

A MAP OF THE PROCESS

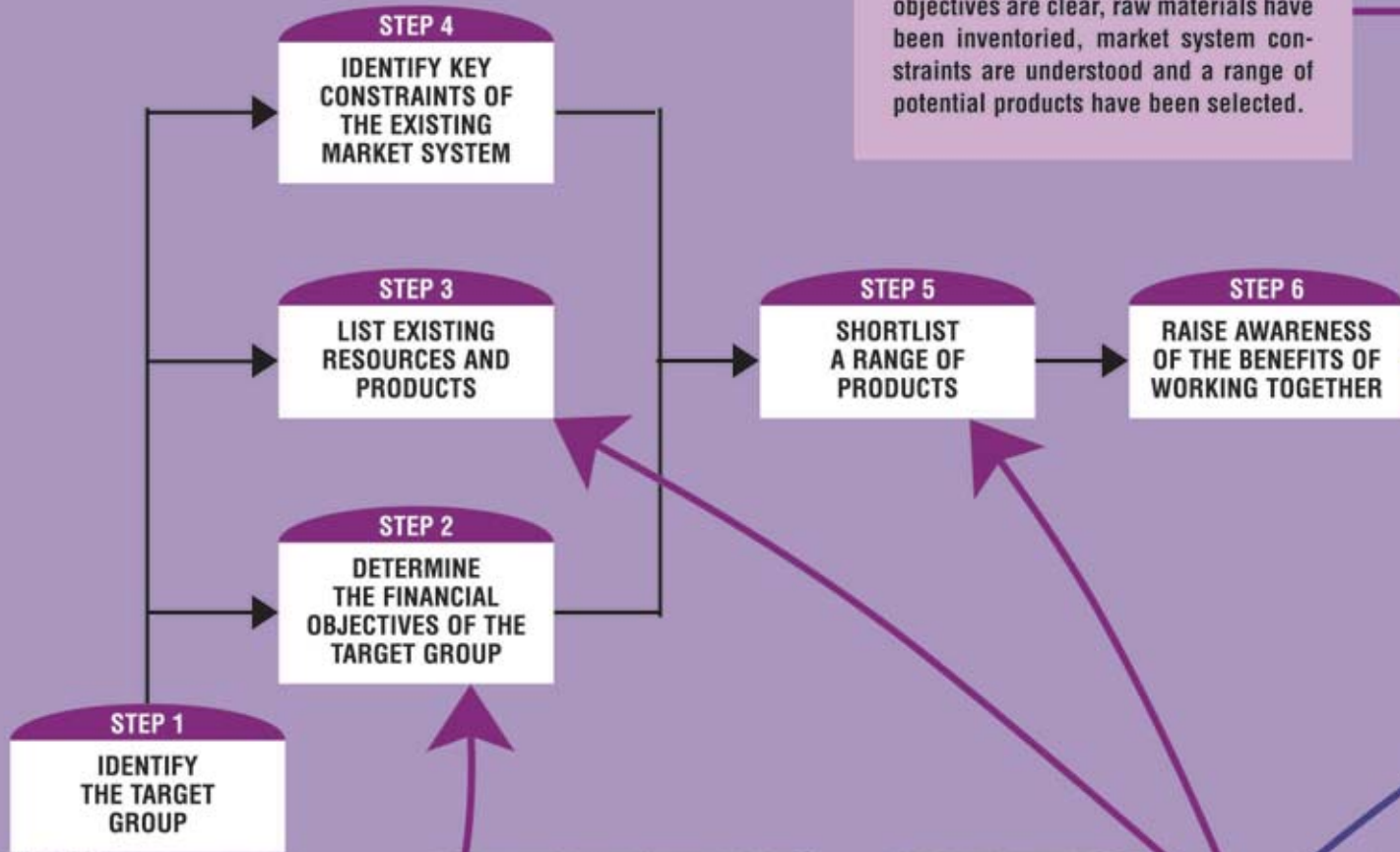




PHASE 1

ASSESS THE EXISTING SITUATION

You can skip Phase 1 completely if the target group is identified, financial objectives are clear, raw materials have been inventoried, market system constraints are understood and a range of potential products have been selected.



You can start here if the target group is clear, but you need to identify the products.

You can skip these steps if the most promising products have been identified.





PHASE 2

IDENTIFY PRODUCTS, MARKETS AND MEANS OF MARKETING

STEP 1

ANALYSE THE
FOUR AREAS OF
ENTERPRISE
DEVELOPMENT

STEP 2

SELECT
THE MOST
PROMISING
PRODUCTS

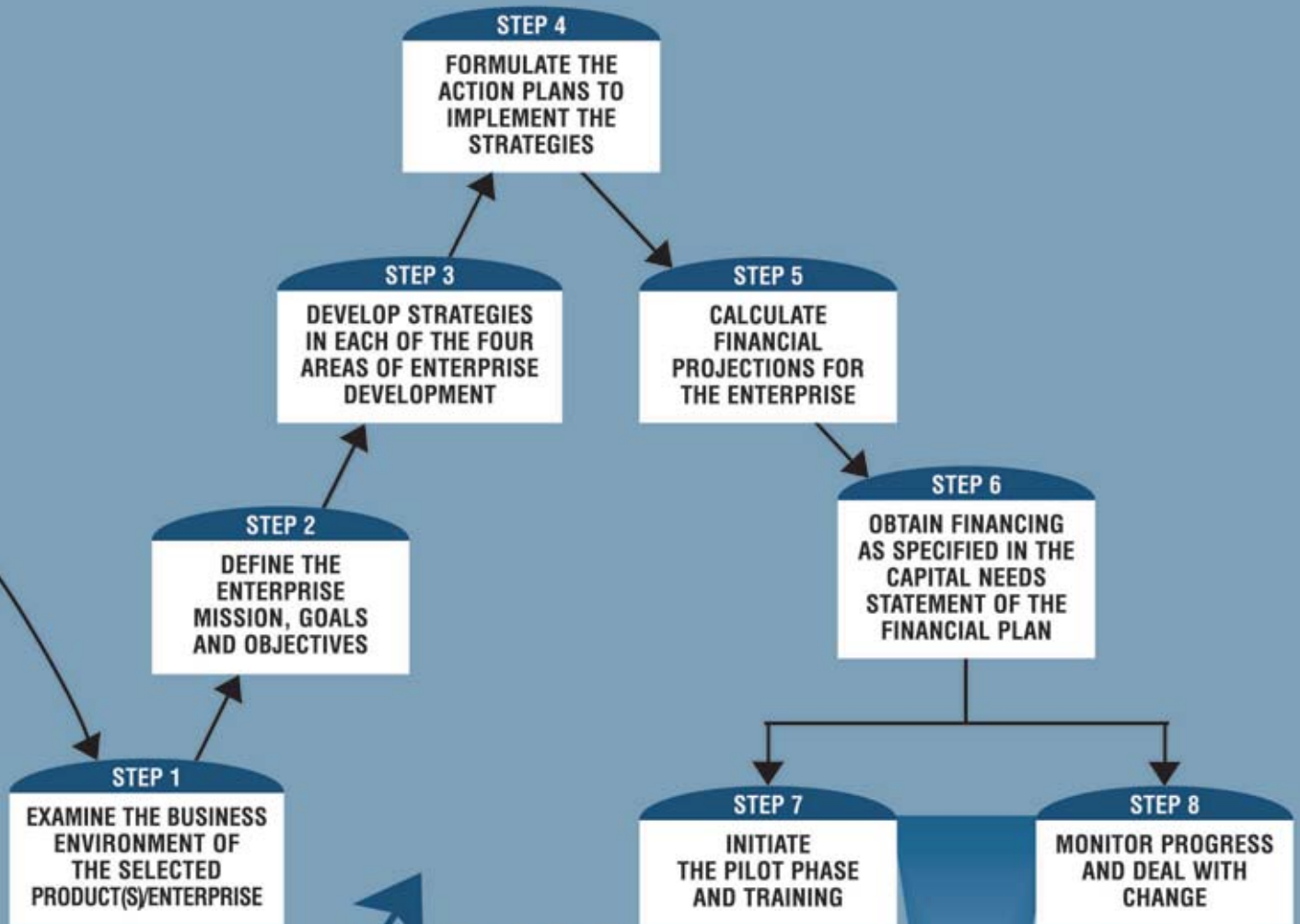
STEP 3

CREATE INTEREST
GROUPS
FOR THE SELECTED
PRODUCTS



PHASE 3

PLAN ENTERPRISES FOR SUSTAINABLE DEVELOPMENT



Once an enterprise has been established, Phase 3 can be repeated for routine monitoring and planning.

IMPLEMENT THE TREE AND FOREST PRODUCT ENTERPRISE FOR SUSTAINABLE DEVELOPMENT

Market Analysis and Development (MA&D) provides a framework for planning tree and forest product enterprises. It is a step-by-step process, arranged in three phases, and it uses a series of general tools that have been, or can be, adapted to achieve specific results in the development of enterprise ideas. MA&D is an innovative process that systematically considers social and environmental concerns alongside the technological, commercial and financial aspects of enterprise development.

There are three phases in the MA&D process, as follows.

Phase 1: Assess the existing situation

Understand the issues, define the problems and opportunities, and shortlist a range of products.

Phase 2: Identify products, markets and means of marketing

Decide on the best products and gather information for their further development.

Phase 3: Plan enterprises for sustainable development

Formulate an enterprise development plan and prepare for implementation.

Entry points to the process

Generally, it is necessary to go through all steps in each phase of MA&D, and each phase should be completed before the next phase is undertaken.

However, in some situations, it is possible to enter the process at different points.

- If the target group is identified, but the products/enterprise ideas are not identified, it is possible to start at Step 2 of Phase 1.
- If the products/enterprise ideas have been clearly identified, but the target group is not clear, it is possible to skip Step 3 and Step 5 of Phase 1 and Step 2 of Phase 2.
- If the target group is identified, the financial objectives of group members are clear, they have already inventoried the raw materials, they have understood the key constraints of the market system, and have selected potential products on which to base their enterprises, then it is possible to skip Phase 1 altogether and begin the process at Step 1 of Phase 2.

After completing the three phases, it is necessary to repeat Phase 3 for routine monitoring and planning.



