FARMER'S PRIDE INTERNATIONAL

Milestone 5

Markets, Leadership and Bioeconomy

Build credible buyer relationships and lead a responsible enterprise



Illustrative learning scene. Image credits are on the references page.

PRACTICAL STUDY MANUAL

Edition 1.0 | 25 October 2026

HOW TO USE THIS MANUAL

Learn, practise, record, improve

Use this practical manual alongside your enrolled lessons and tutor instructions. It supports the milestone theme; it does not replace the complete Academy curriculum.

Work through one lesson at a time. Complete the activity using your own enterprise or the clearly labelled teaching example. Keep dated notes and discuss uncertain technical decisions with a suitable local adviser.

By the end, you should be able to:

- Prepare a product offer supported by evidence.

- Compare buyer and market requirements without assuming acceptance.

- Plan a transparent group delivery and settlement process.

- Evaluate a new value-chain opportunity using a small trial.

The self-check is for practice. Your programme's official assessment and certificate requirements remain separate from these exercises.

LESSON 1 OF 6

Define a credible product offer

Describe the product precisely: crop and form, intended use, origin, available quantity, packing, delivery window and quality evidence. Distinguish current stock from future capacity. Include only certifications and test results that actually apply to the product and supplier.

Use a concise product sheet and dated photographs of representative material. Ask the buyer what information they require before sending samples. Keep claims about quality, sustainability or traceability linked to records. A clear modest offer is more useful than an ambitious statement that cannot be delivered.

Try it in practice

Write a one-page offer for a product you can describe accurately. Mark every statement that still needs evidence.

LESSON 2 OF 6

Check requirements in the destination market

Selling into a market involves both official requirements and the buyer's commercial specification. These are not interchangeable. Product classification, intended use, testing, labelling, plant-health requirements and import procedures can differ by product and destination.

Confirm current requirements with the relevant authorities, buyer and competent logistics or compliance advisers before shipping. Do not assume that a buyer conversation or a previous shipment covers a different crop or product form. Keep a dated requirements checklist and record who confirmed each item.

Try it in practice

Choose one intended market. Prepare questions for the buyer and for the relevant official authority, keeping the two lists separate.

LESSON 3 OF 6

Agree the commercial handover

Before accepting an order, confirm product specification, quantity, price, currency, packaging, delivery responsibility, inspection, rejection procedure and payment terms. Record the agreed version and the people authorised to approve changes.

Shipping terms allocate responsibilities but do not by themselves settle every question about quality or payment. Obtain appropriate advice for an actual contract. For a training exercise, focus on identifying unanswered questions and the records required at each handover. Do not promise a delivery date that depends on unconfirmed resources.

Try it in practice

Build an order checklist. Highlight the three terms most likely to cause a dispute if they are left unclear.

LESSON 4 OF 6

Lead with transparent evidence

Good leadership makes decisions understandable. Keep meeting notes, explain priorities, disclose relevant conflicts of interest and let members check their delivery and settlement records. Give different members a practical opportunity to contribute.

Use a few meaningful indicators, such as accepted deliveries, on-time payments, resolved complaints and completed actions. Report both progress and setbacks. Separate targets, estimates and achieved results in every report. A team learns faster when people can raise problems without having to hide them.

Try it in practice

Prepare a short monthly report with three results, two problems and three next actions. State the source of every number.

LESSON 5 OF 6

Test a bioeconomy opportunity

A bioeconomy opportunity uses biological resources, products or processes to meet a need. A residue stream may be useful, but it is not automatically a safe, legal or profitable input for another business. Identify the customer, required specification, collection cost and processing needs.

Test the idea with a small documented trial. Consider competing uses of the material, soil needs, contamination risks, energy and transport. Avoid claims such as zero waste or carbon neutral unless the scope and evidence support them. The goal is an enterprise that works in practice and uses resources responsibly.

Try it in practice

Choose one by-product. Map its current use, a proposed new use, the customer, extra costs and the evidence needed before selling it.

LESSON 6 OF 6

Build relationships through reliable delivery

After each delivery, compare the agreed order with what happened. Review quality acceptance, missing documents, delays, complaints and payment. Ask for specific feedback and record the response. Use the result to improve the next batch.

Do not expand solely because one sample was praised. Check repeat demand, production capacity, working capital and quality consistency. Maintain a realistic alternative market strategy rather than assuming that every quantity produced will find an export buyer.

Try it in practice

Create a delivery review template and define who responds to a customer complaint, by when and with what evidence.

WORKED EXAMPLE - ILLUSTRATIVE ONLY

Compare two offers on a consistent basis

For a hypothetical 500 kg order, Buyer A offers USD 4.00 per kg with USD 250 delivery cost and payment after 30 days. Buyer B offers USD 3.60 per kg, collects the product and pays on collection. Other costs and risks are excluded from this teaching example.

1. Buyer A: 500 x 4.00 - 250 = USD 1,750 before other costs.

2. Buyer B: 500 x 3.60 = USD 1,800 before other costs.

3. The lower quoted unit price produces USD 50 more in this limited comparison.

4. Compare specifications, rejection terms, reliability and cash timing before deciding. The calculation alone does not establish which buyer is preferable.

What to take into your own plan

Compare the complete relevant offer, not only the headline price. Keep assumptions and exclusions visible.

PRINT AND COMPLETE - WORKSHEET 1

Buyer and leadership readiness worksheet

Name: _____ Date: _____

1. Product, stock and evidence

2. Buyer and destination market

3. Official requirements to confirm

4. Commercial terms and responsibilities

PRINT AND COMPLETE - WORKSHEET 2

Buyer and leadership readiness worksheet

Name: _____ Date: _____

5. Group delivery and settlement method

6. Complaint and change procedure

7. New opportunity and small trial

8. Monthly results, problems and actions

YOUR NEXT 30 DAYS

Turn learning into a small, useful result

Week 1 - establish the starting point

Complete the worksheet using dated observations and records. Mark facts, estimates and unanswered questions separately.

Week 2 - test one improvement

Choose one feasible action from the lessons. Name an owner, a completion date and the evidence you will collect.

Week 3 - check the result

Compare the result with your starting assumption. Record what changed, what did not and what else may have influenced the outcome.

Week 4 - share and decide

Discuss the evidence with your team. Keep, change or stop the action and record the next step.

Keep an evidence folder: completed worksheets, dated records, relevant photographs, calculations and a short reflection. Use permission before recording or sharing another person's information.

SELF-CHECK

Test your understanding

1. Are buyer specifications the same as official import requirements?

2. What is the difference between capacity and stock?

3. Why report setbacks?

4. Is every crop residue a saleable product?

5. What should follow a delivery?

Write your own answer before reading the next page. Use the lesson activities to explain how you would apply the idea in a real enterprise.

SELF-CHECK ANSWERS

Compare and improve your reasoning

1. Are buyer specifications the same as official import requirements?

No. Check both separately.

2. What is the difference between capacity and stock?

Capacity describes potential production under stated conditions; stock is material currently available.

3. Why report setbacks?

They allow the team and partners to make decisions using a complete picture.

4. Is every crop residue a saleable product?

No. Customer demand, safety, suitability, logistics and costs must be checked.

5. What should follow a delivery?

A documented review of acceptance, documents, timing, feedback and payment.

SOURCES AND IMAGE CREDITS

Continue learning from reliable references

These references support the concepts used in the manual. Follow local requirements, product-specific guidance and the instructions of the relevant laboratory, authority or qualified adviser when applying technical practices.

ITC/PTB: Export Quality Management guide

Open reference: www.ptb.de

United Nations iLibrary: Standards for food and agricultural exports

Open reference: www.un-ilibrary.org

FAO: Training of Farmers Programme

Open reference: www.fao.org

Image credit

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