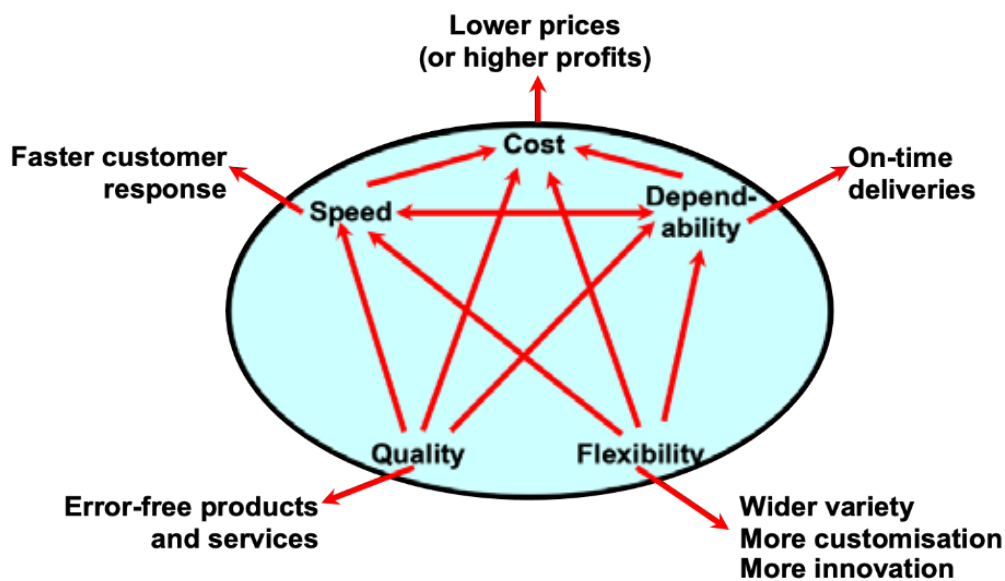
### Step 2: Strategies for managing and growing a business

Understand what happens in a business



Source:Enterprise Uganda training graphics and illustrations

What does the customer 'the king' expect?



Source:Enterprise Uganda training graphics and illustrations

Regardless of how beneficial or detrimental growth can be, you must be able to sustain these challenging changes. But how do you do it? Here are some tips on how to manage a fast-growing business.

**Have a medium-term goal and roll with it.**

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**Keep customers happy**

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**Find a great mentor**

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**Have the right team**

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**Consider financial implications**

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**Subtract, while you add**

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**Step 3: Seven great tips to manage business growth****Understand your business**

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**Set realistic goals**

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**Know your growth market**

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**Recruit the right people**

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**Move from micro- to macro-management**

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**Safeguard your brand**

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**Monitor your cash flow**

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**Step 4: Summary of key elements and action points**

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