

Supplementary Guidance Note: Exercises for participatory market mapping workshops

'Tried and tested ideas for exercises to steer the participatory process'

Summary

Exercises create a focus for the participatory market mapping workshops and help the facilitators to steer the process strategically. Choosing exercises that are right for the state of the relationships between the market actors before each workshop is therefore very important.

This guidance note presents some ideas for exercises that will help you to steer the participatory process in a strategic way.

Contents

Good practices for facilitating participatory workshops	2
Milestones in participatory market mapping and strategic exercises	3
Exercise 1: <i>'Play the market mapping game'</i>	4
Exercise 2: <i>'Map the market system'</i>	5
Exercise 3: <i>'Your problem is our issue'</i>	6
Exercise 4: <i>'Put myself in your shoes'</i>	8
Exercise 5: <i>'The mediators'</i>	9
Exercise 6: <i>'Create a shared vision of the future'</i>	10
Exercise 7: <i>'The interview'</i>	11
Exercise 8: <i>'Identify working groups'</i>	13
Exercise 9: <i>'Action planning'</i>	14
Exercise 10: <i>'Identify your own indicators of change'</i>	15
Exercise 11: <i>'Reflect on action plans and indicators of change'</i>	16
Annex: Market mapping game – Sample notes for facilitators	17

Good practices for facilitating participatory workshops

Make the process strategic: Make sure you read [Step 6: Participatory Market Mapping](#) for an overview of the participatory market mapping process and how to identify appropriate exercises when you plan each workshop.

Starting workshops: How you open the workshop sets the tone for the rest of the day:

- **Quick introductions:** Don't allow any participant to launch off into a speech – this can kill initial energy in the room and put others off;
- **Everyone speaks:** Make sure everyone has a chance to speak to introduce themselves, this will help 'break the ice' and 'bring everyone into the room';
- **Warm-up exercise:** Start the workshop with a lively, highly interactive activity, even if it just lasts 15 minutes. Take a look at Annex 2 for ideas for warm-ups;
- **Explain what to expect:** Make sure that you provide a short summary of the agenda for the day, making sure that you draw on the 'hooks' that you used to bring the market actors to the workshop in the first place.

Facilitating the exercises: Make sure you read [Step 6: Participatory Market Mapping](#) for guidance on the roles of the facilitator in the participatory market mapping process.

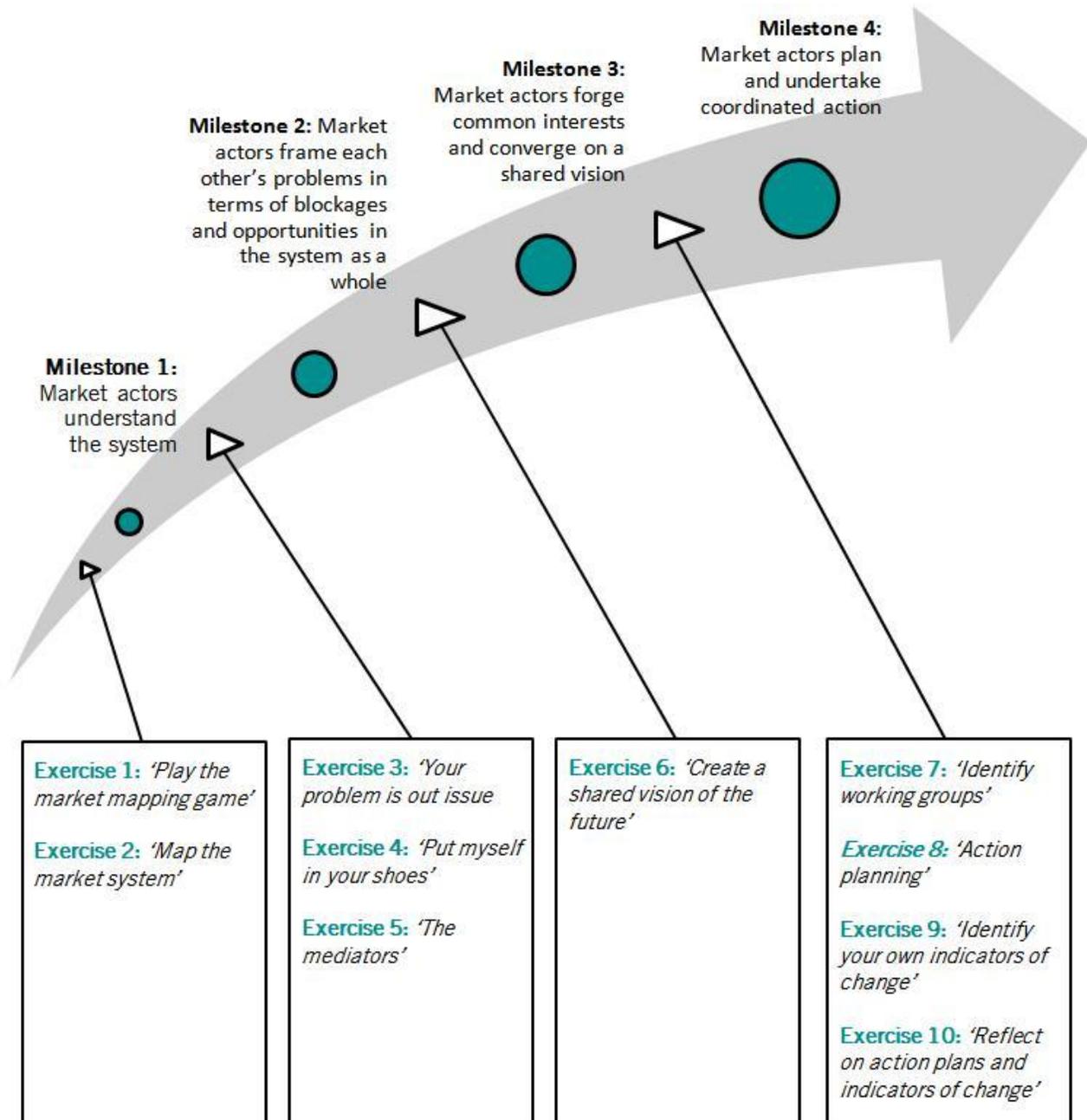
Debriefing exercises: To help ensure that each session and sub-session has accomplished its objectives, it is very important to have good debriefs with all the participants:

- **Plan enough time for the debrief:** A rushed debrief can be worse than no debrief at all. Make sure you allocate adequate time to cover the crucial points.
- **Ask steering questions to help participants make their own conclusions:** Instead of 'lecturing' the key debrief points to the participants, try to elicit them from the participants themselves by asking them steering questions.

Milestones in participatory market mapping and strategic exercises

Figure 1 summarises the recurrent milestones in the participatory market mapping journey and presents the exercises that are appropriate for different parts of the journey. You'll find a full description of this journey in [Step 6: Participatory Market Mapping](#).

Figure 1: Milestones in participatory market mapping and strategic exercises



Exercise 1: 'Play the market mapping game'

The **purposes** of the market mapping game are to help participants better understand how a market really works and to strengthen relationships with an interactive and cooperative exercise.

When to use this exercise

This exercise is suitable as a first exercise and helps market actors **move towards Milestone 1** in the participatory market mapping journey.

There are no prerequisites for this exercise.

Estimated time: 60 – 90 minutes

Objectives

- Participants understand that a market is a system of interconnected market actors interacting with each other;
- Participants are comfortable with using the Market Map framework to visualise the system;
- Participants strengthen their relationships with each other by engaging in the interactive and cooperative exercise.

How it works

Facilitators help the participants to take on the roles of actors in a market system that they are all familiar with but which is not contentious. In a participatory market mapping process in the charcoal market system in Kenya for example, participants mapped out the milk and rice markets. Vegetables and sugar market systems are other suitable markets for this exercise.

Participants prepare some information about their role in the market system, the value that they bring to the system, and the relationship that their role depends on and present it back to small groups (a group for the market chain, a group for the supporting inputs and services and a group for the enabling environment). The groups discuss the information, filling any gaps that are found.

The Market Map framework is then presented and participants work together to create a Market Map for the market system in question on a large wall-space, based on the information that the participants have prepared.

Supporting resources for the facilitators

You can find a full set of facilitator notes and sample exercise materials for the market mapping game in *Annex 1* of this document.

Refer to the [Core Guidance Note: The Market Map](#) for details about the framework.

Exercise 2: ‘Map the market system’

The **purpose** of this exercise is to facilitate participants to use the Market Map framework to explore their market system and come to an agreement about how it works and how different market actors interact with each other.

When to use this exercise

This exercise is suitable to help market actors **reach Milestone 1** in the participatory journey.

Prerequisites: Participants need to be familiar with the Market Map framework before you can facilitate this activity with them. ‘Play the market mapping game’ is a good exercise to have already facilitated as it introduces the Market Map in an interactive manner.

Estimated time: 120 – 240 minutes

Objective

Participants form a detailed, shared understanding about how their market system works, building on their existing knowledge from each of their perspectives.

How it works

Facilitators make sure that participants are familiar with the Market Map and are comfortable using it to explore their own market system.

Participants prepare some information about their role in the market system, the value that they bring to the system, and the relationships that their role depends on. Table 1 provides some examples of steering questions to provide the participants to help them. They then present this information back in small groups of 5 – 6 people (these groups can put together on an ad hoc basis) and the groups discuss the information, filling in any gaps that might have been found.

All the participants come back together and use the information that they have put together to create a Market Map of their market systems. Time is allocated for market actors to look over the map when it is finished and raise questions over possible omissions.

Table 1: Steering questions about the roles of market actors

What part of the market system are you in? Are you a market chain actor, a provider of supporting inputs and services, or an agent within the enabling environment?

What roles/functions do you play?

What other market actors do you interact with?

What kind of interactions are these? (E.g. one-off trades, contractual agreements, embedded services)

What supporting inputs and services do you need to carry out your roles/functions?

What major issues affect how you are able to carry out your roles/functions?

What will happen in this market system in your absence?

Supporting resources for the facilitator

Refer to the *Core Guidance Note: The Market Map* for details about the framework.

Exercise 3: *'Your problem is our issue'*

The **purpose** of *'Your problem is our issue'* is to help participants transition from looking at their own problems in isolation to thinking about their own and other market actors' problems as parts of blockages that affect the system as a whole.

When to use this exercise

This exercise is often necessary because participants will struggle to discuss blockages in the system as a whole without at least having a chance to air their problems and any grievances they might have. It is an important stepping stone towards more constructive dialogue.

This exercise is suitable to help market actors build on Milestone 1 and **progress towards Milestone 2** in the participatory market mapping journey.

Prerequisites: Participants need to have a largely shared understanding about how their market system works, with an appreciation of the importance of the relationships between the market actors. *'Map the market system'* is a good exercise to carry out before this one.

Estimated time: 120 – 240 minutes

Objective

- Participants share their experiences of the market system with each other;
- Participants understand the points of view of other market actors they are in tension with over their problems. In doing so participants come to understand the valid challenges that other market actors face and stop blaming each other;
- Participants frame their own and each other's problems in terms of blockages that affect the entire system.

How it works

It is possible to use this exercise with a familiar market system first before moving onto the important market system. In this way you can build on the *'Play the market mapping game'* exercise. It is appropriate to do this if participants are struggling with the Market Map framework or the underlying systemic characteristics of their market – interconnectedness and importance of relationships. It can also be helpful in situations where there is a lot of existing discord between participants.

Participants spend a little time on their own or in their own groupings (e.g. farmers) to identify what they see as their most challenging problems and consider what other market actors affect and are affected by these problems. Table 2 provides steering questions for the participants to answer to themselves. Participants come back together in a single or a small number of groups and share the answers to the questions amongst themselves. Facilitators capture the main points that are discussed on flip charts.

Each time a participant mentions another participant, the other participant is offered an opportunity to present how they experience the problem. Facilitators capture the responses of these market actors on flip charts.

When this process has been completed, facilitators put up the flip charts up on walls, grouping the initial problems and the responses together. Facilitators emphasise how these flip charts capture different sides of the same blockages and encourage a discussion about how participants can work together to overcome these blockages.

Watch the time!

This exercise can be very time consuming, so keep track of time and if required, allocated a time limit for each participant to speak and respond. Make sure you give all participants an equal opportunity to speak. If you fail to do this, it may seriously compromise your impartiality.

Table 2: Steering questions about the problems that market actors face

What is the biggest problem that you face that stops you being as efficient and profitable as you would like?

What other market actors contribute to this problem?

What other market actors are affected by this problem?

How does this problem affect how the market system works as a whole?

Exercise 4: *'Put myself in your shoes'*

'Put myself in your shoes' is a variation on 'Your problem is our issue'. You can use this exercise if you feel that there is too much hostility among participants to allow them to air their grievances and identify other actors who contribute to their problems.

When to use this exercise

This exercise is suitable to help market actors build on Milestone 1 and **progress towards Milestone 2** in the participatory market mapping journey.

How it works

This exercise works in the same way as *'Your problem is our issue'* but instead of representing their own positions, participants are given the role of a different participant in the room and ask to imagine themselves in their shoes.

Assign participants with a different role within the market chain. Pay attention to the different roles assigned – it may help to assign them to the role which they are in conflict with, but there is also a risk that that could further escalate tensions. Then use the same steering questions and process used in *'Your problem is our issues'*, described above.

Exercise 5: *'The mediators'*

The **purpose** of this exercise is to get participants to frame each other's problems in terms of systemic blockages.

When to use this exercise

This exercise is suitable to help market actors build on Milestone 1 and **reach Milestone 2** in the participatory market mapping journey.

Prerequisites: Participants need to have a largely shared understanding about how their market system works, with an appreciation of the importance of the relationships between the market actors. *'Map the market system'* is a good exercise to carry out before this one. Participants also need to have already discussed their problems with each other. The exercise *'Your problem is our issue'*, or *'Put myself in your shoes'* can serve this purpose.

Estimated time: 60 – 90 minutes

Objectives

- Selected participants act as mediators to help other participants see each other's points of view. In doing so participants come to understand the valid challenges that other market actors face and stop blaming each other;
- Participants frame their own and each other's problems in terms of blockages that affect the entire system. In particular mediating participants come to appreciate how they are affected by others' problems and the value that they can add from acting as a mediator.

How it works

The exercise builds directly on previous exercises discussing individual problems. Facilitators help participants to select a small number of the most contentious blockages in the system. For each of these blockages the facilitators look for volunteers among the participants to mediate discussions in groups. Facilitators look for mediators that are seen to be distanced from the blockage and are seen as fairly impartial. Groups are formed to discuss each of the blockages.

All the participants come back together and the mediators present to the whole group about how the discussions went. Other actors are invited to make comments and additions.

Exercise 6: 'Create a shared vision of the future'

The **purpose** of this activity is to energise market actors to work together strategically to change the way the system works.

When to use this exercise

This exercise is suitable to help market actors build on Milestone 2 and **progress towards Milestone 3** in the participatory market mapping journey.

Prerequisites: Participants need to have a largely shared understanding about their market system, have discussed their problems with each other and framed them as systemic blockages. Exercises 'Map the market system', 'Your problem is our issue', 'Put myself in your shoes' and 'the mediators' can be used to reach this point.

Estimated time: 60 – 90 minutes

Objectives

- Participants review the Market Map of their system and update it if necessary;
- Participants construct a vision of how the market system could look like in the future, when these issues have been addressed;
- Participants strengthen their appreciation and commitment to coordinating changes in the way they do business to move the market system towards the vision of the future.

How it works

Facilitators ask participants to review their discussions about blockages in the system and ways to address them against the Market Map that they have constructed previously. This works well when the Market Map is pinned up on a large wall so that participants can crowd around the map.

In small groups each focusing on one blockage, participants discuss how the market system might look different if the blockage was addressed. Facilitators encourage participants to consider how other parts of the market system might respond to these changes with knock-on effects.

The groups report back to each other, providing the opportunity for members of other groups to feed their perspective on each blockage. The facilitators help the participants to capture the emerging vision of how the market system might look in the future visually on the Market Map.

Supporting resources for the facilitators

Refer to the *Core Guidance Note: The Market Map* for details about the framework.

Exercise 7: 'The interview'

The **purpose** of this activity is to refine and cement the vision to keep market actors focused as they face challenges and obstacles.

NB: You will need a digital camera/phone that can be used to film this exercise.

When to use this exercise

This exercise is suitable to help market actors build on Milestone 2 and **reach Milestone 3** in the participatory market mapping journey.

Prerequisites: Participants need to have a largely shared understanding about their market system, have discussed their problems with each other and used their systemic blockages to create a vision of their market system if these were overcome. Exercises 'Map the market system', 'Your problem is our issue', 'Put myself in your shoes', 'The mediators' and 'Create a shared vision of the future' can be used to reach this point.

Estimated time: 90-120 minutes

Objectives

- Participants construct a future vision for their market system, which goes beyond individual blockages to paint a picture of the ideal market system as a whole
- Participants coalesce around a vision they can all agree on, allowing them to tackle the strategy for moving towards it (on which they may disagree) more collaboratively
- Participants create a record of their vision that they, or others who come on board later, can go back to at any time

How it works

The facilitator randomly divides the group in two – one half will be the 'interviewers' and the other the 'interviewees'. 'Interviewers' will be playing the role of a national media outlet doing a story on the transformation of the market system of x (the market system you are facilitating). 'Interviewees' will be playing the roles of a selection of market actors from across the system that will be sharing their experiences for a news feature. Participants are told to imagine that the interview is taking place 5 years in the future, and will be filmed.

Give participants some time to prepare in their groups:

- 'Interviewers' should decide which market actors they would like to interview; as soon as they decide they should inform the other group to allow them to prepare as effectively as possible. They should then decide on the questions they want to ask in order to elicit the most newsworthy information for their viewers.

- 'Interviewees' should discuss what they would like a reporter to see and hear if they came to visit in 5 years' time. They should think about what they would like a customer to say about their product, what the reporter would observe about their relationships and business models and anything else that would be a symbol of success for them. They should plan together what each market actor will say when interviewed.

Interviews should then be role played and filmed. Depending on equipment and resources available these can then either be played back immediately or edited and played back at a subsequent workshop.

The facilitators should debrief following the screening to find out whether all actors feel this reflects their vision and whether anything important has been left out (bearing in mind that only half the group have had the opportunity to articulate the vision). Additional scenes could be created and filmed to complete the piece.

A written summary of the key points should be taken by a couple of participants on flipchart to refer back to. Again, check with all actors that they feel the written summary captures all the important aspects.

Exercise 8: 'Identify working groups'

*The **purpose** of this exercise is to crowd participants around common interests and to make them commit to meet again to continue trying to address issues. This exercise helps to facilitate market actors to prioritise critical issues in the market system to act on.*

When to use this exercise

This exercise is suitable to help market actors move past Milestone 3 and **progress towards Milestone 4** in the participatory market mapping journey.

Prerequisites: Participants need to have a largely shared understanding about their market system, have discussed their problems with each other and framed them as systemic blockages. Exercises 'Map the market system', 'Your problem is our issue', 'Put myself in your shoes' and 'The mediators' can be used to reach this point.

Objective

Participants **prioritise** some systemic blockages based on their common interests and agree to meet again in more focused groups to continue working towards solutions.

How it works

This exercise captures something that typically happens organically and naturally when participants are ready for it. When participants begin to discuss systemic blockages during tea breaks, and beyond the times when the exercises are facilitated, the facilitators look out to see who is discussing what and with whom. Examples of issues that market actors are likely to crowd around: quality/volume/prices, taxation, coverage of extension services.

Following this energy, facilitators make suggestions to participants that they should exchange details and plan to meet again. Facilitators keep records of the participants who agree so that they can help organise the further meetings and invite the relevant actors. Lists of working group members are put up on flipcharts and pens are provided for other participants to sign-up. It is important to ensure that these groups are open and that any market actor with an interest can join any group.

Look out for...

- **Unrealistic expectations:** When market actors are enthusiastic towards working groups, it is possible for their expectations to become unrealistic. As facilitators, help market actors to understand that addressing issues will take time, commitment and effort. Sometimes the facilitators may have to steer over-enthusiastic market actors away from particularly challenging issues if they think market actors are not ready to tackle them.
- **Domination of some actors:** The facilitators should look out for powerful market actors dominating the informal process of prioritisation of issues. Make sure less powerful actors have a time and space to discuss the issues that matter to them and seek other market actors to work with on them.

Exercise 9: ‘Action planning’

The **purpose** of this exercise is to get participants to commit to specific, concrete actions in a coordinated way in order to test out new ways of working in the market system.

When to use this exercise

This exercise is suitable to help market actors build on Milestone 3 and **reach Milestone 4** in the participatory journey.

Prerequisites: Participants need to have prioritised some issues in the market system to focus on. Exercises ‘*Identify working groups*’, ‘*Create a shared vision*’ and ‘*The interview*’ are appropriate precursors to this exercise. **Estimated time:** 60 – 120 minutes

Objectives

- Some participants commit themselves to taking specific, concrete actions within a defined time-frame to test out new ways of working in the market system. This typically happens in coordination with other participants also making commitments.

How it works

Specific actions should always be discussed in an informal manner before anything is written down. Participants should identify, discuss and volunteer to take specific actions in an informal discussion first before commitments are put into the action plan

When participants discuss specific actions, the facilitators assist them to make them ‘smart’ by putting them down on a flipchart using an action planning template. An example is shown in Table 3.

‘Smart’ refers to actions that are **specific, measurable, achievable, relevant, and time-bound**.

Table 3: Action planning template

Market actor	What will you do?	Who will you do it with? (Other market actors involved)	When will you do it by?	How will you judge the effect of this action?
				See the next exercise for further ideas on helping market actors do this

Supporting resources for the facilitators

You will find much more about facilitating participatory action planning in [Step 7: Participatory Planning](#).

Exercise 10: *'Identify your own indicators of change'*

*'Identify your own indicators of change' builds on the exercise 'Action planning', focusing specifically on how market actors will judge the effects of their actions to address blockages. The **purpose** of this is to encourage market actors to take action, reflect on the effects of this, and to adapt their new practices for maximum results.*

When to use this exercise

This exercise is suitable to help market actors build on Milestone 3 and **reach Milestone 4** in the participatory journey.

Prerequisites: Participants need to have committed to specific, concrete actions so that this exercise can help them to build a way of measuring the effects of the action. The exercise *'Action planning'* is appropriate for facilitating participants to put their commitments on paper.

Estimated time: 60 – 90 minutes

Objective

- Market actors work together to define their own indicators of success against which to judge the effect of the actions they commit themselves to.
- In time, these indicators will help participants in subsequent workshops to reflect on the actions they take and to adapt their strategies to maximise results.

How it works

This exercise works well when it follows *'Action planning'*. The key to this exercise is to facilitate participants who commit to action, to discuss what they want to see happen as a result of their actions and agree to look out for these changes.

It is important that the facilitators help market actors to identify 'smart' expectations. 'Smart' expectations are **s**pecific, **m**easurable, **a**chievable, **r**elevant and **t**ime-bound. A realistic and specific expectation is very powerful because when it is achieved and participants reflect upon this achievement, energy and momentum for change among market actors grows, and enthused market actors take up leadership in the process.

Exercise 11: ‘Reflect on action plans and indicators of change’

The purpose of this exercise is to build on positive momentum for change and learn from failures by facilitating participants to reflect on the progress against their action plans.

When to use this exercise

This exercise is suitable to help market actors to build on Milestone 3 and **reach Milestone 4** and build on this situation.

In workshops following *action planning* and *indicator identification* a valuable exercise is to revisit these plans to discuss how they are progressing.

How it works

Facilitators put up action plans and indicators of change identified by participants in previous workshops on walls and ask participants to provide each other with an update on progress.

Facilitators should encourage market actors to discuss not only what has gone well but also what has not gone well.

The discussion then moves to ways to build on what has gone well and identifying next steps as well as how to alter the strategy when actions are not creating the effects that were expected previously.



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Annex

Annex 1: Market mapping game – sample notes for facilitators

NB: This example is for the rice market (including exports) but it can be adapted for any market.

Group 1: Market chain actors

Participants

Ideally there should be seven participants in this group

Cards and props

There are seven cards each with a green post-it note on it - one for each of the people in the market chain. E.g.



The card tells them who they are and what role they play in the value chain

Briefing your group

- Ask the participants to stick the post-it note on themselves and to read the notes on their card
- Ask everyone if they understand who they are
- Ask them to think about what value they add to the chain. You could give them one or two obvious examples if they need it. However don't prompt them any further at this stage – it will be interesting to see when we construct the chain if they think about the people before and after them
- Tell them that they will be able to ask people from the other groups if they can think of any more examples of value addition whilst playing the game

Group 2: Supporting input and service providers

Participants

Half the remaining participants after the market chain group has been removed

Cards and props

- There are several cards which each have a pink post-it note on them - the cards explain a service that can be offered to the value chain. There are more cards than participants.
- You need to choose a range of services from the cards provided – one for each participant. Make sure that the services you choose are representative i.e. at least one person will be offering a service to each part of the value chain - Transport is a good example of this. But also include some services that are only relevant to a specific part of the chain – so that we can illustrate how vital they are.
- You will also need a marker pen for each participant and a pad of pink post-it notes.

Briefing your group

- Ask the participants to stick the post-it note on themselves and to read the notes on their card
- Ask everyone if they understand the service they offer
- Ask them to think of the benefits of their service
- Tell them that they will be able to ask people from the other groups if they can think of any more examples of benefits of their service.
- Give each participant a pen and some pink post-it notes. In the game they will be asked to stick a post-it note on each of their potential customers. So ask them to identify who they would offer their service to while watching the construction of the value chain– they need to write their service on as many post-its as they think they will have customers.

Group 3: The enabling environment

Participants

Half the remaining participants after the market chain group has been removed

Cards and props

- There are several cards which each have a purple (or other colour) post-it note on them - the card tells the participants about their element of the external environment. There are more cards than participants.
- You need to choose a range of external issues from the cards provided – one for each participant. Make sure that the issues you choose are representative i.e. at least one person will be raising an issue in each part of the value chain – [For example,] infrastructure is a good example of this. But also include some issues that are only relevant to a specific part of the chain – so that we can illustrate how critical they can be.
- You also need a marker pen for each participant and a pad of purple post-it notes.

Briefing your group

- Ask the participants to stick the post-it note on themselves and to read the notes on their card
- Ask everyone if they understand the external issue they represent
- Your group is going to represent barriers to the market chain (that interventions may seek to address!). Ask them to think of how and where they could be a barrier in the market system.
- Tell them that they will be able to ask people from the other groups if they can think of any more examples of how and where they could be a barrier.
- Give each participant a pen and some purple post-it notes. In the game they will be asked to stick a post-it note on each of the people to whom they will cause a problem. So ask them to think of how and where they could be a barrier – they need to write their external issue on as many post-its as they think there are chances of them being a barrier e.g. if they are infrastructure they could be poor roads between the farmer and the trader, they could be poor warehousing at the port.

Profiles for the game – Rice market chain

Edwin Pacheco - rice farmer

I am a farmer. I produce food for my family and also rice as a cash crop to bring income to the family. I have many years' experience in the production of rice and am always keen to try new varieties that I think may thrive in my fields and which my buyers want. I grow the rice and sell it as paddy (unprocessed) in 50 kg sacks. I am careful about harvesting and storing my rice as I know that the better condition it is in the more it is worth.

Federico Contreras - rice trader

I buy and sell rice. I collect the produce from the farms in my area, or my neighbours bring it to my shop. You quickly get to know who are the good farmers and who are the farmers who will put good rice at the top of the bag and rotten rice at the bottom. The people whom I trust I will often give some money in advance of the harvest to help them hire labour. I sell directly to a rice mill when I can. If I get rice of the right quality I bring it to the rice mill in the early morning, where I wait with many other traders with their pickups. I wait till the mill manager has inspected all the rice. If I am lucky he will buy my rice at a reasonable rate. Sometimes he doesn't offer enough, other times he doesn't choose mine at all. If that is the case I try to sell it at the market instead.

Salvador Melara - rice mill manager

My mill processes rice. I have to protect my mills reputation by making sure the rice that leaves is of a consistent quality. I buy rice from a number of sources. I have agents who buy rice on my behalf and according to my specification. They sometimes buy from neighbouring countries. I select the best rice from the traders who come daily to the mill door. I buy rice for processing now and also for processing

when the harvest season is over. I need to select the rice that will keep well in storage. One of the difficult things is judging the optimum price at which to buy. I have good processing capacity and can take large volume orders from buyers, but not big enough orders to export by myself.

Karla Machuca - exporter

I am a rice exporter. I sell rice to 4 major importers in the US and Europe. I buy rice according to the buyers' specifications and programme shipping over the whole year. When there is a shortage of the right types of rice, I may have to reduce my profit in order to keep my customers. Rice from my country is competing with rice from all over the world. Rice from other places often has some advantage over mine, such as subsidies or cheaper labour. I have to provide consistently high quality and good [reliable?] delivery and for this I count on good relationships with the mills that supply me.

Gillian Turkington - UK Wholesaler

I have a core of loyal customers that buy from me consistently. I work very hard to ensure that they are kept happy as it costs much more to find a new customer than to keep an old one. My clients are a mixture of small independent stores and larger retail chains. There are a lot of wholesalers like me out there so I have to be on top of any changes that are happening in the market place, both at the supplier end and also at the consumer end. I specialise in grains and have a special expertise in rice. My clients know that I will have the highest quality rice and a range of varieties as well. Because I buy in bulk, I can sell to them at much more reasonable prices than if they were to try to buy the rice themselves direct from the exporter.

Luke Marlow - UK Retailer

I am the cereals and grains buyer for a medium size chain of grocery stores. We specialise in basic food stuffs and count on consumers coming to us once a week to do their main shopping. Our stores are generally based in urban areas, and there is usually at least one other supermarket in a 3 mile range, as well as the independent retailers and convenience stores. The competition is fierce and the profit margins are very tight. My job is to buy the best quality rice at the cheapest price and I will change suppliers on a regular basis to achieve this. We do buy small quantities of less common varieties and if the quality is good and consistent we are less likely to change suppliers often.

Joseph Paxton

As a child, I rarely ate rice, but now my family and I eat rice once or twice a week. I used to buy the cheapest rice I could find, but have found that if I spend a bit more the rice is easier to cook and has a much better flavour. We have travelled quite a bit as a family and I am much keener to try new flavours and recipes than I was in the past, so now I am a little more adventurous. I generally buy my food in the supermarket but about once a month I go to a local health food shop and often that is where I buy more interesting rice. The rice there is often much more expensive than what I would buy in a supermarket, but I feel that it is worth it. My family eats out in restaurants quite often, and there are many Chinese and other Asian restaurants in our city. About once a week we will also order takeaway food from our local Indian restaurant which has rice as its base.

Profiles for the game – Rice supporting inputs and services

Agriculture Extension Worker

- Professionally trained agronomist
- Provides technical support to local farmers
- Provides training in best practice for selecting, cultivating and harvesting crops.
- Network of experts in the field, including markets and suppliers

Transport Company

- Road transport
 - o Local
 - o Regional
 - o International
- Sea Transport
- Air Transport
- Optional Extras
 - o Loading
 - o Palletising

Insurance Services

- Building Insurance
- Vehicle/machinery insurance
- Crop insurance
- Transport insurance

Credit Services

Formal Sector

- Bank Loans
- Credit Union/co-operative Loans
- Credit Cards

Informal Sector

- Non-governmental organisation project loan schemes
- Personal loans (often family)
- Unregulated loan agents (loan sharks)
- Loans from service providers (eg agricultural goods suppliers)

Brand Development Agency

- Works in local, regional or international context
- Can work with a single client or group of clients (eg Coca-Cola or “One World” - group of airlines together)

Trade Journal

- Up to the minute industry news
- Latest trading prices
- Articles on buying trends
- Internationally recognised
- Available by post or via internet
- Efficient distribution systems to all capital cities of the world, and many regional centres

Food Quality Assurance Company

- Neutral third party in international trade
- Ensure that the product being shipped is up to the specification of the buyer
- Branches in many of the main trading centres of the world
- Wide range of associates worldwide



- Internationally recognised for high standards

Profiles for the game – Rice enabling environment

Tariff

A tariff is a mechanism used by purchasing countries often to protect their national industry from foreign competition. Concise Oxford Dictionary definition: “It is a duty paid on a particular class of imports or exports.” Duty = “payment made to public revenue especially that levied on the import, export, manufacture or sale of goods”

E.g.

- Higher tariff on processed rice than on unprocessed - to encourage more value added in country of purchase.
- Higher tariff rates apply to countries that produce rice in competition with national production than rice that cannot be produced in purchasing country.

Tax Framework

This can cause problems in the country of production

E.g.

- High rates of taxation on raw materials, spare parts, labour
- Too much bureaucracy leading to too much time needed for tax paperwork, weakening the business

Corruption

Concise Oxford Dictionary definition: “Use of corrupt practices especially bribery or fraud”

E.g.

- Bribes paid to border guards or other officials
- Bribes paid to achieve preferential attention to buyers

Competitors

Often competition in itself is not a bad thing, leading to innovation and specialisation. However unfair competition can cause problems

E.g.

- Subsidies on production

- Tax breaks
- Privileged contracts due to position
- Corruption

Infrastructure

Definition from Concise Oxford Dictionary:

- “The basic structural foundation of a society or enterprise, a substructure or foundation.”
- “Roads, bridges, sewers etc regarded as a countries economic foundation”

National examples:

- Roads
- Communication (of all forms)
- Enterprise examples
- Communication systems
- Management experience
- Market Information

Non-Tariff Barriers

There are 2 types of non-tariff barriers:

- Those set up in response to a particular need either legal or social in a country or industry eg to comply with health and safety laws
- Those set up specifically to exclude products and protect an industry eg quotas

Consumer Trends

This is a wide picture of what the end consumer wants. It can be positive or negative. Some potentially negative examples are:

- Consumers less interested in your product
- Consumer demanding standards that your product cannot provide eg organic production, fragrant rice

- Consumers spending less money due to higher costs of living - eating out less, eating more basic foods

Additional information for the facilitator of the game – Value added along the market chain

	To person before you in the chain	To person after you in the chain
Farmer		<p>Produces raw material</p> <p>Carries out quality control</p> <p>Differentiates between different classes of product</p> <p>Does first processing</p> <p>Does first measuring and bagging</p> <p>May transport it to trader</p>
Trader	<p>May often provide general market information, eg. contacts, developments</p> <p>Will provide specific market information for the product s/he wants to buy</p> <p>Provides market for the product</p> <p>Often provides transport</p> <p>Will feedback on satisfaction with product and service</p>	<p>Amalgamates small quantities into larger ones that make economic sense for the next buyer</p> <p>Often transports it to mill</p> <p>Carries out quality control</p> <p>Differentiates between different classes of product</p> <p>Presents product in form and at price specified by mill</p>
Rice mill	<p>Source of general market information</p> <p>Source of product specification for traders</p> <p>Provides market for the product</p> <p>Will feedback on satisfaction with product and service</p>	<p>Processes the product to buyers' specification</p> <p>Amalgamates small quantities into larger ones that make economic sense for the next buyer</p> <p>Carries out quality control</p> <p>Separates different classes of product</p> <p>Presents product in form and at price specified by exporter</p>

	To person before you in the chain	To person after you in the chain
Exporter	<p>May provide general market information</p> <p>Will provide specific market information for the products s/he wants to buy</p> <p>Provides market for the product</p> <p>Will feedback on satisfaction with product and service</p>	<p>Amalgamates small quantities into larger ones that make economic sense for the next buyer</p> <p>Deals with the paper work for exporting</p> <p>Ensures that the product complies with legislation of the destination country</p> <p>Co-ordinates the transport</p> <p>Carries out quality control</p> <p>Presents product in form and at price specified by next buyer</p>
UK wholesaler	<p>Provides market for the product</p> <p>May provide general market information</p> <p>Will provide specifications for product that they require</p> <p>Will feedback on satisfaction with product and service</p>	<p>Breaks down the large quantities for purchase by smaller buyers</p> <p>Buys specific varieties on behalf of clients</p> <p>Can organise packing according to buyers' specification if necessary</p> <p>Presents product in form and at price specified by retailer</p>
UK retailer	<p>Provides market for the product</p> <p>May provide general market information</p> <p>Will provide specifications for product that they require</p> <p>Will feedback on satisfaction with product and service</p>	<p>Breaks down the large quantities for purchase by consumers</p> <p>Buys according to clients' tastes and budget</p> <p>Packages product to appeal to consumer – pack size and information</p> <p>Quality Control</p> <p>Presents product in form and at price specified by consumer</p>
Consumer	<p>Provides ultimate market for the product</p> <p>Might provide specification of product they require</p> <p>Might feedback on satisfaction with product and service</p>	