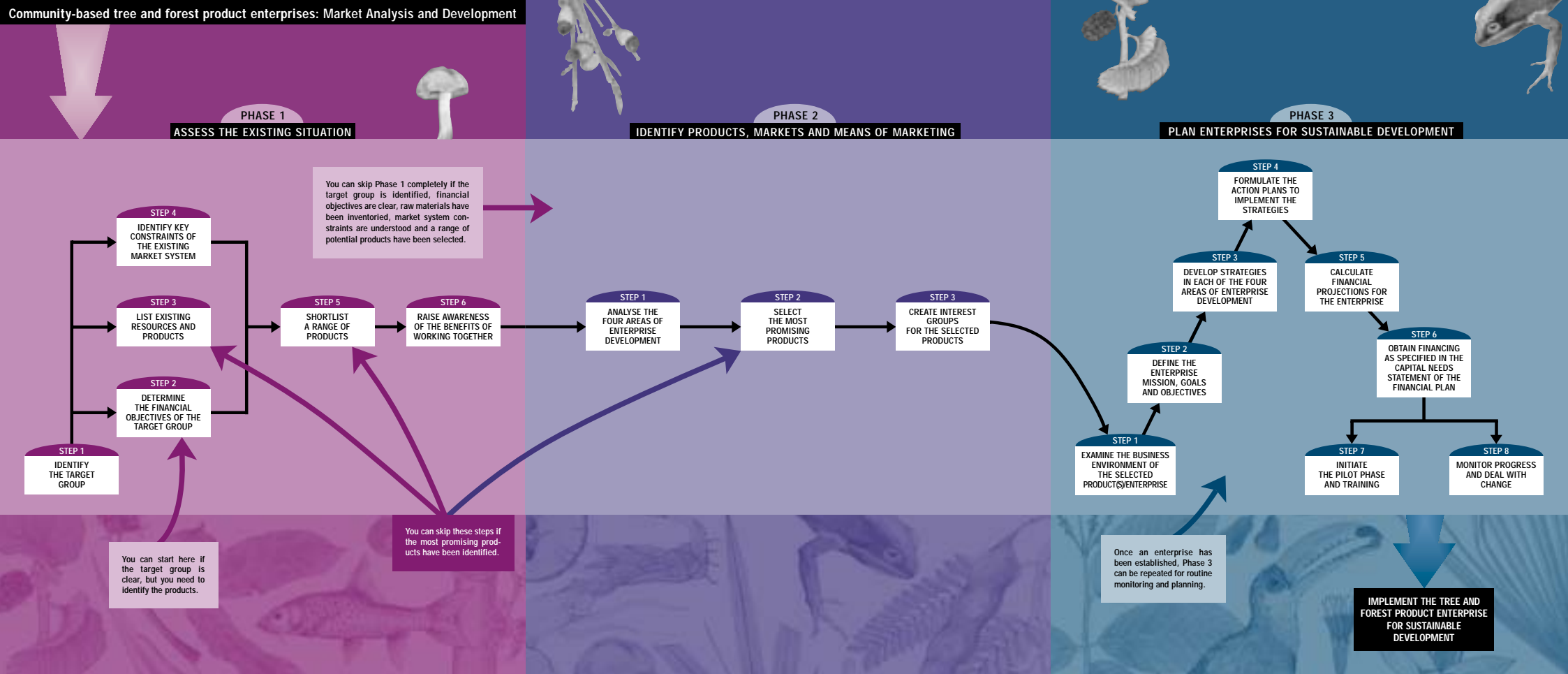


Community-based tree and forest product enterprises: Market Analysis and Development



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.



A MAP OF THE PROCESS

