

Prepared by TK Solagbade - 11th July 04

GOAL: To make N80,000 minimum by 5th September 2004 from sale of 8 - 10,000 fingerlings.

Task 1: Set up Best Operating Process Management System (BOPMS™)

START: Thursday 15th July 2004 (Job Design, Process Benchmarking etc to be done).
END: Sun 25th July 2004 (Could be earlier)

INTENDED OUTPUT
 1). Process Records Formats (feeding records, pond records, materials usage/stocks monitoring records etc) - to facilitate reliable **Process Control**.
 2). Derivation of **Key Performance Indicators** and **Process Control Standards** for your fish farm (upper/lower control limits, feed conversion ratios per pond, materials usage rates, average cost/fish, average turnaround time per pond, vat etc).

THE BENEFITS/USES
 a. and b. above will be the "instruments" that you will be shown how use in order to intelligently follow the progress of the farm operation towards the desired goal. They would also be very useful for pro-actively investigating/correcting any process problems that may be "brewing". To put it simply, having these instruments will put you on a near-equal footing with your technical process operatives. Using them, you would be able to deduce what has happened and what is likely to - within minutes.

WHAT YOU WILL BE ABLE TO DO
 1). **MICRO INCOME-EXPENDITURE EVALUATION.** Ability to estimate accurately + capture, collate and analyse your expenses in materials, cash and other resources in comparison to your earnings via fish and other farm product sales. An automated spreadsheet report application will be supplied to generate relevant figures with input of raw process data and costs.
 2). **PROCESS PERFORMANCE EVALUATION.** Ability to assess how your farm is doing over shorter time intervals using performance measures that will be derived specifically for your farm. This way, you will be able to tell when something is not right e.g. stocks of feed, working capital etc. **The result:** More process predictability. Less surprises. Fewer arguments. Better Results.
 3). **VARIABLE COSTS REDUCTION.** Initiatives to get the farm to make more revenue while keeping costs fixed. Over a short time, (8 weeks for instance) you would have enough data/information to enable you sit back and project/plan for strategic changes in your process to achieve reduced operating expenses so as to increase profit margins at fixed (or even lower) fish selling prices.

Barring any severe unforeseeable occurrences, and with support and cooperation from the business owners/operatives, the system propose (which implementation I have personally successfully championed in a more complex process) will yield the highlighted benefits.

Task 2: Marketing Outlets Survey/Networking Visits to other catfish farms

OBJECTIVES
 a). Investigate current fish farming techniques/practices in use elsewhere for possible learnings.
 b). Explore possible market/sales outlets for our intended fingerlings/growout stocks.
 c). Ascertain possible courses of action to be taken regarding disposal of stunted fish stocks.
 d). Establish collaborative links with competent practitioners + obtain advice/guidance regarding current situation in fish farming industry/market as it affects small operations like ours (e.g Current prices for fish, materials; reliable/cost-effective sources for farm materials like feeds etc)

Task 3: Startup Hatchery and Progress to Fingerlings Sales + Growout (using BOPMS™)

START: Sunday 25th July 2004 (**Hatched fries will be in vats by this time**)
Plan:
 1). Hatch 20,500 fries (500 on top to cover possible initial losses)
 2). Sell off **8 - 10,000 fingerlings** at 6 weeks and **transfer 10,000 others to growout ponds**.
 3). Target disposal of growout stocks for 5 months maximum (End Nov. 04)
 4). New batch of 20k fries hatched in vats in 3 days post-fingerlings sales to restart cycle.
 5). Review of process management data from first cycle to improve 2nd cycle performance.

Profit Generating
 Catfish Farm based on **Best Operating Process Management System**

- Op. Expense Requirements (to cover 25/7 - 30th Nov. 04)**
- 1). Materials - for breeding, handling fish (one-time purch)
 - 2). Feedstuff for fish food preparation (Phased purch)
 - 3). Minor but necessary repairs (one-time expense)
 - 4). Fuel + misc
- See Sheet A breakdown

Turnover N320,000.00 by Dec. 04

PROGRESS REPORTING
 Net discussion board to setup by TK Solagbade to report on farm progress. Shareholders will be able to ask questions, post comments, read other postings etc online.

Task 2 (To Be On-going)

IDEAS!! Shareholders may have friends, family and client networks (especially those in catering, restaurant & hotels business) that could provide fast and convenient outlets for the farm's table catfish in Nov/Dec 04.

2nd Revenue Target: Sell 8,000 table catfish @ 5 months at min. N300/kg = **N240,000 = OUR GOAL**
 Start: Mon 26th July 04
 End: 30th Nov. 04

1st Revenue Target: Sell 8,000 fingerlings @ 6 weeks at min. N8.00/piece = **N80,000 = OUR GOAL**
 Start: Mon 26th July 04
 End: 5th Sept 04