



Ethiopian TVET-System



MEDICAL LABORATORY Level -III

Based on Apr.2018G.C. Occupational Standard

MODULE TITLE: -	IMPROVING BUSINESS PRACTICE
TTLM CODE:	HLT MLTTLM 0919V1

This module includes the following Learning Guides

LG71: Diagnose the business

LG72: Benchmark the business

LG73: Develop plans to improve business performance

LG74: Develop marketing plans

LG75: Develop business growth plans

LG76: Implement and monitor plans

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InstructionSheet

LG71: Diagnose the business

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Determining and acquiring data for diagnosis
- Identifying Sources data
 - SWOT analysis of the data
 - Competitive advantage of the business

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to –

- Identify Different source of data, determine data for the diagnosis
- Conduct value chain analysis.
- Undertake SWOT analysis of data.
- Determine competitive advantage of business.

Learning Instructions

1. Read the information written in the “Information Sheets”.
2. If you earned a satisfactory evaluation proceed to next module. However, if your rating is unsatisfactory, see your teacher for further instructions.
3. Read the “Operation Sheet” and try to understand the procedures discussed.
4. Practice the steps or procedures as illustrated in the operations sheet. Go to your teacher if you need clarification or you want answer to your questions or you need assistance in understanding a particular step or procedure
5. Do the “LAP test” (if you are ready). Request your teacher to evaluate your performance and outputs. Your teacher will give you feedback and the evaluation will be either satisfactory or unsatisfactory. If unsatisfactory, your teacher shall advise you on additional work. But if satisfactory you can proceed to the next Learning Guide



Information sheet 1	Diagnose business
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1.1. Identifying source of data

As you already know, there are two types of data: quantitative and qualitative.

- **Quantitative data** is numerical and can be counted, quantified, and mathematically analyzed (e.g., GPAs, standardized test scores, attendance patterns). Quantitative data is often considered a highly reliable source of information.
- **Qualitative data** is usually non-numerical and used to provide meaning and understanding. Student narratives describing their reasons for participating in your program each month are examples of qualitative data. Qualitative data is believed to have great validity and depth.

Many evaluators will collect and use both types of data to present a reliable and valid picture of their results by providing statistically reliable numerical results and validating their meaning using qualitative data. You can learn more about how to analyze quantitative and qualitative data in the Analyze section of the Evaluation Toolkit.

People, documents, and observations are the three main types of sources that can provide data. The figure below provides examples of each

EXAMPLE DATA SOURCES FOR COLLEGE ACCESS PROGRAM EVALUATION

- **People – You can survey or interview individuals and/or groups.**
 - ✓ Clients, program participants, nonparticipants
 - ✓ Staff, program managers, directors
 - ✓ Teachers, administrators
 - ✓ Community members, general public
 - ✓ Staff, informants, decision-makers at institutions of higher education
 - ✓ Local and state education officials
 - ✓ Funding officials, critics/skeptics, staff of other agencies/programs
 - ✓ Policymakers, elected officials, legislators
- **Documents- You can review existing documents.**
 - ✓ Registration/enrollment forms
 - ✓ Grant proposals, newsletters, press releases
 - ✓ Meeting minutes, administrative records
 - ✓ Database records
 - ✓ School records and files
 - ✓ Publicity materials, quarterly reports
 - ✓ Previous evaluation reports
 - ✓ Asset and needs assessments
 - ✓ Records held by funding officials, collaborators, and/or partners
 - ✓ Publications, journal articles, books
 - ✓ Internet pages
 - ✓ Graphs, maps, charts, photographs, videotapes



- **Observations- You can observe organizational practice and programs.**
 - ✓ Staff meetings, special events/activities, job performance
 - ✓ Program operations, activities, services
 - ✓ Direct service encounters
 - ✓ School and/or community environment of program participants

Self-check 1	T/F
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the statement is wrong.(5pts.Each)

1. Quantitative data is usually non-numerical and used to provide meaning and understanding
2. Qualitative data is numerical and can be counted, quantified, and mathematically analyzed
3. Database records is one method acquiring data from people by interview

AnswerSheet

Score=_____

Rating:_____

Name:_____ Date:_____

Information sheet 2	Determining and acquiring data for diagnosis
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1.2.Determining and acquiring data for diagnosis



Over the years, we have met a lot of entrepreneurs which have been frustrated by low profits, lack of growth, or the stress of the never-ending demands. Many struggle with all three. While every business is different, there are common denominators. In fact, I believe there are 10. The tricky part is that failing to have a handle on just one of these areas can result in mediocre performance, a stressful existence, or ultimate and intimate failure. That is one reason the failure rate for small businesses is so high (here are some others).

This is the checklist we review when we not satisfied with company’s performance.

Marketing

1. Targeting. Do you have a strategy to reach your best potential customers with your sales and marketing efforts? A shotgun approach is too expensive and inefficient for any company, especially a small one. What percentage of the people you approach actually buy a product or service like yours?

2. Advertising and Public Relations. There are many choices for where to place an ad and how to execute a public relations campaign. The problem with many small businesses is that their marketing activities are driven primarily by which salespeople happen to call on them. Ineffective advertising or public relations can be not only a tremendous waste of money but a tremendous waste of opportunity. If you are doing things the same way you did them 10 years ago, you are probably getting less response.

3. The Message. Lots of companies still use this line: “We will exceed your expectations.” I even saw it on the back of an ambulance. (I don’t know about you, but I have pretty high expectations when I call an ambulance! Are the technicians going to give me a haircut after they bring me back to life?) It was a good line when someone first thought of it. Now, it is old. It is tired. It needs to retire. You need to exceed people’s expectations by coming up with your own line. Maybe it is not a line at all. Maybe it is a message. Whatever it is, it should say something about your company that means something to potential customers.

Management

4. Hiring. I can’t think of anything more important than hiring the right people. Great hiring is a skill, one that frequently is not the strong suit of the typical entrepreneur. Do you have a hiring process? Hiring by trial and error is a very expensive and painful way to build a staff. I have found that hiring the right people is 75 percent of management. What percentage of the people you hire work out great? It should be 80 percent or 90 percent, and perhaps less in a low-wage environment.

5. Firing. This is never a popular subject, and it’s especially uncomfortable these days. But it is a harsh reality of business that some people are just not suited for some jobs. Many bosses

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avoid firing at all costs, including going broke, because they want to see themselves as being “nice.” In reality, customers and other employees just see them as irresponsible. Here is a simple test: Are there people who work for you who you would be relieved to have come in tomorrow and quit? If the answer is yes, that is not a good sign. Especially if the employee is a relative.

6. **Operations.** Training, standards, support, recognition, systems, key performance indicators, follow-up, etc. Is your company getting the job done? Are customers happy? Do you know? How is employee turnover? Are employees happy? Would they tell you if they weren't? Do you have people who tell you the truth? Do you yell? (I know. You're passionate.) Have good people left your company for more money? That is frequently an indication of other problems.

Accounting and Finance

7. **Basic Accounting.** Many seemingly successful companies have gotten into big trouble by neglecting accounting until it is too late. Accounting is not just about paying taxes. It is about information, insight, and control. Great accounting will not make a business successful, but bad accounting can destroy a business. Is someone staying on top of receivables, being careful about opening new accounts and making sure the existing ones are current? Could you walk someone through your financial statements and explain each part?

8. **Pricing.** This is probably the sleeper on this list. I can't tell you how many times I have seen entrepreneurs either put themselves out of business, or never make the money they should have, because of bad pricing models. They charge prices that bear no relation to the costs or to the value proposition. This is just one of the reasons a company needs accurate accounting so it can determine the true cost of a product or service. Do your salespeople have control of the pricing for jobs that they quote? If so, are they selling at a price that allows you to make a profit?

9. **Financing.** Most businesses need some kind of financing. Whether it comes from investors, banks, credit unions, factoring or even credit cards, there is a lot to know and understand. This is another place where a good accountant can be of great help. Or not. If you have one of the many accountants who just do tax returns and are not really experienced at helping businesses grow, you can find lots of information in books and online. Or you can hire a better accountant. Here is a test: Do you know your debt-to-equity ratio?

Leadership

10. Any one of these topics could fill a book, and leadership is no exception. Let me count the ways: vision, direction, inspiration, support. It is similar to management, but they are not the same thing. As my company has gotten larger, I have found that leadership gets easier because I now have managers managing. When a company is smaller, the boss has to manage and lead. One minute you are writing someone up for violating the late policy, and the next you are

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trying to inspire the troops. Perhaps management is pushing, and leadership is pulling. It's not easy doing both at the same time.

Whether you score well or poorly on this list, keep in mind that it is an ongoing struggle. Personally, I've been doing this for 30 years, and I can assure you that I am constantly wrestling with almost every item on the list.

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Self check 2	Written test
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Name: _____ Date: _____

Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-Essay: Explain briefly:

1. write the check list used to review company performance? (5pts.)

Note: Satisfactory rating above- 5 points Unsatisfactory below -5 points

You can ask your teacher or trainer for the copy of the correct answers.

Answer Sheet

Score = _____
Rating: _____

Name: _____ Date: _____



1.2. Conducting Value chain analysis

Value chain analysis (VCA)

is a process where a firm identifies its primary and support activities that add value to its final product and then analyze these activities to reduce costs or increase differentiation.

Value chain

represents the internal activities a firm engages in when transforming inputs into outputs.

Value chain analysis is a strategy tool used to analyze internal firm activities. Its goal is to recognize, which activities are the most valuable (i.e. are the source of cost or differentiation advantage) to the firm and which ones could be improved to provide competitive advantage. In other words, by looking into internal activities, the analysis reveals where a firm's competitive advantages or disadvantages are. The firm that competes through differentiation advantage will try to perform its activities better than competitors would do. If it competes through cost advantage, it will try to perform internal activities at lower costs than competitors would do. When a company is capable of producing goods at lower costs than the market price or to provide superior products, it earns profits.

M. Porter introduced the generic value chain model in 1985. Value chain represents all the internal activities a firm engages in to produce goods and services. VC is formed of primary activities that add value to the final product directly and support activities that add value indirectly.

Porter's Value Chain Model

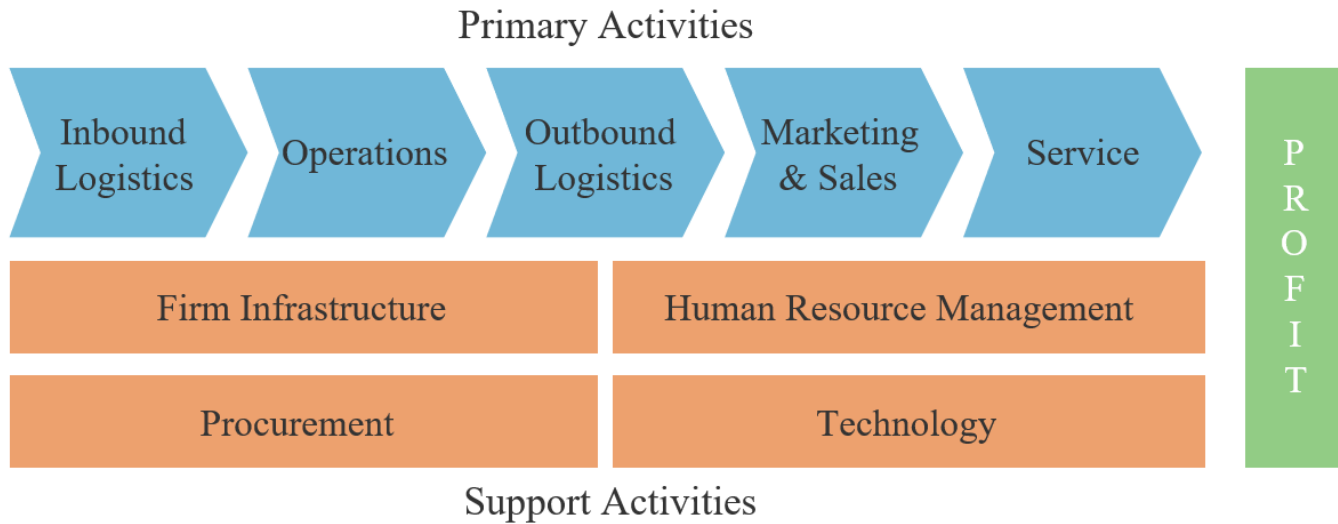
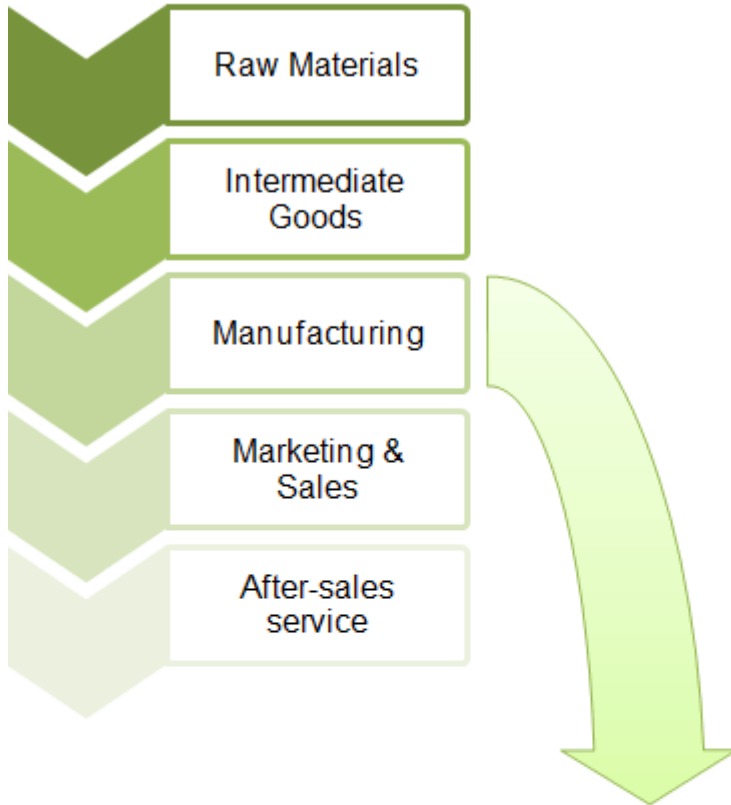


Figure 1 value chain analysis model

Although, primary activities add value directly to the production process, they are not necessarily more important than support activities. Nowadays, competitive advantage mainly derives from technological improvements or innovations in business models or processes. Therefore, such support activities as 'information systems', 'R&D' or 'general management' are usually the most important source of differentiation advantage. On the other hand, primary activities are usually the source of cost advantage, where costs can be easily identified for each activity and properly managed.

Firm's VC is a part of a larger industry's VC. The more activities a company undertakes compared to industry's VC, the more [vertically integrated](#) it is. Below you can find an industry's value chain and its relation to a firm level VC.

Industry's Value Chain



Company's Value Chain in Manufacturing

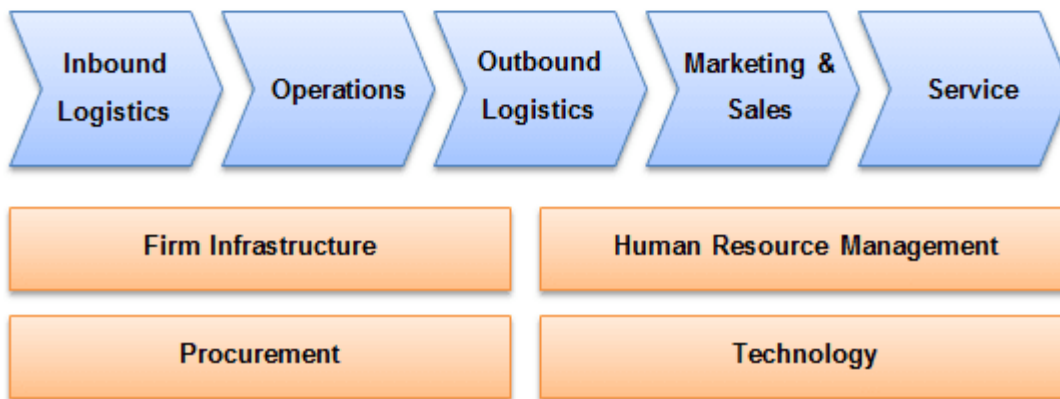


Figure 2 value chain analysis model 2

There are two different approaches on how to perform the analysis, which depend on what type of competitive advantage a company wants to create (cost or differentiation advantage). The table below lists all the steps needed to achieve cost or differentiation advantage using VCA.

Competitive advantage types

Cost advantage	Differentiation advantage
<p>This approach is used when organizations try to compete on costs and want to understand the sources of their cost advantage or disadvantage and what factors drive those costs. (good examples: <u>Amazon.com</u>, <u>Wal-Mart</u>, <u>McDonald's</u>, <u>Ford</u>, <u>Toyota</u>)</p>	<p>The firms that strive to create superior products or services use differentiation advantage approach. (good examples: <u>Apple</u>, <u>Google</u>, <u>Samsung Electronics</u>, <u>Starbucks</u>)</p>
<p>Step 1. Identify the firm's primary and support activities. Step 2. Establish the relative importance of each activity in the total cost of the product. Step 3. Identify cost drivers for each activity. Step 4. Identify links between activities. Step 5. Identify opportunities for reducing costs.</p>	<p>Step 1. Identify the customers' value-creating activities. Step 2. Evaluate the differentiation strategies for improving customer value. Step 3. Identify the best sustainable differentiation.</p>

Table 1 approaches to perform value analysis

Differentiation advantage

VCA is done differently when a firm competes on differentiation rather than costs. This is because the source of differentiation advantage comes from creating superior products, adding more features and satisfying varying customer needs, which results in higher cost structure.

Step 1. Identify the customers' value-creating activities. After identifying all value chain activities, managers have to focus on those activities that contribute the most to creating customer value. For example, Apple products' success mainly comes not from great product features (other companies have high-quality offerings too) but from successful marketing activities.

Step 2. Evaluate the differentiation strategies for improving customer value. Managers can use the following strategies to increase product differentiation and customer value:

- Add more product features;
- Focus on customer service and responsiveness;
- Increase customization;



- Offer complementary products.

Step 3. Identify the best sustainable differentiation. Usually, superior differentiation and customer value will be the result of many interrelated activities and strategies used. The best combination of them should be used to pursue sustainable differentiation advantage.

Self test 3	Written test
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

Answer the following questions

1. Define the term value chain analysis?
2. List and define different methods used for value chain analysis?

Note: Satisfactory rating above- 3 points Unsatisfactory below -3 points

You can ask your teacher or trainer for the copy of the correct answers.

Answer Sheet

Score = _____
Rating: _____

Name: _____ Date: _____

I-Essay:

1. _____

2. _____



Information sheet 4	Undertaking SWOT analysis of the data.
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1.4. Undertaking SWOT analysis of the data

SWOT analysis (alternatively SWOT Matrix) is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. A SWOT analysis can be carried out for a product, place, industry or person. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. The technique is credited to Albert Humphrey, who led a convention at the Stanford Research Institute (now SRI International) in the 1960s and 1970s using data from Fortune 500 companies. The degree to which the internal environment of the firm matches with the external environment is expressed by the concept of strategic fit.

Setting the objective should be done after the SWOT analysis has been performed. This would allow achievable goals or objectives to be set for the organization.

- Strengths: characteristics of the business or project that give it an advantage over others
- Weaknesses: are characteristics that place the team at a disadvantage relative to others
- Opportunities: elements that the project could exploit to its advantage
- Threats: elements in the environment that could cause trouble for the business or project

Identification of SWOTs is important because they can inform later steps in planning to achieve the objective.

First, the decision makers should consider whether the objective is attainable, given the SWOTs. If the objective is not attainable a different objective must be selected and the process repeated.

Users of SWOT analysis need to ask and answer questions that generate meaningful information for each category (strengths, weaknesses, opportunities, and threats) to make the analysis useful and find their competitive advantage.



Self check4	MCQ
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

Choose the best answer

___1 All of the following are studied by marketing **except**

- A. Targeting
- B. Advertising and Public Relations
- C. The Message
- D. All
- E. All except C

___2. ___ is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture.

- A. **W**ave analysis
- B. Swot analysis
- C. WOT analysis
- D. None

Note: Satisfactory rating above- 3 points Unsatisfactory below -3 points .You can ask your teacher or trainer for the copy of the correct answers

Answer Sheet

Score = _____ Rating: _____

Name: _____ Date: _____

I-MCQ:

- 1. _____
- 2. _____



1.5.Determining Competitive advantage of the business

We're starting to see that any company's competitive advantage is increasingly determined by the quality of the data they have and how they're using that data to make real-time decisions. This applies to not only humans making the decisions, but also to how they're allowing the machines they have in their enterprise to make decisions. In other words, they're deciding what decisions they want the machines to make versus what decisions they want humans to make, and they're increasingly making those decisions based on actionable, high-quality, real-time big data.

Interestingly, what we call big data today is going to look puny two to three years from now, because the amount of data being created is growing exponentially. For example, governments, organizations, corporations, educational institutions, and the military are in the process of installing connected sensors to just about everything, from the concrete in streets, bridges, highways, and buildings, to cars, boats, and everyday products, just to name a few. In addition, we are connecting machines to machines on a massive, global scale, allowing them to carry out functions and make repairs all without human intervention. All of this is creating what could be called the Internet of Things. And, all of this means much, much more data!

Going forward, the type, quality, and relevance of the data will become far more important than the quantity of data, so being very good at managing these will create new ways to differentiate as well as find innovative approaches to creating and maintaining competitive advantage.

So with all of this data coming in, it's clear that competitive advantage is going to be created by your use of data and by your ability to make sure you're getting good data. After all, bad data yields bad decisions. You want to be able to draw the right conclusions from your data, as that's what provides new opportunities, better solutions to problems, and new competitive advantage.

At this point you need to ask yourself a few questions, namely:

- What kind of data do I need to get that will give me insights into the causes of problems and new opportunities?
- What sensors could we install right now, wireless or wired, that would give us more real-time information so that we could, as humans, translate that data into actionable knowledge and wisdom in order to gain competitive advantage?
- What machines might I want to connect, wirelessly or wired, so they can talk to each other and operate at a more intelligent level?
- What decisions do I want my machines to make instantaneously in order for everything to run more efficiently and effectively—so the machines can solve problems before they happen and even before a human would notice it?



If you want to solve seemingly impossible problems and find new competitive advantage, you have to look at the type and quality of the data you're generating and how you're using it. When your data can empower your people and your machines to make better decisions faster, you'll have increased competitive advantage

Self-check 5	written
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Name: _____ Date: _____

Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-Essay: Explain briefly:

1. write the competitive advantage of business? (5pts.)

Note: Satisfactory rating above- 3points Unsatisfactory below -3points. You can ask your teacher or trainer for the copy of the correct answers.

Answer Sheet

Score = _____
Rating: _____

Name: _____ Date: _____

I-Essay:

1. _____



Techniques for-gaining cost advantage

- Step 1.** Identify the firm’s primary and support activities
- Step 2.** Establish the relative importance of each activity in the total cost of the product
- Step 3.** Identify cost drivers for each activity
- Step 4.** Identify links between activities
- Step 5.** Identify opportunities for reducing costs



Techniques for-SWOT analysis

Step 1.Analyze the external environment

Step 2.Analyze the industry and competition

Step 3. Identify the external opportunities and threats

Step 4.Analyze the internal environment and identify the internal strengths and weaknesses

Step 5.Assess the attractiveness of the organization's situations and draw conclusions regarding the need for strategic action



LAP Test 1	Practical Demonstration
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Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 3-4 hour.

Task 1.perform and analyze gaining cost advantage

Task 2.Perform SWOT analysis for specific business you have



LG72: Benchmark the business

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Sources of relevant benchmarking data
- Key indicators for benchmarking
- Identifying areas of improvements

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to –

- Identify and select product or service to be benchmarked.
- Identify source of relevant bench marking data.
- Select key indicators for benchmarking.
- Identify area of improvement

Learning Instructions

1. Read the information written in the “Information Sheets”.
2. If you earned a satisfactory evaluation proceed to next module. However,if your rating is unsatisfactory, see your teacher for further instructions.
3. Read the “Operation Sheet” and try to understand the procedures discussed.
4. Practice the steps or procedures as illustrated in the operation sheet. Go to your teacher if you need clarification or you want answers to your questions or you need assistance in understanding a particular step or procedure
5. Do the “LAP test” (if you are ready). Request your teacher to evaluate your performance and outputs.Your teacher will give you feedback and the evaluation will be either satisfactory or unsatisfactory. If unsatisfactory, your teacher shall advice you on additional work.But if satisfactory you can proceed to the next Learning Guide.



Information sheet 1	Sources of relevant benchmarking data
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2.1. Sources of relevant benchmarking data

Benchmarks are fixed pieces of information that can be used to make comparisons with other similar fixed pieces of information. Labor benchmarks are not only used as a one-off activity for work force restructuring but also as a tool for continuously monitoring and improving performance and competitiveness. In practice it is the process of undertaking benchmarking that generates most benefits because it challenges current norms. Benchmarks provide managers with comparative data on performance and labor productivity. Although like-for-like comparisons are not always easy, benchmark measures can give the implementing agency crude indicators of the scale of any overstaffing.

There are three main types of benchmarks:

- **Internal benchmarks**—By making comparisons within an organization, perhaps between different offices or time periods, it may be possible to identify some areas for improvement quickly and easily. An example is the approach adopted by Kenya's electricity distribution company.
- **Sector benchmarks**—Comparisons in the same sector provide another comparison. International or regional comparisons can be used where the PPI enterprise is a monopoly provider in the country.
- **Functional (process) benchmarks**—There may be other organizations from different sectors but with similar operational functions that can be compared. For example, gas, water, and power utilities might cooperate in benchmarking their metering or billing collection procedures; airlines and railways are similar in the ways they manage the turnaround and dispatch of aircraft or trains; administrative processes, customer service response times, and staff appraisal performance will have similarities in all organizations.

Internal Benchmarking in Power Distribution

For each geographic district in which it would be distributing electricity, the Kenya Power and Lighting Corporation (KPLC) identified its characteristics (number of consumers, area, length of overhead line, number of substations, energy sales per customer, and so forth) and found

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weighted averages for different classes of staff (engineers, foremen, linesmen, and the like) that enabled them to compare fairly easily areas of different labor productivity.

All three types of benchmarks have their places, but a combination of measurement and process analysis is important for effective benchmarking. Measurement identifies the performance gap, but the discussion, debate, and working through of process and operating changes provide the mechanism for operational managers to identify change—including identification of the extent, location, and causes of overstaffing.

To understand the origins of labor productivity, implementing agencies will want to review a range of generic benchmarks as well as those specific to the sector such as:

- Number of employees per thousand connections (telephones or water)
- Number of employees per generated megawatt (MW) (for power generation)
- Number of employees per ton of freight or TEU (20-foot equivalent unit) of containers handled (ports)

Self check 1	True/false
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Name: _____ Date: _____

Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the statement is wrong. (5pts. Each)

1. Benchmarks are flexible pieces of information that can be used to make comparisons with other similar fixed pieces of information..
2. Kenya's electricity distribution company is an example of Sector benchmarking

Answer Sheet

Score = _____

Rating: _____

Information shet 2	Selecting Key indicators for benchmarking
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2.2. Selecting Key indicators for benchmarking



What is a benchmark?

When you compare your performance or processes with other entities including competitors, other companies or industry best practices, it's called benchmarking. Therefore, a benchmark is a reference point that allows you to compare your own levels of performance with the performance levels of others.

Although you can benchmark any business approach, product or process, it's commonly deployed to compare:

- customer satisfaction,
- costs,
- quality and
- how much time things take to complete.

Rather than comparing your progress toward a strategic goal, as is the case with key performance indicators, when you benchmark you compare yourself with others with the intent to improve processes and technologies. Ultimately, when you uncover opportunities for improvement through benchmarking, you can reduce costs and time and increase profits and customer satisfaction.

What motivates companies to benchmark?

The most common reason to compare your performance with other entities is to identify opportunities for improvement. Another benefit to benchmarks is that it can help you assess your competitors and monitor their performance and approaches to business.

Ultimately, whether an organization wants to benchmark because internally they feel they can improve, they want to close a gap with a competitor or they are interested in becoming best-in-class, the driver to benchmarking is improvement.

What are the different types of benchmarks?

The most common perception is that benchmarking involves comparing your organization against another organization with a similar business; however, that's just one type of benchmarking called competitive benchmarking.

Here are the different types of benchmarks:

Internal: This benchmark compares processes within a company to a similar process within the same company such as between different stores in a retail chain or between two warehouses within the same company to ultimately develop best practices.

Competitive: This benchmark tactic looks directly at your competitors to not only improve your internal operations but also understand your competitors better.



Functional: This is benchmarking where you compare similar practices but it could be in different companies or industries. This could be an educational institution comparing the collections process with that of a corporate business—same function, just different companies and industries.

Generic: The goal with generic benchmarking is to identify excellent work processes that don't need to be in the same industry or job function.

Benchmarking in practice

Benchmarking data is often available for purchase, but many companies also design their own project to acquire the data. For those that do, they must define the subject, process and measurements they want to benchmark.

Then, they must collect data on the benchmark and the corresponding data from their own organization. The data sets must be compared and analyzed to identify differences. Once there is a clear understanding of what the differences are, an improvement plan can be crafted and communicated.

36 indicators are analyzed

By focussing on 36 indicators the interview captures data on different dimensions of the cluster and the cluster organization, including the structure of the cluster, the cluster management and the governance structures of the cluster, financing of the cluster organization, services provided by the cluster organization, communication within the cluster and achievements and recognition of the cluster and the cluster organization.

Benchmarking report

The analysis is presented in a comprehensive benchmarking report (ca. 70 pages). The report includes graphical comparison of the cluster with clusters from the same technological area and the most excellent ones in Europe. The report also includes recommendations for improvement.

Comparative portfolio of more than 350 clusters

For the purpose of benchmarking the analysis refers to a comparative portfolio of more than 350 clusters from 29 European and overseas countries (for an overview of benchmarked clusters please see Database of Benchmarked Clusters).

Confidentiality

Collected data and any reports produced are treated with absolute confidentiality and will not be made available to any third party

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Self-Check 2	MCQ and T/F

Name: _____ Date: _____

Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

Choose the best answer

__1__ by making comparisons within an organization, perhaps between different offices or time periods.

- A. Internal benchmarks
- B. Sector benchmarks
- C. Functional (process) benchmarks
- D. All

Say true if the statement is true and false if wrong

__2. Benchmarking is a comparative analysis of structures, processes, products and services

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

Information shet 3	Comparing key indicators of own practice with benchmark indicators
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2.3. Comparing key indicators of own practice with benchmark indicators.

A common question I hear regularly in my workshops and when working with clients is: Aren't benchmarks and KPIs the same thing? The answer is simple: They are not. Benchmarks are reference points to compare your performance with that of others. KPIs help you chart your progress against your company's strategic goals.

What's a key performance indicator (KPI)?



While a benchmark has a company comparing its processes, products and operations with other entities, a key performance indicator (KPI) measures how well an individual, business unit, project and company performs against their strategic goals.

Company executives and managers use KPIs to understand where they are in relation to their goals and to help them adjust if it looks like they are off course to meeting their objectives.

KPIs serve as monitoring and decision-making tools that help answer your organization's

Relationship between benchmarking and KPIs

Any meaningful KPI needs to indicate levels of performance and therefore requires targets or thresholds to put results into context and show if performance is on track or not. This is where benchmarking comes in because benchmarks can help to establish the appropriate targets and performance thresholds.

For example, a company might have a goal of improving customer service. To measure how well it is performing the company decides to track the Net Promoter Score (NPS), which is a measure based on the question 'How likely are you to recommend our service / product to a friend?'. In order to set the right target and put their own performance results into perspective the company collects benchmarks of NPS scores of their competitors as well as the industry they are working in. There are a number of websites that offer reference NPS scores like this one.

Benchmarking is a powerful management tool for companies to build winning plans and strategies as well as to continuously improve. Successful organizations are those that don't just look internally for improvement, but get inspired by benchmarking themselves against others, their competitors and who also learn from best business practices no matter where they come from.

Benchmarking is a comparative analysis of structures, processes, products and services. It compares an entity to peers in the same field of activity and/or to best practices from entities in other areas. The objective of benchmarking is to learn from better performing peers or other entities in order to improve own structures, processes, products and services.

Self check 3	Written test
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-Essay: Explain briefly:

1. Compare and contrast KPI with bench mark indicators?



Note: Satisfactory rating above- 3 points

Unsatisfactory below -3 points

You can ask your teacher or trainer for the copy of the correct answers

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- Essay:

1. _____



Information sheet 4	Identifying areas of improvements
----------------------------	--

2.4. Identifying areas of improvements

Typically, organizations will identify a problem and then work to identify the root cause of the problem to come up with a solution for implementation. But what if there are several, few, or no problems in the organization, but you would like to improve your organization? How do you go about identifying areas for improvement? One of the best ways that I know how an organization can identify areas for improvement is to use a Lean assessment methodology.

The Lean assessment helps an organization identify potential opportunities for improvement at a high level and provides an understanding of the process before change occurs. It is a methodical evaluation that documents the current state of the business and what can be expected in the future state. Typical areas that are evaluated through a Lean assessment include the company's current culture, market expectations, customer satisfaction, employee skills requirements, readiness to change, and other areas that may be identified by management: Ultimately, any area can be evaluated. Here are the steps to performing a Lean assessment in your organization:

1. Meetings. Meet with key and controlling stakeholders to determine expectations and timeline for the Lean assessment.
2. Determine the project scope. Write a project charter to contain the project.
3. Conduct interviews with staff to gather answers to specific questions. What are the perceived levels of empowerment in the business? There is value in speaking to as many staff as possible to identify the strengths, weaknesses, opportunities and threats to the business. Also include other situational topics specific to your business.
4. Develop benchmarking for several areas in your organization. For example, include strategic and operational planning in your review, workplace organization, IT systems, human resources development, current accounting practices, operational performance, sales and marketing, and other areas that you feel could or should be included in the assessment.
5. Prepare summary and detailed reports of your findings and include specific areas for initial improvement, reasons, and possible solutions. Estimate amount of internal and external resources and provide high level recommendations resulting from your findings.
6. Meet with the key and controlling stakeholders to present your findings and recommendations and determine steps forward.

But what should a company do now that you have all this information? At the beginning, start with a minimally intrusive area such as corporate culture or readiness for change. Then get stakeholder buy-in for change in that area. Your initial efforts should include a full-scale investigation in the area that you have chosen as well as extensive benchmarking as you establish yours go-forward plan. Whatever area you choose and however you choose to



implement it, a crucial ingredient is and will be people. Include as many people from your organization as possible in the project. And remember to include them early in the planning stage, so that ideas are captured and heard. There is nothing worse than initiating a project and implementing it on your own in an effort to not make waves for staff. You need to make waves. You need to get staff involved. The more involved they are, the more accepting they will be of the change. And during the project, it will be much easier to implement the changes.

Ultimately, identifying areas for improvement in an organization is really dependent on what areas you choose to study and evaluate and what areas stakeholders agree to be priority – those areas that, once improved, will markedly improve the organization’s performance and bottom line.

And don’t forget – no matter how you proceed, document your lessons learned, so that subsequent projects can be conducted even better.

Self check 4	Written test
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Answer the following questions

1. Describe and discuss the six steps to performing lean assessment in your organization .

Note: Satisfactory rating above- 5 points Unsatisfactory below -5 points

You can ask your teacher or trainer for the copy of the correct answers.

Answer Sheet

Name: _____ Date: _____

I- Essay:

1. _____



Techniques for-benchmarking

Step 1- plan for bench marking.

Step 2- collect data which are necessary for bench marking

Step 3- Analyze the data which obtained both internally and externally, Data analysis, data presentation (preferably in graphical format, for easy reference), results projection, classifying the performance gaps in processes, and identifying the root cause that leads to the creation of such gaps (commonly referred to as enablers).

Step 4- Implementation of analyzed data

Step 5- monitor and evaluate the activity performed in regular basis



Techniques for- Effective communication

Step 1- Establish Trust

Step 2- Speak Clearly and Concisely

Step 3- Recognize Problems in Communication

Step 4- Use Tone and Body Language

Step 5- Never Assume Anything

Step 6- Recognize Communication Issues Caused by Technology

Step 7- talk in business manner or use open ended questions



LAP Test 1	Practical Demonstration
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Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 3-4 hour.

Task 1. Perform benchmarking for specific business you have



LG73: Develop plans to improve business performance

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Cost-benefit analysis
- Developing and agreeing an action plan
- Determining work flow changes
- Checking Organizational structures

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to –

- Develop a consolidated list of required improvements .
- Determine Cost-benefit analysis for required improvements
- Determine work flow changes resulting from proposed improvements .
- Develop and agree an action plan to implement the top ranked improvements
- Check organizational structures

Learning Instructions

1. Read the information written in the “Information Sheets”.
2. If you earned a satisfactory evaluation proceed to next module. However, if your rating is unsatisfactory, see your teacher for further instructions.
3. Read the “Operation Sheet” and try to understand the procedures discussed.
4. Practice the steps or procedures as illustrated in the operation sheet. Go to your teacher if you need clarification or you want answers to your questions or you need assistance in understanding a particular step or procedure
5. Do the “LAP test” (if you are ready). Request your teacher to evaluate your performance and outputs. Your teacher will give you feedback and the evaluation will be either satisfactory or unsatisfactory. If unsatisfactory, your teacher shall advice you on additional work. But if satisfactory you can proceed to the next Learning Guide.



Information sheet 1	Develop plans to improve business performance
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3.1. Developing a consolidated list of required improvements.

Within this forum system it is easy for customers to +1/vote for ideas and problems that they would like addressed. These votes in turn enabled ordered lists to be produced such as

- All ideas/feature requests
- Only ideas/feature requests currently planned
- Only ideas/feature requests currently under consideration
- All problems

Various other ordered lists are available via the links on the left of the all topics page. Whilst these lists and votes give a reasonable indication of what people like and are interested in seeing addressed

- They do not give any weighting to how important individuals see each topic relative to others
- And they do not give any weighting or consideration to the complexity or ease with which each may be implemented or solved.

Whilst people can and have posted replies on individual topics to emphasis how important they see that particular issue people may find it useful to have a place (i.e. this topic) to say what they think is most important or to rank the ideas etc.

Self check 1	Written test
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

Answer the following question. (5pts. Each)

1. What is the advantage of Developing a consolidated list of required improvements?

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____



3.2. Determining Cost-benefit analysis

Cost benefit analysis in project management is one more tool in your toolbox. This one has been devised to evaluate the cost versus the benefits in your project proposal. It begins with a list, as so many processes do.

There's a list of every project expense and what the benefits will be after successfully executing the project. From that you can calculate the return on investment (ROI), internal rate of return (IRR), net present value (NPV) and the payback period.

The difference between the cost and the benefits will determine whether action is warranted or not. In most cases, if the cost is 50 percent of the benefits and the payback period is not more than a year, then the action is worth taking.

calculating and comparing benefits and costs of a project, decision or government policy (here after, "project"). CBA has two purposes:

1. To determine if it is a sound investment/decision (justification/feasibility),
2. To provide a basis for comparing projects. It involves comparing the total expected cost of each option against the total expected benefits, to see whether the benefits outweigh the costs, and by how much.

CBA is related to, but distinct from cost-effectiveness analysis. In CBA, benefits and costs are expressed in monetary terms, and are adjusted for the time value of money, so that all flows of benefits and flows of project costs over time (which tend to occur at different points in time) are expressed on a common basis in terms of their "value." Closely related, but slightly different, formal techniques include cost-effectiveness analysis, cost-utility analysis, economic impact analysis, fiscal impact analysis, and Social return on investment (SROI) analysis.



Self check 2	Written test
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-Essay: Explain briefly:

1. Write the purpose of cost benefit analysis

You can ask your teacher or trainer for the copy of the correct answers

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

I- Essay:

1. _____



Information sheet 3	Determining work flow changes.
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3.3. Determining work flow changes.

Workflow, loosely defined, is the set of tasks grouped chronologically into processes and the set of people or resources needed for those tasks, that are necessary to accomplish a given goal. An organization’s workflow is comprised of the set of processes it needs to accomplish, the set of people or other resources available to perform those processes, and the interactions among them. Consider the following scenario:

On a slow Friday afternoon in the emergency room, as one nurse prepares to go off shift, the clerk looks up from the desk and asks, “By the way, since you’re passing by housekeeping on your way out, would you remind them that room 12 still needs to be cleaned?”

“No problem,” replies the nurse, and indeed, on a slow Friday afternoon, it is no problem. The informal methods and processes that the hospital has developed over the years to keep the enterprise humming work well, in general, and can work very well in optimal times. It’s no trouble to remind housekeeping to come up; it’s no trouble to run a special specimen down to the lab, and certainly no trouble to catch the attending physician during rounds to get a quick signature. Even if these small adjustments are forgotten, in due time the regular hospital schedule will bring the right people to clean the room, to pick up the lab specimen, to document the encounter.

These same methods that an organization uses to get work done, however, can begin to show stress under trying circumstances. When the ward is full and it takes 12 hours for a room to be readied for the next patient, that impact is felt throughout the organization. When the number of small interruptions outweighs the amount of planned work done in a given hour, that impact is felt in slower progress, lower job satisfaction, and potentially lower quality of care. In many situations, it is very clear to all what needs to get done. Where organizations differ is in how they do it. The examination of how an organization accomplishes its tasks often concerns the organizations’ workflow.

In health care, as in other industries, some workflows are designed, while others arise organically and evolve. The systems and methods by which organizations accomplish specific goals differ dramatically. Some organizational workflows seem more straightforward than others. Most often, when workflow processes are looked at in isolation, the processes appear quite logical (and even efficient) in acting to accomplish the end goal. It is in the interaction among the processes that complexities arise. Some of these interactions hide conflicts in the priorities of different roles in an organization, for example, what the nursing team is accountable to versus the physician team and its schedule. Organizations also adapt workflows to suit the evolving environment. Over time, reflecting on organizational workflows may show that some processes are no longer necessary, or can be updated and optimized.

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Self-check 3	T/F
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Name: _____ Date: _____

Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the statement is wrong. (5pts. Each)

1. Workflow, loosely defined, is the set of tasks grouped chronologically into processes and the set of people or resources needed for tasks.
2. An organization’s workflow is comprised of the set of processes it needs to accomplish, the set of people or other resources available to perform those processes.

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- True /false:

1. _____
2. _____



Information sheet 4	Check Organizational structures
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3.6. Checking Organizational structures

An organizational structure consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. Organizations are a variant of entities. An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs.

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual.

Organizational structure affects organizational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions.

Self-check 4	MCQ
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Choose the best answer

___1___ all are votes in turn enabled ordered lists to be produced such as

- A. All ideas/feature requests
- B. Only ideas/feature requests currently planned
- C. Only ideas/feature requests currently under consideration
- D. All problems
- E. none

___2___ is a systematic process for calculating and comparing benefits and costs of a project, decision or government policy (hereafter, "project").

- A. Cost risk analysis of data
- B. Cost-benefit analysis
- C. Both of them
- D. none

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

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Operation Sheet-1	Performing cost benefit analysis
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Techniques for- Performing cost benefit analysis

- Step 1**-Brain storm cost and benefit.
- Step 2**-Assign a monetary value to the cost.
- Step 3**- Assign a monetary value to the benefit.
- Step 4**- compare cost and benefit



LAP Test 1	Practical Demonstration
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Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 3-4 hour.

Task 1. Perform cost benefit analysis



Instruction Sheet

LG74: Develop marketing plans

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Identifying/refining target markets
- Selecting and developing Promotion tools
- Obtaining market research data
- Identifying benefits of products or services

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to –

- Review practice vision statement .
- Develop / review practice objectives .
- Obtain and conduct market research
- Identify / refine Target markets
- Develop practice brand
- Develop and select promotion tools

Learning Instructions

1. Read the information written in the “Information Sheets”.
2. If you earned a satisfactory evaluation proceed to next module. However, if your rating is unsatisfactory, see your teacher for further instructions.
3. Read the “Operation Sheet” and try to understand the procedures discussed.
4. Practice the steps or procedures as illustrated in the operation sheet. Go to your teacher if you need clarification or you want answers to your questions or you need assistance in understanding a particular step or procedure
5. Do the “LAP test” (if you are ready). Request your teacher to evaluate your performance and outputs. Your teacher will give you feedback and the evaluation will be either satisfactory or unsatisfactory. If unsatisfactory, your teacher shall advice you on additional work. But if satisfactory you can proceed to the next Learning Guide.



Information sheet 1	Review vision statement
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4.1. Review vision statement.

The vision is the statement of what you are building. It describes the idea of your firm in a way that captures your passion for your business and inspires you. It is the picture of what the firm wants to be in three to five years. Although some advocate creating a vision with a much longer time-frame, with the pace of business today and the changing legal landscape, creating a shorter term vision can keep you inspired and won't become obsolete before it is reached.

The vision should be specific and include items such as culture, the 'feel' and atmosphere of the firm, the intangibles that customers can expect, as well as the 'harder' or more tangible aspects of the business, such as number of clients, gross profits, number of employees, number of offices, number and types of practice areas, etc.

Crafting Your Vision Statement

The vision describes your dream for your practice. Set no limits when initially exploring the vision statement – let yourself describe your vision in an expanded manner. It may help you see possibilities you might not otherwise have recognized. Spend some time thinking about it before editing down to what you think is realistic or achievable. But remember when editing not to edit out your passion – that which makes you enthusiastic about reaching your vision.

Self check 1	T/F
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the statement is wrong. (5pts. Each)

1. The vision is the statement of what you are building
2. Vision statement guide you to see possibilities you might not otherwise have recognized

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____



Information sheet 2	Develop/ review objectives
---------------------	----------------------------

4.2 Developing/ reviewing objectives

4.2.1 What are objectives?

Objectives are the specific measurable results of the initiative. Objectives specify how much of what will be accomplished by when. For example, one of several objectives for a community initiative to promote care and caring for older adults might be: "By 2024 (by when), to increase by 20% (how much) those elders reporting that they are in daily contact with someone who cares about them (of what)."

There are three basic types of objectives. They are:

- **Process objectives.** These are the objectives that provide the groundwork or implementation necessary to achieve your other objectives. For example, the group might adopt a comprehensive plan for improving neighborhood housing. In this case, adoption of the plan itself is the objective.
- **Behavioral objectives.** These objectives look at changing the behaviors of people (what they are doing and saying) and the products (or results) of their behaviors. For example, a neighborhood improvement group might develop an objective for having an increased amount of home repair taking place (the behavior) and fewer houses with broken or boarded-up windows (the result).
- **Community-level outcome objectives.** These are often the product or result of behavior change in many people. They are focused on change at the community level instead of an individual level. For example, the same neighborhood group might have an objective of increasing the percentage of people living in the community with adequate housing as a community-level outcome objective.

It's important to understand that these different types of objectives aren't mutually exclusive. Most groups will develop objectives in all three categories.

Objectives should be **S.M.A.R.T. + C.:**

- *Specific.* That is, they tell *how much* (e.g., 10%) of *what* is to be achieved (e.g., what behavior of whom or what outcome) *by when* (e.g., by 2025)?
- *Measurable.* Information concerning the objective can be collected, detected, or obtained.
- *Achievable.* It is feasible to pull them off.
- *Relevant* to the mission. Your organization has a clear understanding of how these objectives fit in with the overall vision and mission of the group.
- *Timed.* Your organization has developed a timeline (a portion of which is made clear in the objectives) by which they will be achieved.



- *Challenging.* They stretch the group to set its aims on significant improvements that are important to members of the community.

4.2.2 Why should you create objectives?

There are many good reasons to develop objectives for your initiative. They include:

- Having benchmarks to show progress.
- Completed objectives can serve as a marker to show members of your organization, funders, and the greater community what your initiative has accomplished.
- Creating objectives helps your organization keep focused on initiatives most likely to have an impact.
- Keeping members of the organization working toward the same long-term goals.

4.2.3 When should you create objectives?

Your community organization should create objectives when:

- Your organization has developed (or revamped) its vision and mission statements, and is ready to take the next step in the planning process.
- Your organization's focus has changed or expanded. For example, perhaps your organization's mission relates to care and caring at the end of life. You have recently been made aware of new resources, however, to positively affect the lives of those deeply affected by the death of a loved one. If your organization were to apply for this new grant, it would clearly expand upon your current work, and would require objectives as you developed your action plan.
- The organization wants to address a community issue or problem, create a service, or make a community change that requires:
 - Several years to complete. For example, your child health organization might hope to increase the percentage of students who finish high school - a task that may take several years to complete.
 - A change in behavior of large numbers of people. For example, your organization may be trying to reduce risks for cardiovascular diseases, and one of your objectives may be to increase the number of adults who engage in physical activity in your community.
 - A multi-faceted approach. For example, with a problem as complex as substance abuse, your organization may have to worry about tackling related issues, such as access to drugs, available drug rehabilitation services, legal consequences for drug use, etc., as well as reducing the prevalence (how often or how much) of drug use.

4.2.4 How do you create objectives?



So once your organization has decided that it does wish to develop objectives, how do you go about doing so? Let's look at the process that will help you to define and refine objectives for your organization.

Define or reaffirm your vision and mission statements

The first thing you will need to do is review the vision and mission statements your organization has developed. Before you determine your objectives, you should have a "big picture" that they fit into.

DETERMINE THE CHANGES TO BE MADE

The crux of writing realistic objectives is learning what changes need to happen in order to fulfill your mission.

There are many ways to do this, including:

- *Research what experts in your field believe to be the best ways to solve the problem.* For many community issues, researchers have developed useful ideas of what needs to occur to see real progress. This information may be available through local libraries, the Internet, state and national agencies, national nonprofit groups, and university research groups.
- *Discuss with local experts what needs to occur.* Some of the people with whom you may wish to talk include:
 - Other members of your organization
 - Local experts, such as members of other, similar organizations who have a great deal of experience with the issue you are trying to change
 - *Agents of change*, or the people in a position to contribute to the solution. Agents of change might include teachers, business leaders, church leaders, local politicians, community members, and members of the media.
 - *Targets of change*, the people who experience the problem or issue on a day-to-day basis and those people whose actions contribute to the problem. Changing their behavior will become the heart of your objectives.
- *Discuss the logistical requirements of your own organization to successfully address community needs.* At the same time your organization is looking at what needs to happen in the community to solve the issue important to you, you should also consider what your organization requires to get that done. Do you need an action plan? Additional funding? More staff, or more training for additional staff? This information is necessary to develop the process objectives we talked about earlier in this section.



Self check 2	Written test
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Answer the following question

1. *Why should you create objectives?*
2. *When should you create objectives?*
3. *How do you create objectives?*

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- short answer



4.3. Identifying/refining target markets

A **target market** is a group of customers within a business's serviceable available market at which a business aims its marketing efforts and resources. A target market is a subset of the total market for a product or service.

The target market typically consists of consumers who exhibit similar characteristics (such as age, location, income or lifestyle) and are considered most likely to buy a business's market offerings or are likely to be the most profitable segments for the business to service.

Once the target market(s) have been identified, the business will normally tailor the marketing mix (4Ps) with the needs and expectations of the target in mind. This may involve carrying out additional consumer research in order to gain deep insights into the typical consumer's motivations, purchasing habits and media usage patterns.

The choice of a suitable target market is one of the final steps in the market segmentation process. The choice of a target market relies heavily on the marketer's judgement, after carrying out basic research to identify those segments with the greatest potential for the business.

Occasionally a business may select more than one segment as the focus of its activities, in which case, it would normally identify a *primary target* and a *secondary target*. Primary target markets are those market segments to which marketing efforts are primarily directed and where more of the business's resources are allocated, while secondary markets are often smaller segments or less vital to a product's success.

Selecting the "right" target market is a complex and difficult decision. However, a number of heuristics have been developed to assist with making this decision.

Types of Markets

A market is simply any group of actual or potential buyers of a product. There are three major types of markets.

1. The consumer market. Individuals and households who buy goods for their own use or benefit are part of the consumer market. Drug and grocery items are the most common types of consumer products.



2. The industrial market. Individuals, groups or organizations that purchase your product or service for direct use in producing other products or for use in their day-to-day operations.
3. The reseller market. Middlemen or intermediaries, such as wholesalers and retailers, who buy finished goods and resell them for a profit.

Selecting the target market

A key consideration in selecting the target markets is whether customer needs are sufficiently different to warrant segmentation and targeting. In the event that customer needs across the entire market are relatively similar, then the business may decide to use an undifferentiated approach. On the other hand, when customer needs are different across segments, then a differentiated (i.e. targeted) approach is warranted. In certain circumstances, the segmentation analysis may reveal that none of the segments offer genuine opportunities and the firm may decide not to enter the market.

When a marketer enters more than one market, the segments are often labeled the primary target market and the secondary target market. The primary market is the target market selected as the main focus of marketing activities and most of the firm's resources are allocated to the primary target. The secondary target market is likely to be a segment that is not as large as the primary market, but may have growth potential. Alternatively, the secondary target group might consist of a small number of purchasers that account for a relatively high proportion of sales volume perhaps due to purchase value, purchase frequency or loyalty.

In terms of evaluating markets, three core considerations are essential:

- Segment size and growth
- Segment structural attractiveness
- Compatibility with company objectives and resources.

However, these considerations are somewhat subjective and call for high levels of managerial judgement. Accordingly, analysts have turned to more objective measures of segment attractiveness. Historically a number of different approaches have been used to select target markets. These include:

Distance Criterion: Under this approach, the business attempts to define the primary geographic catchment area for the business by identifying people who live within a predetermined distance of the business. For a retailer or service-provider the distance might be around 5 km; for domestic tourist destination, the distance might be 300km. This method is used extensively in retailing.

Sales Criterion: Using this method, the business allocates its resources to target markets based on historical sales patterns. This method is especially useful when used in

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conjunction with sales conversion rates. This method is used in retail. A disadvantage of the method is that it assumes past sales will remain constant and fails to account for incremental market potential.

Interest Survey Methods: This method is used to identify new business potential. Primary research, typically in the form of surveys, identifies people who have not purchased a product or service, but have positive attitudes and exhibit some interest in making a purchase in the short-term. Although this method overcomes some of the disadvantages of other methods, it is expensive even when syndicated research is used.

Chain ratio and indexing methods: This method is used in marketing of branded goods and retail. It involves ranking alternative market segments based on current indices. Widely used indices are the [Category Index](#) and [Brand Index](#). The Category Index measures overall patterns within the product category while the Brand Index calculates a given brand's performance within the category. By dividing the Category Index by the Brand Index, a measure of market potential can be obtained.

Self-Check 3	Written test
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Answer the following question

Essay:

1. Write steps to identify your market?
2. Write types of markets?

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- Enumeration:

1. _____
2. _____



Information sheet 4	Obtain market research data
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4.4. Obtaining market research data

Marketing research can give a business a picture of what kinds of new products and services may bring a profit. For products and services already available, marketing research can tell companies whether they are meeting their customers' needs and expectations. By researching the answers to specific questions, small-business owners can learn whether they need to change their package design or tweak their delivery methods--and even whether they should consider offering additional services.

"Failure to do market research before you begin a business venture or during its operation is like driving a car from Texas to New York without a map or street signs," says William Bill of Wealth Design Group LLC in Houston. "You have known which direction to travel and how fast to go. A good market research plan indicates where and who your customers are. It will also tell you when they are most likely and willing to purchase your goods or use your services.

When you conduct marketing research, you can use the results either to create a business and marketing plan or to measure the success of your current plan. That's why it's important to ask the right questions, in the right way, of the right people. Research, done poorly, can steer a business in the wrong direction. Here are some market-research basics that can help get you started and some mistakes to avoid.

Self-check 4	Written test
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Answer the following question

Essay:

1. What is the main objective of obtaining market research data?

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____



Information sheet 5	Obtain competitor analysis
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4.5. Obtaining competitor analysis

Competitor analysis in marketing and strategic management is an assessment of the strengths and weaknesses of current and potential competitors. This analysis provides both an offensive and defensive strategic context to identify opportunities and threats. Profiling coalesces all of the relevant sources of competitor analysis into one framework in the support of efficient and effective strategy formulation, implementation, monitoring and adjustment.

Competitor analysis is an essential component of corporate strategy. It is argued that most firms do not conduct this type of analysis systematically enough. Instead, many enterprises operate on what is called “informal impressions, conjectures, and intuition gained through the tidbits of information about competitors every manager continually receives.” As a result, traditional environmental scanning places many firms at risk of dangerous competitive blind spots due to a lack of robust competitor analysis.

Self-check 5	T/F
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the

1. Competitor analysis in marketing and strategic management is the only assessment of the strengths and weaknesses of current and potential competitors.

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- True /false:

1. _____



Information sheet 6	Develop/ review market position
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4.6. Developing/ reviewing market position

There are different definitions of brand positioning, probably the most common is: identifying and attempting to occupy a market niche for a brand, product or service utilizing traditional marketing placement strategies (i.e. price, promotion, distribution, packaging, and competition).

Positioning is also defined as the way by which the marketers attempt to create a distinct impression in the customer's mind.

Positioning is a concept in marketing which was first introduced by Jack Trout ("Industrial Marketing" Magazine- June/1969) and then popularized by Al Ries and Jack Trout in their bestseller book "Positioning - The Battle for Your Mind." (McGraw-Hill 1981)

This differs slightly from the context in which the term was first published in 1969 by Jack Trout in the paper "Positioning" is a game people play in today's me-too market place" in the publication Industrial Marketing, in which the case is made that the typical consumer is overwhelmed with unwanted advertising, and has a natural tendency to discard all information that does not immediately find a comfortable (and empty) slot in the consumers mind. It was then expanded into their ground-breaking first book, "Positioning: The Battle for Your Mind," in which they define Positioning as "an organized system for finding a window in the mind. It is based on the concept that communication can only take place at the right time and under the right circumstances"

What most will agree on is that Positioning is something (perception) that happens in the minds of the target market. It is the aggregate perception the market has of a particular company, product or service in relation to their perceptions of the competitors in the same category. It will happen whether or not a company's management is proactive, reactive or passive about the on-going process of evolving a position. But a company can positively influence the perceptions through enlightened strategic actions.

Self –check 6	T/F
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the wrong

1. The most common definitions of brand positioning is identifying and attempting to occupy a market niche for a brand.



2. Positioning is also defined as the way by which the marketers attempt to create a distinct impression in the customer's mind.

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- True /false:

1. _____

2. _____

Information sheet 7

Developing practice brand

4.7. Developing practice brand

As branding initiatives in higher education have emerged and evolved over the past two decades, the media-outreach segments of the plans often continue to miss the mark. The reason? The campus professionals who are responsible for strategic communication are often relegated to a back-seat role in the process, or are left in the dark until the branding campaign is ready to be rolled out.

My company is often brought in by the president's office or by the PR team (or both) after the fact to help a university refine the key themes identified through branding and to promote those aspects of a university's essence that move beyond advertising to represent what reporters, editors, and producers will actually consider for possible news coverage. We review branding plans, integrated marketing initiatives, and strategic communication plans and we see the same approach over and over again.

While the media-outreach portion of a branding campaign usually represents some of the project's greatest and most ambitious expectations, we find that this part of the plan is rarely developed with significant input from campus PR professionals, which is a huge mistake. Instead, it is often created by people who do not really understand how these expectations can be met.



The president’s or chancellor’s office, trustees and others often assume that the firms that perform branding possess a deeper skill set in external communication than the senior members of the campus PR team. Despite the talents, resources and collective experience that a branding firm brings to the table, this assumption is typically flawed. Unless they are a very recent hire, senior public relations professionals can provide an insider’s perspective with accurate and extremely valuable input for the branding team. They should always be tapped to work in a partnership as a key player in the branding process.

If approached and executed the right way, branding campaigns can pay huge dividends. They can help an institution define and showcase its special place in higher education. Additionally, they often reveal specific gaps that may exist between the impressions of those on and off campus, and the return on investment to obtain this information and to craft an effective way to use it is generally good.

Because “branding” is such a powerful buzzword, some colleges and universities dive into a branding campaign for all the wrong reasons, and pursue expensive and overly ambitious branding initiatives that completely miss the mark. This can alienate key internal and external audiences, including faculty members and alumni.

The best-practice branding efforts typically succeed in answering the question: “Who are we really?” and then proceed to deliver a clear and strategic roadmap for colleges and universities to explain exactly what sets them apart. In positioning an institutional “brand” to the right audiences in the best possible ways, a university’s brand identity must be true -- and it must also be clear and easy to understand. The best branding campaigns are those that are not only relevant and powerful, but those that showcase a college or university’s identity accurately and consistently, and that really provide them with a long-lasting competitive advantage in the higher education marketplace.

The most successful branding approaches identify a specific “North Star” that can serve as a guide, a helpful beacon for integrated marketing, admissions, fundraising, advertising, media relations, and all outreach that serves to sustain and advance an institution of higher education.

In some cases, simply creating a campaign through which a consistent institutional image can be achieved via branding is in itself a wise investment of time and resources. This can serve to help a campus streamline and enhance the look and content of its web presence, as well as gain an otherwise elusive consistency in logos, letterhead, publications, brochures, and materials for its most important external audiences.

In some cases, smart branding can even go well beyond that, and can generate the type of attention, support, and understanding that may have been missing -- though desired by institutional leadership -- for years.

While the media-relations component of a branding campaign represents one of the most strategically important long-term assets, it frequently becomes the plan’s weakest link. Why?

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This is usually because of the PR or media-outreach recommendations that are not there. Those that eventually do become incorporated into a branding initiative have usually been generated by those connected with branding consultants or other professionals, who somehow become tied to the project, who possess little or no real experience working with the media. They often confuse advertising with efforts to secure story placement -- and this is where many branding initiatives in higher education hit a snag.

In many cases, the recommendations for media outreach fall many miles short of reality. The suggestions offered in the official final branding document for campus PR initiatives simply don't line up with what can realistically be accomplished. The branding "action plans" often do not mention a strategy to identify and promote newsworthy themes, stories, messages, or ideas that truly resonate with the type of news media with whom these schools are seeking to connect.

University leaders should keep this in mind when the topic of media outreach comes up in the first ten minutes of a discussion with a branding consultant and a half-dozen university administrators, and their senior campus PR person is not among those at the table. It happens all the time. PR professionals owe it to their educational institutions to insist that they be involved in the branding effort early on. Those who are already stretched too thin should ask for and receive the additional support and resources from campus leadership that they need to play a crucial role in the branding process.

The branding committee might also be hesitant to fact-check -- or even fine-tune -- the PR or media-outreach recommendations made in a draft version of the brand strategy document with their PR department, for fear of alienating the key stakeholders whose input was solicited for the project. The result, then, is often a final institutional branding document that too often relies on random PR advice, nebulous goals, and off-target strategies and expectations.

Most campus branding initiatives include a great deal of engagement, and they cast a wide net in obtaining interviews and seeking input. Usually, the "key informants" whose opinions are solicited for the branding report include powerful alumni and other influential members of the larger campus community who typically argue that their institution is the "best-kept secret" in higher education. In many cases, these folks are among the first recruited to secure resources and promote the need for an institutional branding effort in the first place. Their views of the university can be quite lofty, and a much-needed reality check is something they may not welcome.

The branding campaigns that deliver the best results always involve bold leadership and tough decisions from the president's office to streamline the process and keep things on track. Best-practice scenarios have typically also benefited from having a senior campus PR professional help guide the media-relations segment of the initiative. They understand change and the need for a good look in the mirror. In most cases, they also know their own campus, its players, programs, specific brand niche, and personality better than anyone else in the world.

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Self-check 7	Written test
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Answer the following question

Essay:

1. Write different methods used to develop practice brand?
2. Define the term branding in your own word?

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

I- Essay:

1. _____

2. _____



Information sheet 8	Identify benefits of products or services
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4.8. Identifying benefits of products or services

The distinction between the terms *benefits* and *features* is an important concept in developing and marketing a product or service. *Features* are characteristics that your product or service does or has. For example, some ovens include features such as self-cleaning, smooth stovetops, warming bins, or convection capabilities.

Benefits are the reasons customers buy the product or service. For example, the benefits of some ovens to buyers include safety, ease of use, affordability, or—in the case of many ovens that feature stainless steel casings—prestige.

Just like products, services differ from one another in having distinctive features and benefits, though these differences may not always be so obvious to potential customers. One building contractor may use master painters while a second uses laborers to paint. Both will tell you they do painting, but one has master painters (a feature) and produces a better-looking paint job (a definite benefit).

Every product or service has a purpose. For example, the purpose of an oven is to bake raw food, but not all ovens have the same features and benefits.

The uniqueness of a product or service can set it apart from the competition. Features can communicate the capability of a product or service. But features are only valuable if customers see those particular features as valuable. You want products or services with features which customers perceive as valuable benefits. By highlighting benefits in marketing and sales efforts, you'll increase your sales and profits.

It's important to remember that customers buy products and services because they want to solve a problem or meet a need. Consciously or unconsciously, your customers will always be asking the question, "What's in it for me?" Your product and service offerings have to deliver solutions and satisfy needs, or they won't be successful.

Given that benefits are ultimately more important to your customers than features, it is imperative that you understand the benefits your products and services provide, emphasize these benefits in your sales efforts, and update your products and services when new or additional benefits are desired by your customers.

Think about how automotive manufacturers advertise. To sell minivans, they don't emphasize the layout of the vehicle or its carrying capacity. They show images of happy families loading their kids, sports equipment, and toys into the vehicle. They emphasize the benefits above and beyond the features.



Here are some other examples emphasizing benefits beyond the features:

- A Web site shopping cart vendor who offers hosted solutions to medium-sized businesses can emphasize the convenience and time-savings of not having to maintain a Web site. It's selling convenience, not software.
- A carpet company might be more successful if it illustrated how its carpets could help create attractively decorated interiors. Pictures of beautiful rooms could be more beneficial than a stack of carpet samples or a list of fabric features. It's selling beauty, not carpets.
- A consulting company might focus its marketing efforts by highlighting its end product—improved performance and increased profits—not its consulting methods. It's selling profitability, not consulting.
- A manufacturer of computer printers might emphasize less hassle or less wasted time rather than emphasizing reliability or quality. It's selling ease-of-use, not printers, and not quality.
- A salmon fishery might emphasize the health benefits of eating salmon. It's selling health, not fish.

Self-check 8	Written test
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Answer the following question

Essay:

1. Write the distinction between the terms *benefits* and *features*?

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

I- Essay:

1 _____



Information sheet 9	Select and develop Promotion tools
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4.9. Selecting and developing Promotion tools

The Promotional Planning is a process of optimizing the utilization of marketing tools, strategies, resources to promote a product and service with the intent to generate demand and meet the set objectives.

You probably can't afford a blimp, but you can find effective and creative ways to promote your initiative or organization. Creativity doesn't have to be expensive, and it isn't limited to advertising agencies and professional artists. The first person who thought of putting the name of a human service provider on a T-shirt wasn't a rocket scientist; she simply saw a good idea and jumped on it. You can do the same.

A promotion can take many forms. In its most general sense, it's a special event or a series of events or some other device that's used, either alone or together with other ongoing methods (regular listings in the "Human Service" column in Tuesday's newspaper, for instance) to draw attention to your organization, generate interest in your issue, and/or raise money or membership or participation. A promotion might focus on the sale or distribution of a particular object (e.g. a T-shirt with your organization's logo or message on it) or on an out-of-the-ordinary event or series of events. The point of a creative promotion is to make as many people as possible stand up and take notice.

Self-check 9	T/F
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Say True for the correct statement and False for the incorrect statement

- ___1. Competitor analysis in marketing and strategic management is an assessment of the strengths and weaknesses of current and potential competitors..

- ___2. Most campus branding initiatives include a great deal of engagement, and they cast a wide net in obtaining interviews and seeking input

- ___3. promotion might focus on the sale or distribution of a particular object (e.g. a T-shirt with your organization's logo or message on it) or on an out-of-the-ordinary event or series of events.

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____



Operation Sheet-1

Procedures of Conducting market research

Techniques for- Conducting market research

Step 1- Identify and Define the Problem

Step 2- State Objectives of Research

Step 3- Plan the Research Design or Design the Research Study

Step 4- Plan the Sample

Step 5- Collection data

Step 6- Data Process and Analysis

Step 7 - Formulate Conclude, Prepare and Present the Report

Operation Sheet-2

Procedures for identifying target market

Techniques for- identifying target market

Step One: *Identify the Problems You Solve*

Step Two: *Check Out Your Current Customer Base*

Step Three: *Research the Competition*

Step Four: *Decide on Specific Demographics to Target*

Step Five: *Take Account of Your Target Market's Psychographics*

Step Six: *Evaluate*



Techniques for- preparing promotional tool

Step 1- Identifiy and Define the Problem

Step 2- Establish and state Objectives

Step 3- Design of promotional mix

Step 4- Plan sales promotion program

Step 5- perform pre test

Step 6- Implement the activity

Step7 – Monitor and evaluate the overall progress



LAP Test 1	Practical Demonstration
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Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 3-4 hour.

Task 1. - identify target market

Task 2. Prepare promotional tool



Instruction Sheet

LG75: Develop business growth plans

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Developing and agreeing an action plan
- Reviewing business work practices
- Planning to add new clients

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to –

- Develop Plan to increase profitability
- Rank and propose plans according to agreed criteria
- develop and agree an action plan to implement the top ranked plans.
- Review business work practices to ensure growth plans

Learning Instructions

1. Read the information written in the “Information Sheets”.
2. If you earned a satisfactory evaluation proceed to next module. However, if your rating is unsatisfactory, see your teacher for further instructions.
3. Read the “Operation Sheet” and try to understand the procedures discussed.
4. Practice the steps or procedures as illustrated in the operation sheet. Go to your teacher if you need clarification or you want answers to your questions or you need assistance in understanding a particular step or procedure
5. Do the “LAP test” (if you are ready). Request your teacher to evaluate your performance and outputs. Your teacher will give you feedback and the evaluation will be either satisfactory or unsatisfactory. If unsatisfactory, your teacher shall advice you on additional work. But if satisfactory you can proceed to the next Learning Guide.



Information sheet 1	Plan to increase yield per existing client
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5.1. Planning to increase yield per existing client

Every business needs new customers, but don't ever forget that your easiest and most predictable source of new revenue is right under your nose: It comes from the loyal customers who already know your company. Acquiring new customers is expensive (five to ten times the cost of retaining an existing one), and the average spend of a repeat customer is a whopping 67 percent more than a new one. So, sure, put some energy into new business development, but make sure your sales people know that coming up with creative ways to sell more to your current customers is just as important. Here are 10 proven techniques to do just that:

- 1. Think lifetime value, not transactional value.** To keep customers coming back to Zane's Cycles (and away from the superstores), Chris Zane offers a wildly attractive incentive to parents who buy their children's bikes from him: He'll credit the full cost of last year's bicycle toward an upgrade every year up to a 20-inch wheel. "We won't make money until they buy their second bike from us at full price," says the Branford, Connecticut entrepreneur. In the meantime, parents buy accessories for their growing children and, predicts Zane, are impressed enough with his commitment to service that they become customers for life.
- 2. Go for a no-brainer upsell.** "We started noticing that our clients wanted us to store their media files because they had a habit of re-editing their sizzle reels several times over the course of the year," says Scott Gerber, CEO of SizzleIt, a New York City company that produces short promotional videos. The process became time consuming and tedious for the company, so Gerber started charging clients monthly and annual fees to store their data. "This created a whole new revenue stream for the company," he says, "not to mention it allowed us to get rid of large amounts of media files when clients didn't want to pay."
- 3. Offer complementary products or services.** Put a little thought into what your customers are buying and the other needs that those purchases might trigger (think printers/ink cartridges). For instance, Language International's primary product is language study abroad programs. "But very often, our customers also need housing and travel insurance," says Karen Ong, CEO of the Boston-area company. Offering those complementary products has "helped us expand our gross margins from 21 percent to more than 25 percent," she says.
- 4. Offer complementary products or services.** . Sometimes you may not see your best customers as often as you'd like, so you need to work extra hard to keep yourself on their radar screens. Jack Mitchell, the CEO of The Mitchells Family of Stores in Farifield County, Connecticut, has his sales people contact customers by phone, email, and handwritten note "not trying to sell them anything, but letting them we're available to do alterations, or to come to their home, look at their closet and see what is still wearable," says Mitchell. He knows that if he

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keeps in touch with customers in a low-pressure way, his best customers will find their way back his four luxury clothing stores when the economy improves.

5. Practice the art of the perfectly-timed pitch. What is a key day to reap additional revenue, and what can you do to capitalize on it? "We always have success with our yearly Black Friday e-mail blast," says Zalmi Duchman, the CEO of TheFreshDiet.com, a healthy meal delivery service based in Surfside, Florida. So last year, on the day after Thanksgiving, the company sent an e-mail blast to its database of clients, and generated an additional \$400,000 in revenue in three days. "For us it's the best of both worlds," says Duchman. "Everyone is looking out for specials, and it's right after Thanksgiving so people are thinking about dieting and their New Year's resolutions."

6. Help your customers sell more to their customers. If you're selling to other businesses, the best way to get more revenue from them is to help them increase sales to their customers. Nick Villaume, the CEO of The Dev Department, an Atlanta-based company that provides white label web development services to graphic design firms, developed a free credentialing system for the designers who are his customers. "This not only gives them the knowledge and confidence to sell more and bigger contracts, but also positions them as experts in their market," says Villaume. He launched the educational program six months ago and has since seen new client requests quadruple. "We are sending out many more estimates—20 to 30 per month—and about two thirds are closing," he says. "It not only provides more sales, but more profitable sales. We are spending less time coaching designers and less time doing non-billable revisions."

7. Remind customers of everything you offer. Never assume that even your most reliable customers are completely aware of all the products and services you offer: you need to remind them regularly. Kelley Briggs, CEO of DesignWorks NY, a graphic design and marketing communications firm in Westchester County, New York, sends a personal letter to every customer once a year. She includes a list of her services with the ones they've used check off. "It reminds them of the types of projects we've worked on in that past year and shows them what services they did not use," she says. "It's an excellent cross selling tool." In recent years, clients who received the letter have signed on for additional projects such as annual reports, website design, and marketing strategy.

8. Create incentives for in-house referrals. Scott Gerber's video production company, SizzleIt, often works with large companies, and he has found a way to effectively turn one client into multiple clients. "We incentivized our current clients to recommend us to the project leaders in other parts of the company by offering them steep cash discounts for successful referrals," says Gerber. At a time when corporate budgets are tight, that lowered the cost of doing business with SizzleIt, strengthened customer relationships, and generated more income without the cost of attracting new clients.

9. Give customers a say in what you sell. started an initiative called Be the Buyer, which allows shoppers to vote online on clothing samples. If a garment gets enough votes, the online clothing retailer will add it to its offerings, and then send emails to visitors who voted for the

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item. The program allows the company to confidently gamble on items it might have thought were risky choices, plus it encourages a high level of customer engagement with leads to repeat sales. Co-founder Susan Gregg Kroger says the initiative has also significantly boosted web traffic to the Pittsburgh-based company.

10. Put some skin in the game. Greg Alexander, the CEO of Sales Benchmark Index, an Atlanta company that helps clients increase the effectiveness of their sales forces, says that the percent of his company's revenue that came from existing customers jumped from 20 percent to a whopping 80 percent in two years. His secret: he started writing performance-based contracts. "We said if we don't deliver don't pay us. If we do deliver, pay us a percentage of the gain," he explains. He also started compensating his team according to the results they delivered for customers. "The 'skin in the game' technique resulted in our firm doubling revenue," says Alexander.

Self check 1	True/false
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the statement is wrong. (5pts. Each)

1. Your easiest and most predictable source of new revenue comes from loyal customers who already know your company
2. Go for a no-brainer upsell is one method for increasing customer

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- True /false:

1. _____
2. _____



Information sheet 2	Plan to add new clients
----------------------------	--------------------------------

5.2. Planning to add new clients

If you want to grow your business, you must target potential new customers and do so knowing that your competitors are targeting the same group. In fact, most business owners quickly realize that half their efforts must be geared toward attracting potential new customers because there are so many options for buyers. Your company’s marketing plan is the key aspect of appealing to potential clients for your business. However, to make a sale, you must prepare extensively, develop a detailed plan to target potential new customers and execute that plan in a diligent manner.

Review Your Customer Persona

You can’t properly target potential clients for your business without first reviewing your existing customer persona, which is a thorough **summary of your ideal customer**. The reason a review is important is that you may discover that your persona is missing key characteristics. For example, if you sell comic books, your ideal client may be men from the age of 20 to 40 who are active on social media. However, you may have discovered that you have a growing customer base of women in that same age group. Reviewing your customer persona allows you to include women in this demographic as potential clients for your business.

Learn Where Your Potential Clients Hang Out

Once you understand who you are targeting, you have to learn where to find your potential clients so you can reach them with your marketing plan. For example, the owner of a comic book shop would likely find that prospective customers are **active on social media** sites devoted to discussions about comic book, movies and fan fiction. As a result, that business owner would create a marketing plan that is heavy on social media promotion rather than direct-mail advertising.

Creating a job skills development plan is a useful strategy for achieving professional growth. The ideal plan identifies long-term goals and outlines a detailed approach for developing job skills. A professional development plan may be created by a supervisor who works closely with his employee. Career counselors use job skills development plans to help clients achieve their career aspirations. New college graduates and career seekers can develop their own plans.



Self check 2	T/F
---------------------	------------

Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the statement is wrong. (5pts. Each)

1. Creating a job skills development plan is a useful strategy for achieving professional growth.

You can ask your teacher or trainer for the copy of the correct answers

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

I- T/F:

1. _____



Information sheet 3	Ranking proposed plans
----------------------------	-------------------------------

5.3. Ranking proposed plans

Particular situation for year 2013 described in Section 1 implies that KIC InnoEnergy will only fund the development of the feasibility study dedicated to the analysis and development of the business opportunity. Such analysis will have to be defended in front of a thematic field assessment committee which, at a formal gate review, will determine if the project can continue or not receiving KIC InnoEnergy funding. Those projects not succeeding at the gate review will be cancelled. Once successful at the gate review, the funding of KIC InnoEnergy projects will be decided on a yearly basis, subject to two conditions:

1. Performance according to plan. Project performance will be assessed by KIC InnoEnergy thematic field assessment committee at regular mid-year or year-end project reviews, or at gate reviews established upon attainment of milestones previously identified and agreed for each project. Favorable assessments can lead to budget increases, whereas non-favorable assessments can lead to budget decreases, including the total cancellation of the project.
2. Availability of KIC InnoEnergy resources for year Y. Every year in September Y-1, KIC InnoEnergy has to submit to the EIT the Business Plan proposal for year Y. After assessment of the overall KIC InnoEnergy Business Plan proposal and upon consideration of available financial resources, it will communicate to KIC InnoEnergy the amount granted for year Y. On the basis of such EIT resources and KIC InnoEnergy own resources, KIC InnoEnergy will allocate the available funds to the different activities.

Self-check 3	Written test
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Answer the following question

1. Write the steps to develop plans to increase yield per existing client?

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____



5.4. Developing and agreeing an action plan

5.4.1 WHAT IS AN ACTION PLAN?

In some ways, an action plan is a "heroic" act: it helps us turn our dreams into a reality. An action plan is a way to make sure your organization's vision is made concrete. It describes the way your group will use its strategies to meet its objectives. An action plan consists of a number of action steps or changes to be brought about in your community.

Each action step or change to be sought should include the following information:

- **What** actions or changes will occur
- **Who** will carry out these changes
- **By when** they will take place, and for how long
- **What resources** (i.e., money, staff) are needed to carry out these changes
- **Communication** (who should know what?)

5.4.2. WHAT ARE THE CRITERIA FOR A GOOD ACTION PLAN?

The action plan for your initiative should meet several criteria.

Is the action plan:

- **Complete?** Does it list all the action steps or changes to be sought in all relevant parts of the community (e.g., schools, business, government, faith community)?
- **Clear?** Is it apparent who will do what by when?
- **Current?** Does the action plan reflect the current work? Does it anticipate newly emerging opportunities and barriers?

5.5.3 WHY SHOULD YOU DEVELOP AN ACTION PLAN?

There is an inspirational adage that says, "People don't plan to fail. Instead they fail to plan." Because you certainly don't want to fail, it makes sense to take all of the steps necessary to ensure success, including developing an action plan.

There are lots of good reasons to work out the details of your organization's work in an action plan, including:

- To lend credibility to your organization. An action plan shows members of the community (including grantmakers) that your organization is well ordered and dedicated to getting things done.
- To be sure you don't overlook any of the details
- To understand what is and isn't possible for your organization to do
- For efficiency: to save time, energy, and resources in the long run



- For accountability: To increase the chances that people will do what needs to be done

5.5.4 WHEN SHOULD YOU CREATE AN ACTION PLAN?

Ideally, an action plan should be developed within the first six months to one year of the start of an organization. It is developed after you have determined the vision, mission, objectives, and strategies of your group. If you develop an action plan when you are ready to start getting things done, it will give you a blueprint for running your organization or initiative.

Remember, though, that an action plan is always a work in progress. It is not something you can write, lock in your file drawers, and forget about. Keep it visible. Display it prominently. As your organization changes and grows, you will want to continually (usually monthly) revise your action plan to fit the changing needs of your group and community.

5.5.5 HOW TO WRITE AN ACTION PLAN

DETERMINE WHAT PEOPLE AND SECTORS OF THE COMMUNITY SHOULD BE CHANGED AND INVOLVED IN FINDING SOLUTIONS

If you have been using the VMOSA (Vision, Mission, Objectives, Strategies, Action Plans) model, you might have already done this, when you were deciding upon your group's objectives. Again, try to be inclusive. Most of the health and development issues that community partnerships deal with are community-wide, and thus need a community-wide solution. Possible sectors include the media, the business community, religious organizations, schools, youth organizations, social service organizations, health organizations, and others.

Some members of the community you might consider asking to join the action planning group include:

- Influential people from all the parts of the community affected by your initiative (e.g., from churches and synagogues, the school system, law enforcement, etc.)
- People who are directly involved in the problem (e.g., local high school students and their parents might be involved in planning a coalition trying to reduce teen substance abuse)
- Members of grassroots organizations
- Members of the various ethnic and cultural groups in your community
- People you know who are interested in the problem or issue
- Newcomers or young people in the community who are not yet involved

Let's consider some of the people who were involved with the planning group for the fictional Reducing the Risks (RTR) Coalition that hopes to reduce the rate of teen pregnancy. Some of the members of this planning group included teachers at the local high school, local teenagers and their parents, members of the clergy, counselors and school nurses, staff of the county health department, and members of youth organizations, service agencies, and other organizations that focus on youth issues.

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Convene a planning group in your community to design your action plan. This might be the same group of people who worked with you to decide your group's strategies and objectives. If you are organizing a new group of people, try to make your planning committee as diverse and inclusive as possible. Your group should look like the people most affected by the problem or issue.

Once everyone is present, go over your organization's:

- Vision
- Mission
- Objectives
- Strategies
- Targets and agents of change (e.g., youth, parents and guardians, clergy)
- Proposed changes for each sector of the community (e.g., schools, faith community, service organizations, health organizations, government)

Develop an action plan composed of action steps that address all proposed changes. The plan should be complete, clear, and current. Additionally, the action plan should include information and ideas you have already gathered while brainstorming about your objectives and your strategies. What are the steps you must take to carry out your objectives while still fulfilling your vision and mission? Now it's time for all of the VMOSA components to come together. While the plan might address general goals you want to see accomplished, the action steps will help you determine the specific actions you will take to help make your vision a reality. Here are some guidelines to follow to write action steps.

Members of the community initiative will want to determine:

- *What* action or change will occur
- *Who* will carry it out
- *When* it will take place, and for how long
- *What resources* (i.e., money, staff) are needed to carry out the change
- *Communication* (who should know what)

Self-check 4

Written test

Answer the following questions

Essay: -

1. *What is an action plan?*
2. *What are the criteria for a good action plan?*
3. *Why should you develop an action plan?*
4. *When should you develop an action plan?*



5.5. Reviewing business work practices

Once your business is established and running well, you may be inclined to let things continue to run as they are.

However, it's actually time to plan again. After the crucial early stages, you should regularly review your progress, identify how you can make the most of the market position you've established and decide where to take your business next. You will need to revisit and update your business plan with your new strategy in mind and make sure you introduce the developments you've noted.

This guide takes you through this essential process, detailing the stages you should go through to assess how well your business is performing, highlighting your strengths and areas that could be improved and suggesting the actions you need to take to implement the improvements that you've identified.

- Why it's vital to review the progress of your business
- Assess your core activities
- Assess your business efficiency
- Review your financial position
- Conduct a competitor analysis
- Conduct a customer and market analysis
- Use your review to redefine your business goals
- Models for your strategic analysis
- Breaking down your strategic review

Why it's vital to review the progress of your business

It's easy to focus only on the day-to-day running of your business, especially in the early stages. But once you're up and running, it can pay dividends to think about longer-term and more strategic planning. This is especially true as you take on more staff, create departments within the business, appoint managers or directors and become distanced from the everyday running of the business.

Reviewing your progress will be particularly useful if you feel:

- uncertain about how well the business is performing
 - unsure if you're getting the most out of the business or making the most of market opportunities
 - your business plan may be out of date, e.g. you haven't updated it since you started trading
 - your business is moving in a direction different to the one you had planned
 - the business may be becoming unwieldy or unresponsive to market demands
- It is also useful if you have decided that your company is ready to move on to another level.

Setting the direction

A clear business strategy will help to answer any concerns and show practical ways forward.

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Questions you might want to ask include:

- What's my direction? To answer this you need to look at where you are now, where you want to go over the next three to five years and how you intend to get there.
- What are my markets - now and in the future? Which markets should I compete in, how will they change and what does the business need in order to be involved in these sectors?
- How do I gain market advantage? How can the business perform better than the competition in my chosen markets?
- What resources do I require to succeed? What skills, assets, finance, relationships, technical competence and facilities do I need to compete? Have these changed since I started?
- What business environment am I competing in? What external factors may affect the business' ability to compete?
- How am I measuring success? Remember, measures of performance may change as your business matures.

It's doubtful whether you will be able to answer these questions on your own - involving your professional advisers, your fellow directors and your senior staff will all help to make your review more effective.

Self-check 5	Writing test
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Answer the following question

1. Why it's vital to review the progress of your business

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- short answer



Techniques for-preparing Action plan

Step 1- Define the Problem(s)

Step 2- Collect and Analyze the Data

Step 3- Clarify and Prioritize the Problem(s)

Step 4- Write a Goal Statement for Each Solution

Step 5- Implement Solutions: The Action Plan

Step 6- Monitor and Evaluate

Step 7- Restart with a New Problem, or Refine the Old Problem



LAP Test 1	Practical Demonstration
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Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 3-4 hour.

Task 1. prepare Action plan



Instruction Sheet

LG76: Implement and monitor plans

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Monitor implementation
- Develop implementation plan
- Relevant stakeholders

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to –

- Develop implementation plan in consultation with all relevant stakeholders
- Agree success indicators of the plan
- Monitor Implementation against agreed indicators
- Adjust implementation as required

Learning Instructions

1. Read the information written in the “Information Sheets”.
2. If you earned a satisfactory evaluation proceed to next module. However, if your rating is unsatisfactory, see your teacher for further instructions.
3. Read the “Operation Sheet” and try to understand the procedures discussed.
4. Practice the steps or procedures as illustrated in the operation sheet. Go to your teacher if you need clarification or you want answers to your questions or you need assistance in understanding a particular step or procedure
5. Do the “LAP test” (if you are ready). Request your teacher to evaluate your performance and outputs. Your teacher will give you feedback and the evaluation will be either satisfactory or unsatisfactory. If unsatisfactory, your teacher shall advise you on additional work. But if satisfactory you can proceed to the next Learning Guide.



Information sheet 1	Relevant stakeholders
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6.1. Relevant stakeholders

For projects that have environmental and social impacts, consultation will not be a single conversation but a series of opportunities create understanding about the project among those it will likely affect or interest, and to learn how these external parties view the project and its attendant risks, impacts, opportunities, and mitigation measures. Listening to stakeholder concerns and feedback can be a valuable source of information that can improve project design and outcomes and help a company to identify and control external risks. It can also form the basis for future collaboration and partnerships. For stakeholders, a company’s consultation process is an opportunity to get information, as well as to educate company staff about the local context in which a project will take place, to raise issues and concerns, ask questions, and potentially help shape the project by making suggestions for the company to consider and respond to.

FIVE STEPS FOR ITERATIVE CONSULTATION

The iterative nature of the consultation process is essential. Regardless of what stage of the project consultation is taking place, the basic steps in the process will essentially remain the same and can be repeated as needed over the life of the project.

1. Plan ahead

Before beginning a stakeholder consultation process, it is useful to think about who needs to be consulted, over what topics, and for what purpose? Getting clear answers for these questions up front can save you time, reduce costs, and help keep expectations in check. For projects with multiple stakeholder groups and issues, preparing a more formal Stakeholder Engagement Plan in advance

- **Requirements** – Are there requirements for consultation that need to be met at this stage of the process? These may be legal or regulatory requirements, internal corporate policy requirements or conditions of the lenders or shareholders.
- **Stakeholders** – Who are the key stakeholder groups that need to be consulted during this phase of the project? What are the likely issues that they will wish to discuss? What are their interests and why?
- **Scoping of priority issues** – Are there any high risk groups or issues requiring special attention at this stage? Are there vulnerable groups in the project area or topics that are



particularly sensitive or controversial? Advance planning may be required to tailor the consultation specifically to these needs.

■ **Techniques** – Which techniques and methods will be most effective in communicating with the different stakeholder groups? Traditional or customary means of consultation and decision-making may be relevant here. Consider using participatory methodologies where appropriate and engaging skilled practitioners to facilitate the process.

• **Responsibilities** – Who within the company (or externally) is responsible for what activities? Are timetables, responsibilities and lines of reporting for consultation activities clear?

• **Documentation** – How will the results of the process be captured, recorded, tracked, and disseminated?

Agreed indicators of success of the plan

Planning is mandatory for business success. Fail to plan and you plan to fail.

Planning is difficult because there is no immediate feedback as to its value. But if you think of starting and operating your business in the same way you might think about climbing a mountain, the purpose and advantages of planning become clearer.

When you start up the mountain you never know what to expect: sudden change in weather, lost or broken equipment, mistakes in maps, an injury. Planning for these eventualities will allow you to deal with them and still reach your objective in spite of temporary setbacks. On the other hand, lack of planning can spell disaster. The more careful the planning, the more likely problems will be anticipated and not allowed to interfere with your ultimate business objective.

Self check 1	Writing test
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Answer the following question

1. Write steps for iterative consultation?

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- short answer



Information sheet 2	Develop implementation plan
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6.2. Developing implementation plan

Business plan is a very well defined and structured document. It is written as a presentation to lenders, potential investors, and bankers in order to raise capital. As such, it is sort of an advertising document and, well, maybe tends to exaggerate a little.

Although many will argue the business plan is a planning document, it frequently is not because of these exaggerations. After a while YOU will start to believe the business plan ... even if you know that what is contained within the document is absurd in places. (Yes sir, there is no doubt about it, sales will easily double each year ... as long as we can obtain adequate financing.)

If your business is going to require investor capital at the onset, you will need that traditional business plan. But BEFORE you even get to this point, or if you are like so many of us and are starting a small business venture where little or no formal investment is needed, you need another plan ... A plan for YOURSELF ... A HONEST plan for you. You need a strategic plan.

THE STRATEGIC PLAN

A strategic plan is your plan for success. It will define your business mission, your present situation, and where you want to be in three to five years. A strategic plan, like the traditional business plan, should be well-structured, and include a number of short succinct statements covering the following areas:

- * Vision Statement
- * Mission/Purpose Statement
- * Scope of Business
- * Assumptions
- * Goals and Objectives
- * Risks
- * Strategies
- * Progress Reporting Methods

Every statement in your strategic plan will be important since it defines what your business will be, what your objectives are, and how you intend to achieve these objectives. If you find you cannot write about the areas that are about to be discussed, you need to stop and think carefully about your situation until you can. A strategic plan will allow you to anticipate problems and to make decisions that will help you meet your business goals and objectives. Without a clear goal in mind, the best decision may not be obvious and you are reduced to guessing.

VISION.

This is a short statement that defines your overall long term goal. This statement should define WHAT your business will be. It should be brief (20-30 words) and clearly define your customer



base and you're providing. Too specific and it's not much of a vision; too general and it's unattainable. Your vision should be something to strive for ... usually a multi-year effort.

Example: Build an automobile repair business, specializing in Porsche, that will gain a reputation for outstanding service within the community and will, first and foremost, always be responsive to customers' needs

MISSION/PURPOSE.

This is a definitive comment that tells WHY you are pursuing your vision. Why do you want to start a business? What do you have to give? Keep in mind that a lot of people have a vision but very few have a mission ... At least one they are willing to pursue (many people shared Martin Luther King's dream but he was the one who also had a mission to do something about it).

Example: Make use of my background and experience with Porsche automobiles to provide high quality repair and restoration services; to provide jobs for locally qualified individuals; to provide for my family's needs

SCOPE.

You must define the boundaries of your business. You cannot be everything to every-body. If the scope of your business is too narrow, the probability for success may be diminished due to the smaller number of potential customers. If the scope is too broad, you will never be able to focus on your objectives.

Example: We will provide our services for all Porsche automobiles with the exception of the 914 series. Our services will include general repairs and maintenance (less major body work), detailing, storage, rebuilding and restoring.

ASSUMPTIONS.

It is important to understand what specific assumptions you are operating under concerning your new business, since they determine and dictate how your business will grow and prosper. The more specific these assumptions are, the better. It may require a little research on your part to lay out these assumptions but the planning stage is the time to do it. It is difficult to give general examples, but in keeping with our Porsche repair facility, here are a few:

1. I will keep my present job for the next 12-months.
2. There is a significant number of Porsche facilities in the area and they are not perceived as doing a good job.
3. I will limit my involvement to 20 hours per week for the first 12-months.
4. I have fifteen customers that I can start with right now whose cars require major repairs.

GOALS & OBJECTIVES.

This is a specific list that should include items that can be measured in terms of accomplishment and attainment. Goals should be realistic and attainable within one to three years.

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1. Be able to quit my present job within 12 months.
2. Grow the business to generate \$150K gross sales in the first year of operation.
3. Add 100 new customers by the end of the first year of business.
4. Sponsor a racing team by the third year of business.

RISKS.

Identify as many risks as you can. This might be difficult since it requires some negative thinking, but it is important for you to consider the downside in your planning. You must identify as many specific risks to your proposed business as possible. By doing this, you can more easily plan to deal with the risks.

1. Possible damage or loss of tools, inventory, facility.
2. Loss of customers due to the competition.
3. Loss of employee(s).
4. Loss of an important supplier.
5. Loss of lease, requiring a new location and facility be found

STRATEGIES.

Your strategies are the methods you will use to achieve your goals and objectives in spite of the risks.

1. Sponsor a monthly "clinic" in which we will provide the use of my facility to members of the local Porsche club. (generates loyal customers)
2. Publish a monthly newsletter for all my customers. (excellent marketing), and use direct mail to identify potential customers.
3. Develop two reliable parts suppliers. (guard against loss of one)
4. Constantly reassess pricing with respect to the competition and your costs.
5. Be an employer worth working for ... treat my employees like the important asset they represent.

PROGRESS REPORTING.

A plan written and forgotten does not serve the purpose for which it is intended. Your business is dynamic - numerous variables that affect your business are changing constantly and your plan must reflect these changes and be updated or modified accordingly. Furthermore, you continually must assess your performance against the plan.

Revisit your strategic plan monthly and revise and update it as required. Your planning efforts, if carefully done in terms of assessing risk and the unexpected, should help you maximize your chances for success. You must constantly update your plan to ensure it is tracking changes that were not anticipated previously. If you find, by referring to your planning documents, you are not making satisfactory progress toward your goals, you must be ready to admit failure. Pull up stakes and cut your potential losses. Hanging on and watching your business slowly die does not do you or anyone else any good.

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Perform a post-mortem and assess the failure. What went wrong? Were the circumstances beyond or within your control? Could the event(s) contributing to the failure have been anticipated and possibly mitigated?

In the true entrepreneurial spirit, you will probably be involved in a new business venture sooner or later and you want to be able to take advantage of your previous experiences. By spending time performing a careful assessment of your failure, the lessons learned will be documented for future reference.

Lastly, be aware of this very important "planning for failure" truism: Pay yourself first or you may end up with nothing for your efforts.

Do not make the mistake of putting every dollar of profit back into your business. Your business may very well prosper for a number of years and then be plunged into sudden bankruptcy through no fault of your own. If this happens, and, if you have not planned ahead, you may very well have nothing to show for your time or efforts. Plan for this disaster by remembering that YOU are the business and deserve to be appropriately paid for your efforts. Never forget to pay yourself first. In bad times, the creditors may hound you, but they will wait.

Self check 2	T/F
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-True or False: Write TRUE if the statement is correct and write FALSE if the statement is wrong. (5pts. Each)

1. Business plan is a very well defined and structured document. It is written as a presentation to lenders, potential investors, and bankers in order to raise capital.
2. A strategic plan is not your plan for success

You can ask your teacher or trainer for the copy of the correct answers

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

I- T/F:

1. _____
2. _____



Information sheet 3	Agree success indicators
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6.3. Monitored implementation against agreed indicators

Performance indicators are measures of project impacts, outcomes, outputs, and inputs that are monitored during project implementation to assess progress toward project objectives. They are also used later to evaluate a project’s success. Indicators organize information in a way that clarifies the relationships between a project’s impacts, outcomes, outputs, and inputs and help to identify problems along the way that can impede the achievement of project objectives.

Why is performance monitoring indicators important?

In recent years several important studies—most notably the Portfolio Management Task Force Report and reviews by the Operations Evaluation Department (OED)— have found that the monitoring and evaluation of Bank-financed projects did not focus adequately on the factors that are critical for positive development impact. Both the task force and OED concluded that performance indicators should be integrated with the monitoring and evaluation procedures used by the Bank and its borrowers. The Portfolio Management Task Force Report (also known as the Wapenhans Report) analyzed the factors that affect the development impact of Bank operations.¹ As part of this analysis the task force focused on how evaluation methodologies, including the calculation of economic rate of return and the project rating methodology, were used during project appraisal and supervision to enhance the quality of Bank-supported projects.

Self-check 3	Written test
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Answer the following question

2. Why is performance monitoring indicators important?

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

I- short answer



Information sheet 4	Adjust implementation
----------------------------	------------------------------

6.4. Adjusting implementation

To enable University staff to implement reasonable adjustments in teaching and assessment, including modified examination arrangements, a student with a disability must identify himself or herself as such by:

- i. making an appointment in a timely manner with a Disability Advisor in the Disability Service to discuss the services and adjustments required, and
 - ii. providing a Verification and Impact Statement completed by a health professional, or any other documents specified by the Disability Advisor, at the meeting.
- b. The Disability Advisor will complete a Disability Access Plan in consultation with the student which will inform negotiations with relevant academic staff.
- c. The student must provide the Disability Access Plan to relevant academic staff in a timely fashion in order to enable adjustments to be implemented.
- d. Academic staff must implement reasonable adjustments to teaching and assessment, if requested by a student with a Disability Access Plan, in accord with that Disability Access Plan.
- e. When modified examination arrangements are required, the student must make an appointment with the Disability Advisor prior to the deadline specified by the Disability Service.

Self-check 4	T/F
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Answer the following question

1. A student with a disability must identify himself or herself as such by making an appointment in a timely manner with a Disability Advisor in the Disability Service to discuss the services and adjustments required.

Answer Sheet

Score = _____ Rating: _____

Name: _____

Date: _____

I- T/F:

1. _____



Operation Sheet-1	Monitoring and evaluation procedures
--------------------------	---

OPERATION TITLE: monitoring and evaluating operations

PURPOSE: To assure whether operations are performed as per the plan or not

CONDITIONS OR SITUATIONS FOR THE OPERATIONS:

Formal plan of the organization

Equipment = Computer, printer, , demonstration room.

Consumable materials = pen, pencil, paper, flip chart, marker

PROCEDURE:

1. Take standards(plan) Set by the organization
2. Measure the actual performance
3. Compare actual with the standards
4. Identify the reasons for deviation(if any)
5. Recommend remedial actions

PRECAUTIONS:

- Confidentiality
- Patience
- Reliability of the data

QUALITY CRITERIA:

- Applicability of recommended suggestions



LAP Test 1	Practical Demonstration
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Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 3-4 hour.

Task 1. monitor and evaluate operations



References and Manuals

1. <https://mncconsultinggroup.com/free-resources/white-papers/how-organizations-can-identify-areas-for-improvement/>
2. <http://www.fullsailpartners.com/fspblog/key-performance-indicators-vs-benchmarking>
3. https://www.tutorialspoint.com/management_concepts/benchmarking_process.htm
4. <https://www.nap.edu/read/22668/chapter/5#11>



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