**ANALYZING IMPLEMENTATION STRATEGIES**

in Buyer Market Systems

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**What does the State of the Market System often look like?**

Confrontational business relationships are the norm ... with everyone only looking out for themselves.

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**I'm a smallholder farmer trying to make ends meet.**

I work for a donor-funded project.

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**I'm a local buyer buying crops to process in my factory.**

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**A few buyers/processors get richer while their farmer suppliers and other firms get poorer, with increasing lack of trust.**

There are no processes to continually build and reinforce trust & relationships between businesses and organizations. The market system does not improve and provide a fair return.

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**What can we understand what might be happening to the market system?**

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**Project-focused Approach?**

If we used different approaches to strengthen the market to benefit farmers ....

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**Market-focused Approach?**

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To see if the market is improving, I'll think about ...

... Who feels OWNERSHIP of the activities supported by our project?

... What is the level of INTENSITY (level of resources and roles) that the project takes on?

... Who are the main RELATIONSHIPS between in the activities that our project is supporting?
Story: Analyzing Implementation Strategies in Buyer Market Systems

Relationships? Ownership? Intensity?

Let's look at what the story might look like if we used a project-focused approach!

Who are the core RELATIONSHIPS between?

Who has OWNERSHIP of the activities?

The project has relationships with farmers and with buyers. Farmers and buyers remain distant.

What is the level of INTENSITY that the project takes on?

* Level of resources and roles

The PROJECT takes on all of the key roles - strategy designer, aggregator, farmer relational manager.

Market-focused Approach?

Let's look at what the story might look like if we used a market-focused approach!

Who are the core RELATIONSHIPS between?

Highly intense and highly visible PROJECT roles. High costs to cover staff functions and unexpected expenses.
Story: Analyzing Implementation Strategies in Buyer Market Systems

The relationship starts between the project and buyers. The support is based on the BUYERS developing more loyal FARMER supplier networks with resulting farmer-to-farmer relationships.

Who has OWNERSHIP of the activities?

BUYERS have to show ownership. Project mentors - decreasing its role over time. The project stops supporting buyers that show disinterest or are not benefiting farmers.

What is the level of INTENSITY* that the project takes on?

* Level of resources and roles

New firms that the project works with will often have to demonstrate a higher level of ownership sooner.

High level of intensity that declines over time as the BUYERS take on the functions completely.

Project-focused Approach? Market-focused Approach?

Project-focused Approach

Market System with a Project-focused Approach

The project plays a temporary role trying to connect various businesses and organizations amid continuing confrontational relationships & mistrust.

The project leads from the front ...

The project is the agent of change ...

Market System with a Market-focused Approach

Win–win!

The project facilitates a resilient market system that continually reorganizes to build and reinforce trust and relationships to ultimately benefit all.

The project facilitates discreetly from behind ...

Businesses and organizations are the agents of change...

HOW CAN YOU APPLY SIMILAR ANALYSIS TO YOUR OWN PROJECT DESIGN & IMPLEMENTATION?

Relationships? Ownership? Intensity?