



Latino Economic
Development Center
Centro para el Desarrollo Económico Latino



MEAT PROCESSING LEADERSHIP AND BUSINESS MANAGEMENT MANUAL

A training manual for apprentices wishing to own and operate their own butcher and meat processing business. The focus is training for Latino entrepreneurs.

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LEADERSHIP

LEADERSHIP

1. LEADERSHIP - PART 1

Simply put, leadership is the ability that a person has to lead a group of individuals, transforming them into a team that generates results. A leader has the ability to motivate and influence followers so that they willingly and enthusiastically contribute to achieving the goals of the team and the organization. For entrepreneurs, it is important to know and apply the concept of leadership, as it is what makes all the difference in an organizational environment, but it is worth remembering that being a boss is not being a leader.

Leading is a complex task. As a good leader, in addition to having technical skills to manage employees and the team, you must also have the ability to develop those you lead, meeting personal and professional expectations. As a leader, you also are responsible for aligning the interests of those you lead with the interests of the organization. Members of your team should be able to easily identify those interests, and put themselves into action to promote those interests.

A great quality of an effective leader is knowing how to earn the respect of the team through influence. This respect is not earned through their inherent position, but through sensitivity to what is right and fair. The leadership style.



LEADERSHIP

COMMUNICATION SOLUTION VISION PARTNERSHIP DIRECTION STRATEGY TEAM WORK GOAL

Whereby everyone is treated fairly and equally creates a sense of security. This can be constructive and a leveling factor in the work environment.

Many characteristics differentiate a leader from a boss. The latter usually just delegates tasks. The authoritative tone that the word “boss” brings can demotivate a team and compromise its productivity. It imposes and can encourage a singularly profit-driven goal. . This person is feared, not respected; treats employees as subordinates, and does not consider the collective well-being. A leader motivates and always shows the best path to be followed. Leaders are respected, not feared, and know how to share responsibilities. They are always willing to help, discover talents, and to share mistakes and successes.



CHARACTERISTICS OF A LEADER

Now that we've discussed what it means to be a leader, we need to understand the characteristics of a leadership mindset so that we can build on the characteristics we already have and create the ones we feel necessary.



1 - Strategic and amplified vision

It is important for a leader to have an amplified vision not only for the present, but for the future as well. Leaders should be able to communicate that vision and guide people to it.



2 - Creativity and Innovation

Creativity is something that already exists inside our mind. For leaders, this creativity needs to be aimed at channeling actions towards innovation.



3 - Continuous improvement

if you are a leader, you will not wait for other people to find the solution to a problem.



4 - Emotional intelligence

According to Srivastava (2013), emotional intelligence can be described as the ability to understand yours and other people's emotions and to use this to guide your actions and decisions. Emotional intelligence is indispensable for dealing with difficult situations.



5 - Dream big

It is the leader's vision that will make other people follow him, so you should dream as big as you can!



6 - Calculate risks

It is important for leaders to calculate the risks of opportunities that come their way without ever being afraid of making mistakes and testing those opportunities.

LEADERSHIP AND ENTREPRENEURSHIP

Entrepreneurship is a term widely used in the business world and is often related to the creation of new companies or products. This is because entrepreneurship means solving a problem or complicated situation for yourself and other people. Entrepreneurship is also about adding value to something that already exists, or knowing how to identify opportunities and turn them into a profitable business.



Entrepreneurship is essential, because it is through this concept that companies seek innovation and are concerned with transforming knowledge into new products. Being a successful entrepreneur is believing in your leadership ability, being motivated, having the ability to plan for the long term and maximizing your performance in the short term.

Inspiration lights up the desire in someone's head to go as far they can and achieve everything they can achieve. In the workplace, inspiration will make the team much more productive. Leaders, when well defined for everyone in a company, manage to work on skills and highlight the role of each one in a team. The leader knows the ins and outs of their team.

While they have some components in common, the roles played by leaders and entrepreneurs are not the same. Entrepreneurs can be considered leaders who take initiative and risks to make money. A leader is someone who guides and inspires others. Leadership is associated with the conceptual components related to people; entrepreneurship is more linked to the search for independence through the exploration of opportunities in the market. Even with these differences, entrepreneurship and leadership always go together.

Entrepreneurship is not seen as something necessary for good leadership, but leadership is essential for the success of the entrepreneur.



In the same way as the leader, the entrepreneur has to make all their subordinates or employees understand the importance of their own individual impact on the company's development and how this relates to their personal development. It is about raising awareness and motivation without being authoritarian, getting what you need, but contributing to the growth of the organization, the employee and yourself.

IDENTIFYING THE OPPORTUNITIES

The entrepreneur knows how to identify opportunities and turn them into a profitable organization. They know how to determine which and how their products or services will be placed on the market, setting goals, initiating projects, controlling results, visualizing, and seeking the success of their enterprise. Whether in the digital, business, commercial, social, or other fields the entrepreneur ends up becoming a leader.

A good entrepreneur analyzes, identifies, defines, decides, and monitors the performance of their business. They discover pitfalls and implement new directions in search of effective results and opportunities.

TIPS FOR BEING A GOOD ENTREPRENEUR

Value the people who work with you

Welcome their opinions and suggestions. Show that their skills are valuable to the company by highlighting the strengths of their work. If something isn't right, point it out and try to come up with a solution. Fellowship in a team must be applied in good times and bad.

Foster a Sense of Union

An employee who does not feel like part of the team tends to be demotivated. Everyone must be equally welcomed so there is a positive organizational climate where everyone feels active within the team. Integrate departments so that there are no cliques. Ensure your team is consistently aware of the company's goals and strategic decisions and how they are a fundamental part of the company.

Challenge Your Team

Over time, employees begin to get tired of doing the same job over and over again. A good employee likes to show their potential, so you should challenge them so that his talents are put into practice, otherwise, competition can take them away from you.

Offer Feedback

If you appreciate your team's ideas, set tasks, and launch challenges but forget to give feedback, no one will know what went right or wrong. Communicate praise publicly and failures privately, always remembering that the company will work to turn things around. In addition, you should consider that people can take criticism differently. When giving feedback, it is important to maintain a healthy ratio between praise and criticism so the person doesn't feel discouraged to improve their work.

TIPS FOR BEING A GOOD ENTREPRENEUR**Ensure Proper Training**

Without proper training, it is difficult to find direction or motivation in the team. In addition to formal training, encourage employees to take webinars, courses, etc. that contribute to personal and professional development.

**Lead by Example**

One reason employees leave a company is lack of competence in their leader. It's demotivating to follow orders from someone who does not set an appropriate example. . Be the professional you want the team to be!

**WHY IS
MINDSET
IMPORTANT?**

Our mind can be a friend or an enemy in our pursuit for success. To develop a successful mindset, we need to know and recognize our strengths and flaws, recognize our fears and limitations, and create ways to work with them.

Our entrepreneurial journey starts when we decide to build the entrepreneurial mindset, and a business only thrives if its manager is able to grow personally, emotionally, and financially. These principles all work together. We need to accept growth and let go of everything that limits it: ego, comparison, anger, or even people who bring us down.

It's helpful to create daily moments of personal well-being. It's important to concentrate and get to know ourselves.

EXERCISES



X-RAY SELF-AWARENESS EXERCISE

Answer the following questions and reflect on your answers

WHY DO YOU WANT TO BE AN ENTREPRENEUR?

- write here

WHAT DO YOU WANT TO ACHIEVE WITH YOUR ENTREPRENEURIAL JOURNEY?

- write here

WHAT IS SOMETHING THAT COULD BE A BARRIER FOR YOU TO ACHIEVE YOUR GOALS IN YOUR ENTREPRENEURIAL JOURNEY?

- write here

WHAT ARE YOUR THREE BIGGEST STRENGTHS AND YOUR THREE BIGGEST FLAWS?

- write here

EXERCISES

**X-RAY SELF-AWARENESS EXERCISE**

Answer the following questions and reflect on your answers

HOW DO YOU USUALLY REACT IN A CHALLENGING, DIFFICULT OR TRAUMATIC SITUATION? AND HOW WOULD YOU LIKE TO REACT? WHAT CAN YOU DO TO DEVELOP THIS?

- write here

HOW DO YOU THINK YOU DEAL WITH NEGATIVE FEELINGS LIKE ANGER, REJECTION, BETRAYAL, ETC.? AND HOW WOULD YOU LIKE TO DEAL WITH THEM?

- write here

LIST FIVE PEOPLE IN YOUR NETWORK THAT CAN SUPPORT YOU AND HOW EACH ONE COULD DO THAT.

- write here

EXERCISES



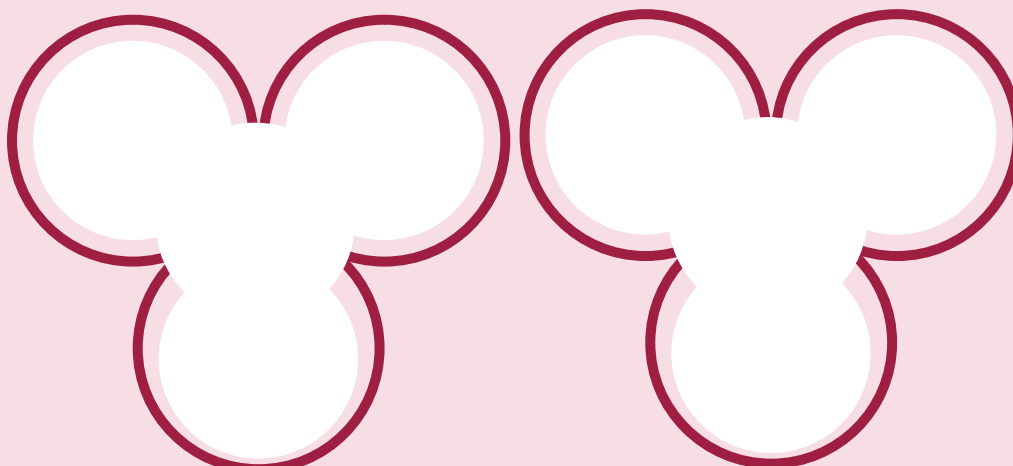
PERSONAL GUIDE TO SUCCESS

Create an ecosystem of entrepreneurial information around you. As an entrepreneur, you can discover your preferred way of studying and creating a taste for learning through different sources available, such as books, podcasts, or the internet. List three steps that you will take to create your learning ecosystem.

EXAMPLE



YOUR TIME



2. LEADERSHIP - PART 2

Now that we know why and how to be a leader/entrepreneur, let's begin to build a plan to bring our dreams into action.

MISSION, VISION AND VALUES

Defining the company's mission, vision, and values is a necessary action for entrepreneurs to plan innovative businesses, attract engaged employees, and be proud of their work. It serves to define the strategic direction of the company, from the operations to the company's strategy and motivation of the team. It is useful because it allows the entrepreneur to reflect about the role of their business in society and on the future of the company.

Before launching your business, you need to create guidelines that ensure everyone is moving in the same direction. From the beginning, this is how you define your company's way of thinking. Setting those guidelines help entrepreneurs anticipate problems, set limits, and minimize conflicts between the people who play important roles in your company.



MISSION

The Mission is what we do as a team. In practice, the mission describes the reason for the company to exist. And most importantly, it can change over time to adjust to different situations.

Good Examples of Missions



We aim to build a better world – helping people live better and renew the planet while building thriving, resilient communities.



Harley-Davidson believes the key to success is to balance stakeholders' interests through the empowerment of all employees to focus on value-added activities.



To enrich the lives of women and their families.



To empower every person and every organization on the planet to achieve more.



VALUES

Values are not intended for the market, they are intended for the team. Values are everything that is non-negotiable in your company, what you can or cannot do, your law. You have a mission and a vision of where you want to go, but that can never be at the expense of your values.

VISION

If Mission is what you do, Values are who you are, then Vision is what you want to achieve. In essence, the vision is the ultimate destination. It can be a moving target, but the vision must be clear. Of the three, Vision is the one that can change the most over time because once you've achieved what you set out to do, you can create new visions for yourself and your company.



BUT HOW DO MISSION, VISION, AND VALUES TRANSLATE INTO STRATEGY?

The strategy you create for your business is going to involve several concepts, such as people processes, strategy processes, and operation processes. When defining all of them, you must keep in mind your Mission, Vision and Values.



PEOPLE PROCESSES

They define how to choose and keep the right people in the right place in your business. They must have the Values needed to stay in tune with the organization, and grow with the organization. People processes involve making decisions about pay structures and defining how goals and compensation are linked. They also include HR practices,, which are built as



STRATEGY PROCESSES

They define the questions that matter and how you're going to build the answers. Strategy processes involve evaluating the market, gathering information from the competition, defining objectives inspired by the Vision, and breaking them down into goals. Thus, we connect people to business objectives.



OPERATIONS PROCESSES

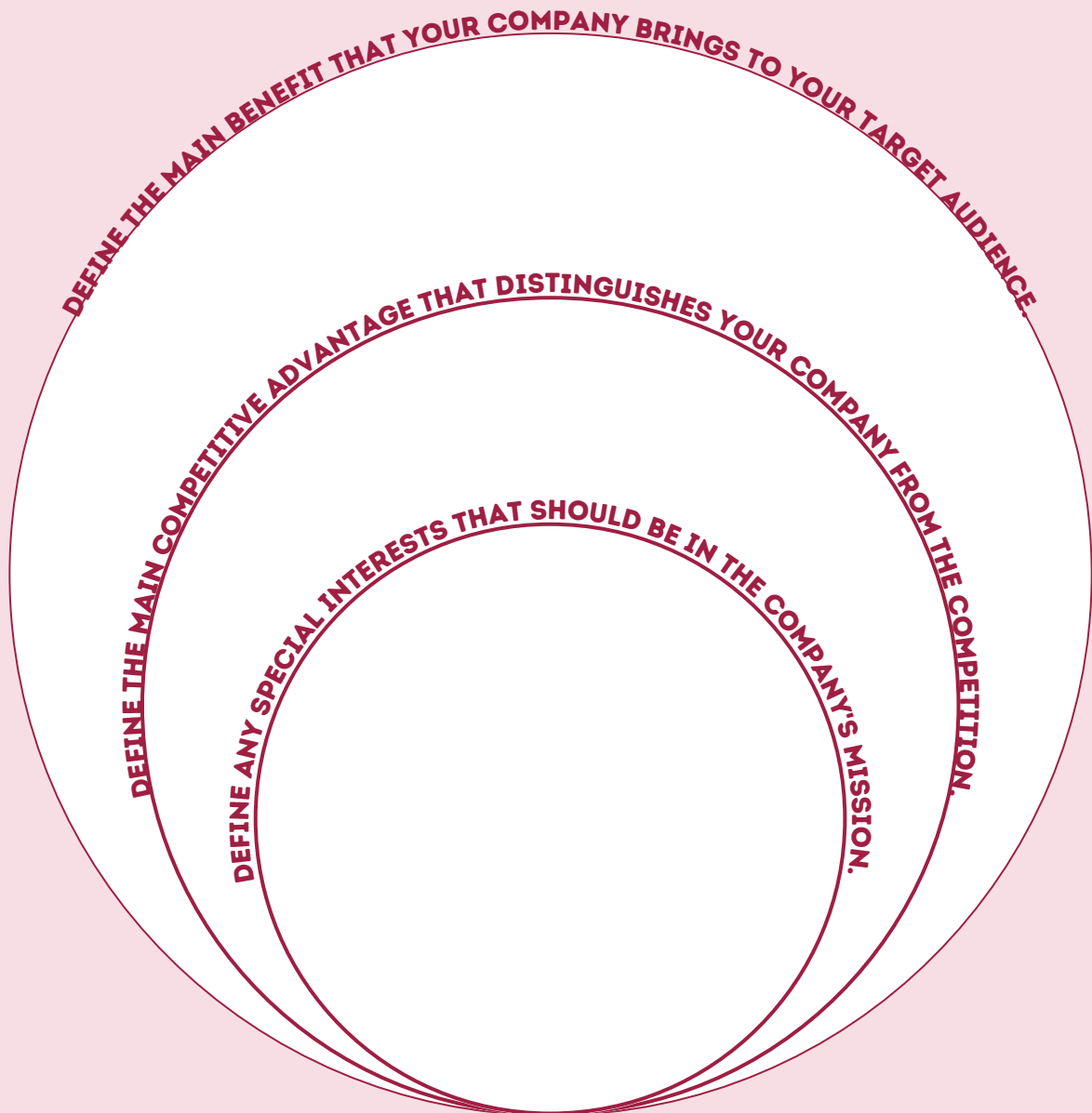
They are the day-to-day operations of your company. Operations processes are how strategy becomes action, indicators are monitored on a day-to-day basis, mistakes become lessons learned, and the how Mission is realized at the operations level.



EXERCISES



MISSION DEFINITION



WRITE A SHORT SENTENCE THAT PRESENTS THE BENEFIT, THE COMPETITIVE ADVANTAGE AND, IF APPROPRIATE, YOUR INTERESTS AS AN ENTREPRENEUR.

- write here

EXERCISES



VISION DEFINITION



SEE YOURSELF AND YOUR BUSINESS IN THREE OR FIVE YEARS. WHAT WOULD YOU LIKE YOUR COMPANY TO BE LIKE AT THE END OF THIS PERIOD?

- write here

IN THE ANSWER ABOVE, WOULD IT BE POSSIBLE TO DETERMINE SOME KIND OF EVALUATION INDICATOR OR NUMERICAL TARGETS THAT COULD BE ACHIEVED IN THIS PERIOD OF TIME?

- write here

PREPARE A STATEMENT STATING THE OBJECTIVE(S) THAT THE COMPANY WILL ACHIEVE DURING THE PERIOD.

- write here

EXERCISES



VISION DEFINITION

IF YOUR BUSINESS WAS A PERSON, WHAT VALUES WOULD YOU WANT IT TO BE KNOWN FOR?

- write here

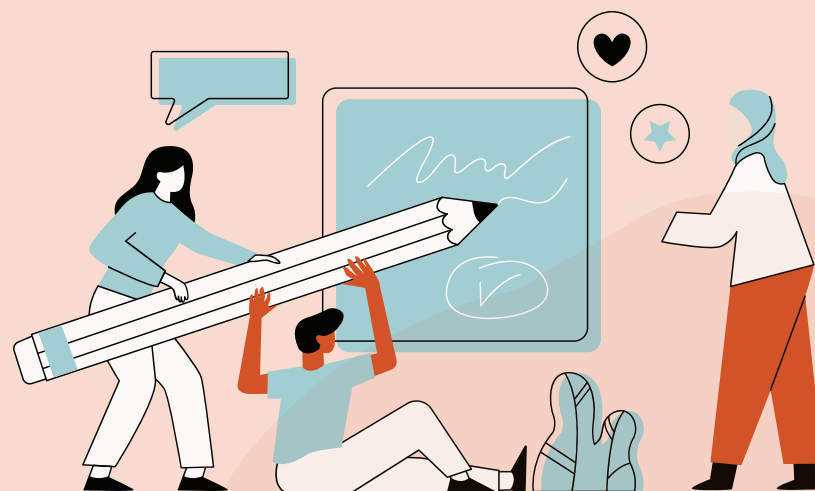
LIST OF VALUES

Timeliness	Teamwork
Persistence	Work-Life Balance
Dedication to the Excellence	Innovation
Growth Mindset	Ingenuity
Diversity	Work Smarter, Not Harder
Quality	Professionalism
Responsibility	Fame
Credibility	Power
Encouragement	Hard Work Ethic
Self-Motivation	Leadership
Service to Others	Learning From
Profit	Mistakes
Constructive Criticism	Problem-Solving
Management	Charisma
Consistency	Respect
Enthusiasm	Entrepreneurship
Achievement	Self-Development
Transparency	Dynamic Responses
Dependability	Tidiness
Fast Pace	Organization
Trial and Error	
Positive Impact	
Resourcefulness	
Coaching	
Mentorship	

COULD THIS LIST OF CHARACTERISTICS SERVE AS YOUR BUSINESS VALUES LIST?

- write here

BUSINESS



BUSINESS

3. BUSINESS PLAN

The business plan is the map of your business and how you and others will navigate the business. The business plan helps you and anyone who wants to know more about your business understand its components. It does not prevent you or anyone from getting lost throughout your business, but it reduces the risks of this happening and provides some guidance.

A business plan objective is to bring an overview of the business, guide actions that the entrepreneur will have to take and foreseeing possible errors and problems before they happen in real life.

The business plan is important for:

- Entrepreneurs starting their first business.
- Consolidated companies that plan to expand.
- Negotiating investments and raising funds.
- Improving internal communication and aligning objectives.

How to make a business plan

It is essential that the business plan is an accessible document for all those who are part of the company's management, written in a simple and objective way. The creation of a business plan is done in at least four basic steps:

- Start of planning
- Market analysis
- Marketing planning
- Operational plan

BUSINESS PLAN

Start of planning



Before starting any venture, it is important to put all the main points on the table. Will it be a physical or digital business? What will the taxation model look like? Will it be necessary to hire employees? What do you need to invest in before starting?

This is also the time to list your company's competitive differentials, that is, what will make your business stand out from your competitors. It may seem simple, but the beginning of the business plan is essential to identify, and avoid any practices that could lead your company to bankruptcy in a short time.

Market analysis

A Market Analysis is an assessment that allows you to determine how attractive a specific market is for your company. The Market Study can be conducted to assess the current market or observe new markets. It is also through the Market Analysis that current and future risks of expansion are detected.

How urgent is the market for your product or service? Do people really need it? For example, imagine an English school that wants to expand across the state. Competition for these courses is high, right? Perhaps, instead of renting spaces in other cities, the school can start expanding its range of activities: it can, for example, start offering in-company courses. It may be that the school's customers have much more urgency for classes within the company, than for courses in which they need to travel.

Custom inspected processors

Equal To/USDA inspected processors

Type of inspection

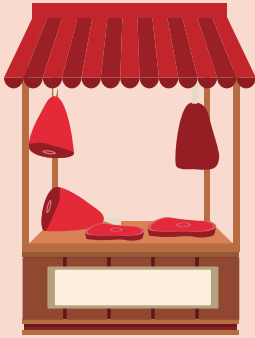
The first and most important decision for your meat processing business is to decide which type of inspection you want your business to under go. Your business can retail meat that have been approved, be exempt of everyday inspection or any of the two different types of daily inspections. There are many aspects that need to be considered for you to make this decision.

HERE THEY ARE SO YOU CAN KEEP THEM IN MIND:

Retail Exempt Processors

These businesses buy meat and poultry products from approved inspected sources (either FSIS or state inspected) and then sell these products at retail in their facility. Retail sales are sale to the final consumer. These operations are inspected by state food inspection programs and must meet Minnesota state regulations for producing food (MDA, 2023).

BUSINESS PLAN



Custom Exempt Meat Processor

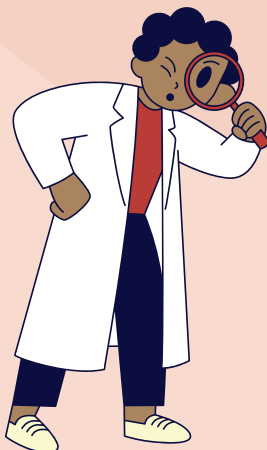
The custom exempt meat processor is defined in State and Federal law as a processor that does not require continuous inspection. Exempt meat processors only process meat for the owner of the animal (MDA, 2023). The meat or poultry cannot be sold and can only be consumed by the following:

- **The owner of the animal**
- **The owner's immediate family**
- **Non-paying guests**

Custom processed meat and poultry must be labeled with **"NOT FOR SALE"**. Businesses that operate under this exemption are inspected by the State Inspection Program on a regular basis, but not everyday. However, inspections of these operations are conducted less frequently than operations under continuous inspection. Custom exempt processors are expected to meet the same requirements for sanitation and construction as State and Federal plants must meet. If you want to create a custom exempt processor business in Minnesota, please visit: <https://www.mda.state.mn.us/food-feed/custom-exempt-meat-processing>.

Continuous inspections

Continuous inspection means that the business's process is inspected every day during operations to ensure they are producing safe food. Continuous inspection is required for any business that wishes to sell their products to other retail outlets such as grocery stores, restaurants, or other food service institutions. In a slaughter processing facility, every animal is inspected to determine that the meat comes from an animal free from signs of disease (MDA, 2023).



"Equal to" USDA Inspection Program or E2 Inspection

Minnesota is one of 27 states currently operating Meat and Poultry Inspection (MPI) programs that are considered at least equal to the federal meat and poultry inspection program (USDA). This means establishments in Minnesota's "Equal To" (E2) program can slaughter animals and process products to sell, distribute, and wholesale to any entity **within the state of Minnesota**.

BUSINESS PLAN

Retailers, restaurants, distributors, schools, food shelves and other entities can buy and serve meat and poultry from Minnesota establishments participating in the E2 program. Products from a Minnesota E2 plant contain a State of Minnesota symbol with the phrase inspected and passed, and the establishment number. When you see this, you can be assured that those products were inspected and passed under the same regulations and requirements that USDA uses to ensure the production of safe, wholesome products (MDA, 2023).

The Minnesota E2 program allows smaller slaughter and processing establishments to expand their marketing potential, work with smaller business within their community, and provide a service to the farmers in their area. It is also a very important part of strengthening and diversifying local food systems, local economic development, and helping consumers learn to know their local farmers (MDA, 2023).



USDA inspected processors (Federal inspection)

Businesses that want to produce and sell their products in **other states** and/or for export to **other countries** must be inspected by the United States Department of Agriculture (USDA) Food Safety and Inspection Service (FSIS). These businesses may slaughter their own animals or purchase their products from other FSIS/USDA inspected sources and further process these products under continuous inspection (MDA, 2023).

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BUSINESS PLAN



Market Size

This is a very important factor in a Market Analysis. The bigger the market, the better. This means that the company must offer products and services that stand out for as many clients as possible taking always into consideration the type of meat processing center you chose for your business.

Potential customers

Customer profile analysis is important to understand exactly who your business's target audience is, who will buy your product and what their buying habits are.

To define your target audience, try to answer a few questions, such as:

- Will customers be individuals or legal entities (other companies)?
- What gender, age group does your audience belong to?
- What is its economic power?
- How often does the public buy your product?
- What are the logistical issues that you should take into consideration to maintain your customer?

Competition

In addition to the target audience, competitors are another decisive factor for your business, as they can indicate what works and what doesn't work in your segment. When setting up your market analysis, find out who your direct competitors are and identify their strengths and weaknesses, such as the quality of the product or service, price, service, payment terms and what the differentials are.

According to the USDA (2011), due to the apparent need for more inspected meat processing plants to serve farmers, it is assumed there is little to no competition for custom processing plants in Minnesota. Most processed meat items being produced outside of this region that are similar to Minnesota products would be considered competition.



BUSINESS PLAN

Providers

Regardless of the area in which you are going to work, having good suppliers is essential to ensure the proper functioning of the business. Suppliers are other companies that will offer raw materials for your company, complementary services and even platforms for you to provide your service. In addition to the price and payment terms, it is important to pay attention to the quality of the product/service that the supplier delivers, the brand's reputation, delivery time, issuance of invoices, among other items.

Marketing planning

Every business plan needs a good marketing plan. It is at this stage that the entrepreneur will describe the activities and strategies to sell their product. Among the actions that must be developed by the marketing plan are the creation of the brand's visual identity, which communication channels and social networks will be used, where the product will be advertised, among other items. Nowadays, it is very important that entrepreneurs have complementary training to bring more success to their business. Investing in knowledge about digital marketing, for example, can provide the basis for developing a good marketing plan. A good marketing plan identifies unmet needs and wants. It defines, sizes and quantifies the identified market size and potential profit.



Strategies and budgeting

Print advertising in local newspapers would be advisable to let producers know of impending processing services. If plant-owned processed beef and pork is to be marketed through retail stores in the area, an attractive label should be produced for them. To enhance sales, point-of purchase promotional literature and signage may also be necessary.

Taking into consideration your audience, based on the type of meat processing you chose to be, it might be important to have an online presence so that your clients can find you.

BUSINESS PLAN

Operational plan

After planning the company's concept, it's time to describe how it will get off the ground. At the operational level, the entrepreneur must detail what is needed to sell the company's products or offer the company's services. Information such as workplace, materials and equipment used, production capacity, product delivery methods and storage methods must be part of the operational planning of the business plan. You should add photos, floor plans, a list of items present at the location, and anything else that can help detail the location.



EXERCISES

BUSINESS PLAN

Write 3 actions to start planning for each area of your business:

START OF PLANNING

- write here

MARKET ANALYSIS

- write here

MARKETING PLANNING

- write here

OPERATIONAL PLAN

- write here

BUSINESS MODEL CANVAS

What is a Business Model Canvas?

The Business Model Canvas, better known as Canvas, is a very useful tool for those who already have or are planning their business. It is a very efficient – and incredibly simple – solution that helps entrepreneurs better visualize the strategic issues of their business. Canvas's main objective is to structure an innovative business plan model, bringing practicality and especially dynamism in the analysis of organizations.



BUSINESS MODEL CANVAS

KEY PARTNERS



IDENTIFY YOUR COMPANY'S **KEY PARTNERS**. THIS CAN CONSISTS OF IMPORTANT SUPPLIERS IN YOUR SUPPLY CHAIN. WHAT KEY **RESOURCES** DOES THE COMPANY RECEIVE FROM THESE PARTNERS? WHAT **KEY ACTIVITIES** ARE PERFORMED BY THESE PARTNERS? THINK ABOUT WHY YOUR COMPANY WORKS WITH THESE KEY PARTNERS AND THE MOTIVATIONS BEHIND THEM.

KEY ACTIVITIES



WHAT SPECIFIC KEY ACTIVITIES ARE NECESSARY TO DELIVER YOUR **VALUE PROPOSITION**? WHAT ACTIVITIES SET YOUR COMPANY APART FROM OTHERS? CONSIDER HOW YOUR COMPANY'S UNIQUE DIFFERENCES IN ITS **REVENUE STREAMS**, DISTRIBUTION **CHANNELS**, OR **CUSTOMER RELATIONSHIPS**, DO YOU NEED TO PROCURE SPECIFIC NICHE RESOURCES? DO YOU NEED TO (STREAMLINE TO KEEP COSTS AND PRICES LOW.

KEY RESOURCES



WHAT SPECIFIC KEY RESOURCES OR ASSETS ARE NECESSARY TO DELIVER YOUR **VALUE PROPOSITION**? CONSIDER WHAT RESOURCES TO UR DISTRIBUTION CHANNELS AND REVENUE STREAMS MAY REQUIRE TO FUNCTION. ADDITIONALLY, THINK ABOUT WHAT RESOURCES ARE NEEDED TO MAINTAIN **CUSTOMER RELATIONSHIPS**. DOES YOUR COMPANY REQUIRE A LOT OF CAPITAL OR HUMAN RESOURCES?

VALUE



IDENTIFY THE CORE VALUE THE COMPANY PROVIDES TO CUSTOMERS WHAT EXACTLY IS THE COMPANY TRYING TO GIVE TO CUSTOMERS? WHAT PROBLEM IS YOUR COMPANY TRYING TO SOLVE AND WHAT NEEDS ARE YOUR COMPANY SATISFYING? HOW DO YOU OFFER SOMETHING DIFFERENT THAT SATISFIES THE DEMANDS OF YOUR **CUSTOMER SEGMENTS** (EX PRICE, QUALITY, DESIGN, STATUS)?

CUSTOMER RELATIONSHIP



WHAT TYPE OF RELATIONSHIP DO YOU HAVE WITH YOUR CUSTOMERS? HOW DO YOU INTERACT WITH CUSTOMERS AND HOW DOES THIS DIFFER AMONGST **CUSTOMER SEGMENTS**? DO YOU COMMUNICATE FREQUENTLY WITH YOUR CUSTOMERS? HOW MUCH SUPPORT DOES YOUR COMPANY PROVIDE?

CHANNELS

HOW DO YOU DELIVER YOUR **VALUE PROPOSITION**? HOW DO YOU REACH YOUR **CUSTOMER SEGMENTS**? WHAT CHANNELS ARE USED? CONSIDER YOUR SUPPLY, DISTRIBUTION, MARKETING, AND COMMUNICATION CHANNELS. ARE THEY WELL-INTEGRATED AND COST EFFICIENT? ARE THEY UTILIZED EFFECTIVELY?

CUSTOMER SEGMENT



IDENTIFY WHO IS YOUR **VALUE PROPOSITION** TARGETS. WHO ARE YOU CREATING VALUE FOR? WHO ARE YOUR MOST IMPORTANT CUSTOMERS? WHAT ARE THEY LIKE? WHAT DO THEY NEED? WHAT DO THEY ENJOY? WHAT IS THE CUSTOMER MARKET LIKE? ARE YOU TARGETING A SMALL NICHE COMMUNITY OR A MASS MARKET?

COST STRUCTURE

IDENTIFY THE KEY COSTS IN YOUR COMPANY'S BUSINESS MODEL. WHAT ARE THE MAJOR DRIVERS OF COSTS? HOW DO YOUR **KEY ACTIVITIES** AND **KEY RESOURCES** CONTRIBUTE TO THE COST STRUCTURE? HOW DO YOUR COSTS RELATE TO YOUR **REVENUE STREAMS**? ARE YOU PROPERLY UTILIZING ECONOMIES OF SCALE? WHAT PROPORTION OF COSTS ARE FIXED AND VARIABLE? IS YOUR COMPANY FOCUSED ON COST OPTIMIZATION OR VALUE?



REVENUE STREAMS

IDENTIFY THE WAYS YOUR **VALUE PROPOSITION** GENERATES MONEY FOR YOUR BUSINESS. DOES YOUR COMPANY HAVE MULTIPLE METHODS OF GENERATING REVENUE? WHAT IS THE PRICING STRATEGY FOR THE PRODUCTS OFFERED BY YOUR COMPANY? THROUGH WHAT CHANNELS DO YOUR CUSTOMERS PAY? DOES YOUR COMPANY OFFER MULTIPLE FARMS OF PAYMENT?



BUSINESS PLAN

PRational X Emotional

The left side is composed of the rational issues of the business, that is, the blocks that correspond to the operationalization of the company. On the right side, we have the blocks that correspond to the emotional aspects of the business, such as the value proposition. The two blocks at the bottom are everything related to the financial matters of the business.

Key Resources

The Resources component describes the MOST important resources needed to make your business model work. Every business needs a structure to function. Simple or complex, this structure will make your business viable. Different types of resources will be needed, but try to think of the main ones!

What key resources do you need to deliver your value proposition? For your channels? to maintain the relationship with your customers? Or generate revenue?



Key Activities

This block describes the most important actions your business must take to make the business model work. What key activities do you need to deliver your value proposition? To make your business operate successfully? Which ones are essential?

Key activities may be linked to your production, service provision or administrative tasks. Here what is important for you is to understand that these key activities are the main activities you need to do to make your value proposition possible for your customer.

BUSINESS PLAN

Key Partnerships

This block refers to the network of suppliers and partners, that is, companies, people, and entities that are your allies in optimizing and reducing business risk. Who are your main partners? Who are your main suppliers?

Any type of task or essential raw material provided by another company, and which guarantees the functioning of the Business Model must be listed in this block.

Remember: no one does anything alone. Identify who will be useful and can help you to optimize and reduce the risks of your business model and form your partnerships.

Customer segment

The Customer Segment is the block that defines the different groups of people or organizations that a company seeks to reach and serve. Who are you creating value for? Who are your most important consumers?

Here you need to define and segment your audience with as much information and detail as possible. This is essential for you to be able to have consistency in the development of the other blocks.

Tip: start by segmenting your customers in a macro way (gender, age, purchase power, region) and then create personas to better detail the behavior, pains and gains they seek when solving the problem you want to solve.



Value

This Business Model Canvas block describes the set of reasons why your customer will choose your product or service. Understand value here as a benefit, so it is essential that you know how to explain the benefits that your product or service generates for the customer.

What value/benefit do you deliver to your customer? What problem are you helping to solve? What needs of your customer do you propose to satisfy?

Values can be quantitative (eg, price, speed of service) or qualitative (eg, design, customer experience).

BUSINESS PLAN

Channels

The Channels component describes where your business communicates, distributes and sells the product or service to its customers. These Channels can be direct or indirect:

- Direct channels are those that are private: they are the channels of the business itself, such as, for example, your sales team, your store, your website;
- Indirect channels are those that do not belong to the company, that is, they are third-party channels. For example, distribution through wholesale, resale or third party websites.

As the name of the block already says, there are many channels. That is, for you to be able to communicate, distribute and sell your product or service, you need to be clear that it is necessary to build a mix of channels.

Tip: the shorter the path your customer needs to take to reach you, the better.

Customer relationship

What kind of relationship does your customer segment expect you to establish with them? How will you go about increasing your sales? How will you ensure that your customers won't leave you for your competitors?

In the Business Model Canvas, the Customer Relationship block describes the ways and means you will establish or maintain a relationship with your customers. These relationships can range from personal to automated and can also be motivated with the objective of winning your customer or retaining your customer to increase your sales. Some examples are personal assistance, automated services, and communities.

A rule of thumb is: It costs five times more to acquire a new customer than to keep an old one. Defining good relationship strategies is essential for customer retention.



BUSINESS PLAN

Revenue Streams

How much and how will customers pay for what you offer?

The Sources of Revenue block is the last block of the emotional aspects of our board. This block represents the money that your company will generate through the sale of your product and service, and also the ways in which you will capture that value.

What are your customers really willing to pay? What do they currently pay for? How do they pay? How would they prefer to pay? These are some questions that can help you think about your income sources hypotheses. You don't have to choose just one revenue source.

There are a number of revenue models that can be adopted and used together or in isolation. It all depends on your customers and your business model. Some examples are: sale of products, subscriptions, rents, licenses, auctions, etc. You can also tailor your services based on the different audiences you are going to serve. A butcher shop can easily have more than one customer type in a community and offer high-end cuts at premium prices, while providing lower cost cuts to a price sensitive audience.

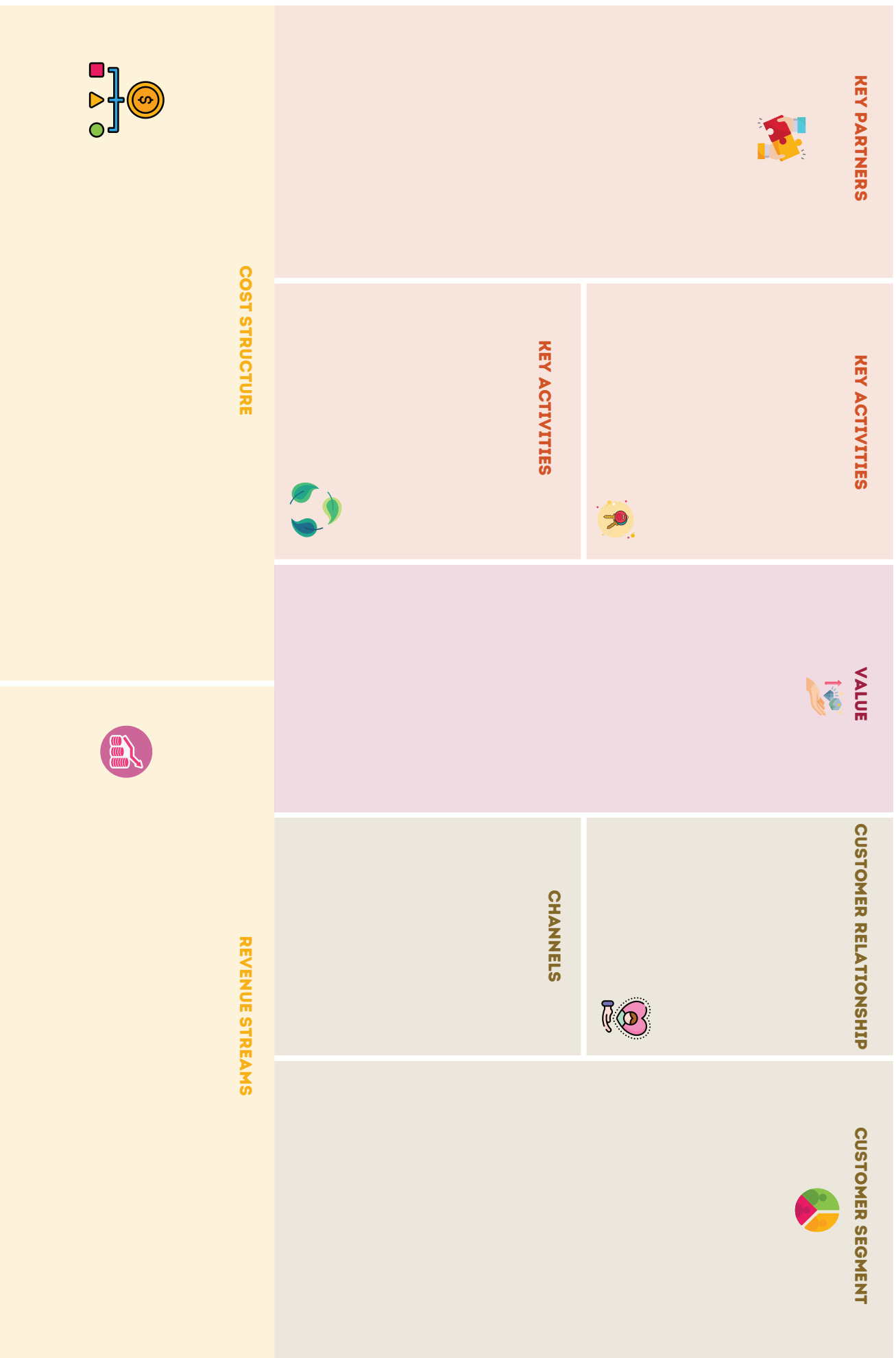
Cost Structure

For the most part, this block of the Business Model Canvas pertains to all costs involved in operating your Business Model. What are the most important costs in your Business Model? What key features are most expensive? Which key activities are more expensive?

These costs will come primarily from blocks of resources, activities, and key partnerships. Keep an eye on what is fundamental and essential for the viability of your business model. This framework is responsible for creating a revolutionary way entrepreneurs and companies start to build their new businesses.



BUSINESS MODEL CANVAS



PITCH

To pitch an idea is to present your business plan “Persuasively” summarized to other people.

Pitch types

See the most common scenarios in professional presentations.

Sales pitch

We can make short presentations so the interested party can see the impact of the product or service on their personal life, career, business, etc.

Investment Pitch

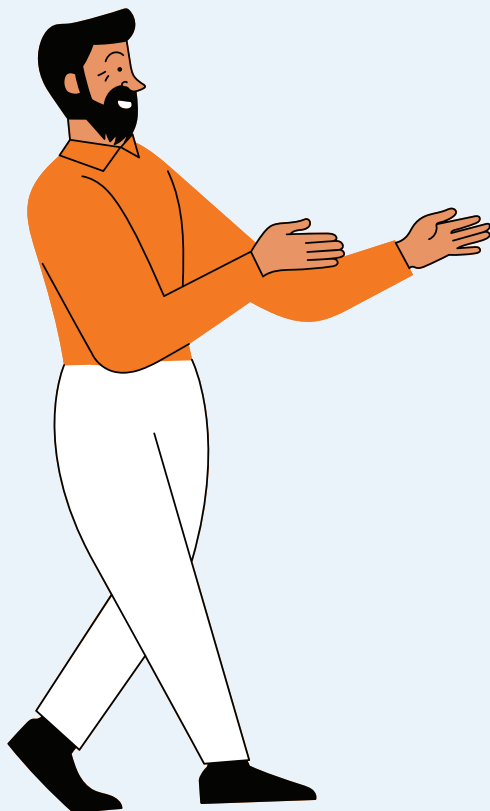
Another use for pitches is to gain investment or sponsorship. Here, the focus is usually on the opportunity and the return that the solution can deliver. The duration of sales and fundraising pitches depends on what was agreed between the parties, but they do not usually last longer than ten minutes.

Elevator pitch

The elevator pitch is restricted in terms of time, usually somewhere around 30 to 60 seconds. The idea is to be clear: a presentation that can be delivered in an elevator conversation.

One-sentence

The most challenging is perhaps to compose all the elements indicated in a single impact sentence. This is the role of the one-sentence pitch, which serves to arouse attention and interest in your idea.



What can't be missed:

1. What is the opportunity?
2. The market that you will interact with.
3. What is your solution?
4. What differentiates you from others?
5. A good story!

EXERCISES



PITCH

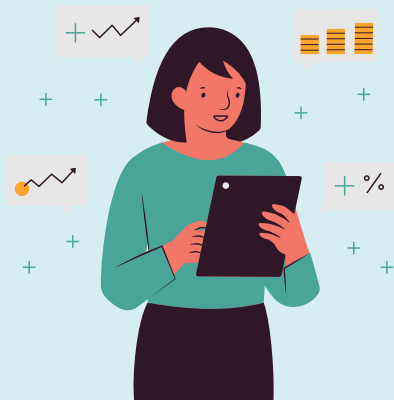


Where do you see your
business in 5 years?

How many people benefit from your business,
and what role will your business play in the
community in 5 years?

FINANCES

FINANCES



Now that you have started to build your business plan, let's talk about the finances. In this chapter we will discuss techniques, best practices, and strategies to keep the finances of your business in good standing. The chapter will include examples from the meat processing world.

To know all aspects of your business it is important to know some financial concepts that can help you know everything that happens in your business.

Revenue

Revenue is the money generated from normal business operations. For the purpose of this manual, let's assume that the primary income source of your business is selling meat processing services. This being the case, your primary line of revenue is selling meat processing services to livestock producers or a livestock producer-owned company. You can also sell meat in the processing plant itself if it has retail space, or other local retail or wholesale opportunities, as permitted by the inspection grade you have selected for your business.

Example of products and services that can be offered and charged for:

- Slaughter, boning, grinding, portion cutting, curing, processed meats manufacture, and packaging services.
- Sales of meat carcasses, sides, quarters and bundles; poultry processing and sales
- Plant-owned processed meats, such as

Beef jerky

Beef snack sticks

Ground beef chubs

Pork ham

Pork bacon

Pork sausage



Costs

Cost is the expenditure required to create and sell products and services, or to acquire assets. When sold or consumed, a cost is charged to expense.

A cost can be a fixed cost or a variable cost. A fixed cost does not vary with changes in the level of activity. For example, the lease of a building will not vary, irrespective of the revenues of a business housed within that facility. However, a variable cost varies with the level of activity. For example, the telephone cost tends to vary with the number of employees.

Pricing

Fairly pricing a product or service may seem like a difficult task, but there are indices and formulas that can help in this process. One of these indices is the markup, the percentage that represents the difference between the cost of a product and its sale price. For businesses that sell different products or services, it is important that a markup be calculated for each product, facilitating or developing sales, or marketing and communication strategies if necessary.

How to calculate the markup

The first step to calculate the sale price by markup is to identify the fixed costs (FC), the variable costs (VC) and the Presumed Profit (PP). To better understand how it works, let's see a practical example:

Let's consider that your product or service costs 50.00, and that you have the following indices:

CV=10%, CF=10% and PP=10%

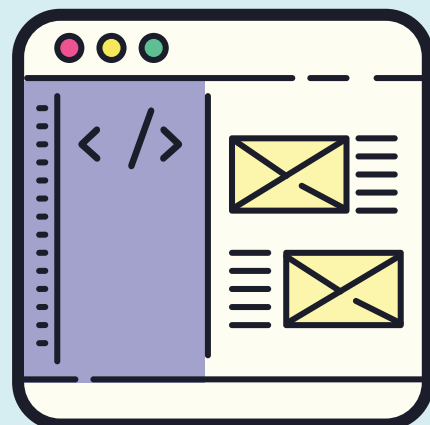
To the calculations:

$$\text{Markup} = 100/[100-(10+10+10)]$$

$$\text{Markup} = 100/(100-30)$$

$$\text{Markup} = 100/70$$

$$\text{Markup} = 1,4286$$



Thus, in the above example, to obtain the sale price, it is enough to multiply the value that represents the unitary direct cost of the merchandise by the index found, thus:

$$\text{Sale Price} = 50,00 \times 1,4286 = 71,43$$

It is important to remember that the profit margin on the sale price can never exceed 100%. You will see that if you do the calculation with a very high profit margin, close to 90% or 95%, the result becomes exponential and much higher. Therefore, be careful not to confuse the expected profit on your cost with the expected profit margin on the selling price. As the profit value is embedded in the final sales price value, the percentage margin can never be greater than 100%.

Financial management

Financial management can be difficult to learn as a new business owner. t. But don't panic! You will hire a good accountant to keep your books updated and problems solved. The important thing is that you understand the language of financial management and how to ask questions if something is confusing.

In general, a company's assets boil down to everything that can be turned into cash, either immediately – like the bank account balance – or that can be sold and thus generate profit.

Assets and Liabilities

Assets are everything a business owns. They are found on the left side of a balance sheet. There are two types of assets: current and fixed assets. Current assets are assets that can be quickly converted into cash. They include cash, accounts receivable, and inventory. The more current assets a small business has, the better, as this means they can survive longer without borrowing money. Fixed assets are physical items that last over a year and have financial value to a company, such as computer equipment and tools. Assets are also categorized as either tangible or intangible. Tangible assets are physical objects that can be touched, like vehicles. Intangible assets are resources that have no physical presence, though they still have financial value. Examples of intangible assets include copyright and brand recognition.

FINANCES

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Liabilities are everything a business owes, now and in the future. They are found on the right side of a balance sheet. A common small business liability is money owed to suppliers i.e. accounts payable. All businesses have liabilities, unless they exclusively accept and pay with cash. Cash includes physical cash or payments made through a business bank account. There are two types of liabilities: current and long-term liabilities. Current liabilities need to be paid back within a year and include credit lines, loans, salaries, and accounts payable. Many company expenses are current liabilities. Long-term liabilities can be paid back after a year and include mortgages and bonds.

Another form of liability (non tangible) is a BAD reputation. If one is buying a business with a negative local reputation, it might be important to clarify to potential customers that the business is "under new management" and try to escape this liability.



Accounts Receivable

Accounts receivable is the balance of money owed to a business in respect of goods or services delivered or used but not yet paid for by customers. Accounts receivable are created when a company lets a buyer purchase their goods or services on credit.

Cash Journal



Businesses can use a cash journal for keeping up with a broad range of receipts and payments, or it may be used to track one area of activity. Many businesses choose to maintain a simple journal as a means of keeping a record of income and disbursements associated with a petty cash fund (a petty cash fund is a small amount of company cash, often kept on hand to pay for minor or incidental expenses, such as office supplies or employee reimbursements). This can allow authorized employees to handle a transaction out of petty cash and make a quick entry with the basic information. At a later time, the transaction can be fully documented in the balance sheet ledger or other appropriate record.

As a main goal, the cash book registers the entry and exit of money in a company. It is essential to record all payments made in cash, check and transfer, such as water, electricity, telephone, office supplies and other needs that the company has. The receipts must be kept in a safe place to facilitate the process of maintaining the book correctly. Doing this bookkeeping avoids accounting problems and also the lack of payment control. After all, when it comes to the income statement and a business balance sheet, it is easier with a well-structured cash book.

planilha 1

planilha 2

planilha 3

**GOVERNANCE (LEGAL
MATTERS)**

Organizational Structure



There are several options to legally structure a meat processing business or any other business. The most common options are a standard C corporation, Subchapter S corporation, or limited liability company (LLC). A typical C corporation is a simple structure which can accommodate many owners but has complications when soliciting for the selling of stock to those investors and requires securities registration. The latter two are the most logical because of the elimination of double taxation. A business law firm in the area should be engaged to guide this process.

Governance and Management

This business will be governed by the Board of Directors: the owners, in the case of an LLC, made up of share-holders of the business. There will also be a plant manager to run the day-to-day operations of the plant. This manager can be one of the people in the Board of Directors, one of the owners or a different person.

Financial accounts will be kept on a daily basis by a plant employee or someone hired as a service provider. Sometimes, this work is left to the plant manager. These accounts should be made available to all the owners periodically.

The plant manager has a large responsibility and has to oversee, and in most cases with a small plant, has to do many of the activities including:

Financial oversight - Paying bills, managing cash flow, accounts payables and receivables, and working with lenders.

- Personnel management - Hires and manages all workers.
- Quality control - Oversees HACCP, sample collection, liaison with USDA FSIS.
- Processing operations - Manages all day-to-day processing activities and determines processing schedule.
- Customer service - The key contact for all customers.
- Regulatory compliance - Oversees all environmental and municipal permits and OSHA workforce safety compliance.

Obviously, the plant manager will get assistance from other employees or outside services for many of these activities; but is still responsible for oversight or management of the activity.

Issuance of Shares

The share value and the number of shares issued are dependent on the total capital requirements and the total number of investors expected. In some cases the shares are held by a single individual or family and in other cases, they are held by several investors.



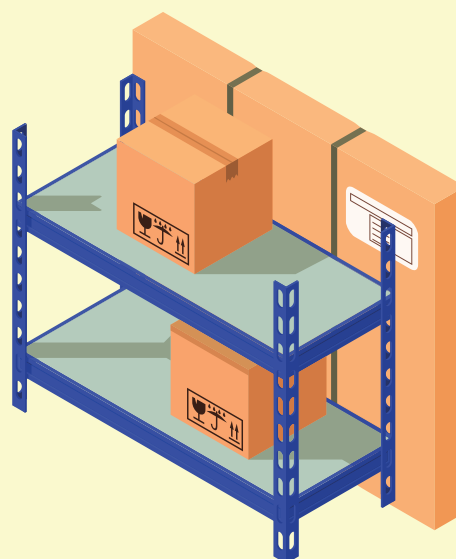
Meat Processing Plant Regulations

It's imperative to mention that the guidelines presented in this chapter may not be up-to-date or the ones adopted by the city or county in which you plan to have your meat processing plant. These are USDA approved instructions, and they should be treated as complementary as the one in place in your municipality.

Storage and distribution

The meat processing plant should be designed to have adequate refrigerated and frozen storage capacity for their customer's products. Refrigerated boxed storage should be adequate for up to 7 days beyond processing. Frozen storage is adequate for several weeks beyond processing. There are rules put forth (in a HACCP plan, according to health codes, etc.) that give specific dates and guidelines for food storage.

Much of the plant-owned processed meats will be sold at the plant; however, products sold in other retail venues can be easily distributed using large coolers transported in a pickup truck unless a distribution company picks the products up at the plant.



By Products/Waste Products

The handling of by products and waste depends on your market and your specific business. This section will focus on the general regulation for small processing meat plants.

A significant liability to a new meat plant, or an existing one, is the disposal of waste products. Materials such as waste fat, bones, blood, and inedible offal represent a significant percentage of the animal's carcass that must be disposed of. In the U.S., these are often picked up by rendering companies who process them into animal supplements. However, there are often no rendering companies close to these plants, which results in costly "pick-up" charges by companies many miles and in some cases, many states away. Therefore, the following is a discussion of various materials and their target market opportunity or disposal options.



Hides

Fresh "green" hides would be picked up routinely by a hide company. The plant will have to manage hides to prevent their deterioration. Salt curing is the most effective method of preventing deterioration and increasing the flexibility of marketing hides to a variety of customers. Initially, hides will be laid out, salted, and stored in a facility adjacent to or in a subterranean portion of the plant.

Offal

Initially, the tongue, liver, and oxtail from cattle and the heart and hocks from hogs will be cleaned, frozen, and packaged for specific customers. The remaining offal (kidney, lungs, stomach and some hearts) would be considered waste material for disposal.



Bones/ Fat/ Tissue

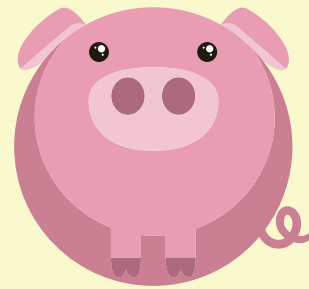
The heads, hooves, bones, waste fat, and soft tissue of inedible offal will be disposed of utilizing the strategies outlined in the next section (Section 4.2)

Blood

Fresh blood will be collected at the plant. Some of it can be collected in stainless steel receptacles and sold if the price justifies it. Some of the blood could be used by farms for fertilizer. However, most of the blood will be disposed of along with the other waste materials as discussed in the next section.

Paunch

Paunch is the material left in the rumen of cattle and lambs when the animal is harvested/slaughtered. This material can be used for fertilizer and can be fed back to animals as a small percentage of the diet. Also, this material can be disposed of in the same manner as other waste materials discussed in the next section.



Disposal of Waste Materials

There are typically three options for disposal of waste tissues from a small meat plant:

Pick up by a rendering company for a fee. The fees depend on volume and distance from the rendering plant. A common pricing strategy is to charge by volume (\$x per 55 gallon drum or barrel). Many rendering companies will take blood as well as bones, inedible organs, meat scraps, fat, hooves, and heads. Some companies will pick up hides and debit the value from the cost of the rendering pick-up.

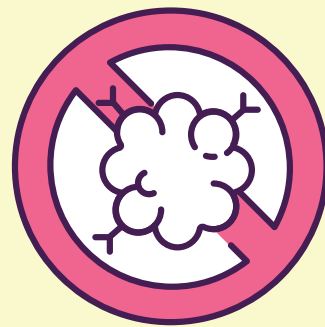
Incineration. There are commercially-available incinerators for burning all unwanted tissues. The disadvantage to this strategy is the energy cost to fuel the incinerator and the emission concerns from neighbors if the plant is located near other businesses or residences.

Composting. Stockpiling waste tissues (fat, bones, inedible organs, heads, hooves, and blood) is becoming increasingly popular with small plants as rendering pick-up costs increase and composting experience improves.

A concrete pad is poured in a selected area close to the plant and often curbed to prevent run-off of leachate. Dry ground wood chips or other forms of ground organic matter is required for mixing with the waste materials from the plant for proper microbial growth in the compost pile. The grinding of long bones and head bones is often necessary to reduce particle size. Inedible offal soft tissue, bones, inedible fat, blood and paunch will be added daily to the compost pile and covered with the ground organic matter and the piles turned with a loader at least once per week. After the compost has had adequate time to fully decompose, the resultant material can be used for organic fertilizer. Most important, note that there are specific regulations covering composting. The MPCA should be consulted if this is a desired approach.

Treatment of Specified Risk Materials

Due to issues with Bovine Spongiform Encephalomyelitis (BSE), the heads and small intestines of beef cattle (cows or cattle under 30 months) will not be sold for human consumption and will be composted. The only Specified Risk Materials (SRM's) of beef carcasses that need disposal are the spinal column and tonsils (when selling beef tongues). For beef cows over 30 months, the entire head, the vertebral bone, and dorsal root ganglia must also be removed and disposed of. These materials will be composted or land-filled. Sheep heads should be handled in the same way as cow heads.



Effluent and Water Use



Water use

Beef will require approximately 300 - 450 gallons of water per animal carcass per day. Therefore, this is also the approximate volume of wastewater produced. The water should be potable, good quality (low nitrates and sulfates), and have high volume per gallon. Small stock uses less than 100 gallons per animal. If the source of water is an on-premise well, water tests for water quality should be conducted.

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Wastewater

The most sensitive and critical part of planning a new slaughter plant or expanding an existing plant is the effluent or wastewater system. All process wastewater (effluent) from the slaughter floor should pass through a screen to catch and separate solids. Screened effluent pumps and pipe systems will convey screened process wastewater to the proposed effluent treatment system. A five-day Biological Oxygen Demand (BOD) value is used to measure the level of treatment needed to discharge effluent safely. The BOD for all food-processing effluent is relatively high compared to other industries. A high BOD level indicates that effluent contains elevated amounts of dissolved and suspended solids, minerals and organic nutrients containing nitrogen and phosphorus. The following is assumed for a small multi-species plant:

Average daily process flow of 2,500 gallons per day of wastewater based on a 7-day average. The peak daily flows = 6,000 gallons per day when harvesting cattle. It may be necessary to utilize a surge tank to collect daily wastewater effluent to be released at an even prescribed rate into a municipality or into the plant's own treatment system.

Incoming BOD into treatment – maximum of 1,600 mg/l

Total suspended solids – 300 to 500 mg/l

Total nitrogen = 140 to 160 mg/l

The simplest strategy for handling effluent is accessing a municipal sewage line and allow the municipality to treat the effluent if there is the capacity to do so. If the municipal plant is not accessible or does not have the capacity, the plant will have to treat their own effluent. There are several options for the plant to treat its own effluent and a licensed wastewater engineer should be engaged to design a system specific for the plant and its own area of the country. For the purposes of this business plan, a commercial septic tank system and drain field will be the technology used to treat the wastewater.

Permits and Certifications

HACCP

This establishment will prepare a written Hazard Analysis Critical Control Point (HACCP) program and all the prerequisite programs that go along with it including Sanitation Standard Operating Procedures (SSOP) and Good Manufacturing Practices (GMP's). These programs should be written by someone that is HACCP certified.

Organic certification

It is assumed that some of the customers of the plant will have organic certified animals and would like to merchandise the meat with certified organic labels. In order to accomplish this, the plant must also be third-party organic certified by a certifying agency approved by the USDA.



Humane Handling and Stress on the Animals

There are a number of factors that cause stress in livestock such as handling, transport, weather conditions, and severe restrictive confinement. Severe stress increases the release of cortisone in the animal, which can cause a number of biochemical effects and can affect muscle pH, water holding capacity, meat color and texture. Therefore, it is important to reduce the stress as much as possible before harvesting these animals.

Animals should not be overcrowded in trailers and pens when being penned or transported. For animal handling facilities, animal movement, and penning techniques please take a look at what is prescribed by Dr. Temple Grandin. Those techniques should be considered at the meat processing plant. For more information, please access <https://darachcroft.com/news/autism-temple-grandin-and-cattle-handling>.

Business Startup - Transition Plan

As part of the Meat Cutting/Plant Ownership Apprenticeship Program, you get to think about the possibility of owning a meat processing plant in the future. In order to provide all the resources you need, LEDC is also going to guide and possibly provide you a loan so you can achieve this dream. Let's go through the loan application check list item by item:

- Non-refundable application fee of \$40.00. Make checks payable to LEDC.
- Completed and signed LEDC loan application form.
- Signed personal financial statements for each owner of 20% or more of the business and all guarantors.
- Personal federal tax returns including all schedules for the last two years for each owner of 20% or more and each guarantor.
- Business federal tax returns including all schedules for the last two years (if applicable.)
- Most recent business year-end balance sheet and profit and loss statement.
- Balance sheet and profit and loss statement no older than 90 days.
- Monthly cash flow projections for 24 months if the business is a startup or in business less than one year. Include detailed explanation of assumptions.
- Business Plan, if business is less than six months old.
- Resumes of owners and key management.
- Copy of photo identification for each owner of 20% or more.
- Copy of commercial lease if business is already open.
- Copies of equipment price quotes and renovation contractor bids (if part of project costs.)
- Partnership Agreement or LLC Member Agreement (if applicable.)



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