



Batey Relief Alliance: Monte Plata, Dominican Republic Strategic Marketing Plan

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Executive Summary

The Batey Relief Alliance (BRA) is experiencing high local demand in Monte Plata and has steady buyers from the Santo Domingo market but is mired by numerous hindrances such as expensive transportation/exporting costs, suppressed prices due to impoverished members of the community, heightened demand not being met due to supply-side issues, and inefficiencies stemming from a lack of modern technology. In order to take advantage of the demand, a list of recommendations has been presented to the BRA's directors and is as follows: First, while embracing the collectivity of the cooperative that is BRA, more local farmers should be incented to join the co-op. This may require altering the structure of how much the farmer receives from BRA/how much of the farmer's revenues flow through BRA. Second, prices must be allowed to rise to the market price in Monte Plata, as the community must understand the supply-demand effects on prices (price will not increase as they produce more). Third, members of the co-op should not be concerned about waste being created from increased production. According to Francisco, demand is about 3x the amount that BRA and its members produce. Though community members not part of BRA's co-op may engage in subsistence farming, local demand and exporting through a partnership with Esmeralda will necessitate much more crop and livestock production. Besides weather-related setbacks, major internal supply-side issues that hinder expansion are a lack of modern technology and insufficient cash flow to sustain operations. While the first issue may be existent as a result of the other, all of the seeds are planted and harvested by hand as opposed to some form of heavy-duty farming equipment. Since cash from the U.S. government-sponsored programs have dried up due to budget tightening, the reliance on private donors in the short-term must be matched by a vigorous shift towards becoming sustainable for the long-term.

Mission Statement & Vision

Founded in 1997, the Batey Relief Alliance (BRA) works collaboratively to create a productive and self-sufficient environment through humanitarian health and development programs for children and their families severely affected by extreme poverty, disease and hunger in the Caribbean. The BRA's objectives are to: 1) improve the conditions of those affected by marginality and neglect, 2) education, train, and organize about relevant issues affecting them in order to cause sustainable, positive and responsible changes in their lives, where the community, the government, and others involved internationally are bona fide partners, and 3) act boldly to preserve our existence. BRA has successfully achieved its goal of raising the community's self-esteem by offering more than just services through their health clinic and agricultural cooperative; it now aims to become more sustainable, relying less on government assistance and private donor support.

External Analysis

Environmental (Macro) Analysis

The Monte Plata social environment is very pessimistic and negative. The province is one of the poorest and it is commonly ignored by the government for aid and regulation. However, recently the province is rallied around employment, relief agencies, and an increase of quality of products to achieve national recognition for their resurgence in the province.

There is little to no political intervention in the region. Politics does not play a major role within businesses and organizations. There are few major industries in the area so there is no need for strong political intervention.

The primary industry in the region is farming; due to this the technology advancement is minimal. However, with products such as tractors, tillers, and other farm equipment the technology of the region would rise and so would profitability of the region.

The Province of Monte Plata consists of 184,000 people; 93,100 men and 87,300 women. There are 69 people per square kilometer in the province and 42% of the people live in the urban areas consisting of five major towns. One of these towns is the city of Monte Plata. There are 38,000 people with 23,000 living in rural areas and 15,000 living in the city center. Historically Monte Plata had a booming sugar cane industry; there was a constant demand to be met so the Haitian Government made arrangements with the Dominican Government for Haitian workers to cross the border for six months to work on the Bateys, or sugar cane farms. However, once the Haitians crossed the border there were numerous violations of human rights of the migrant workers. Commonly the workers would stay illegally in the country and live in improvised Bateys around the province Monte Plata.

The purchasing power of the citizens of the Monte Plata Province is very limited and small. In 2001 the Province of Monte Plata was the third poorest in the Dominican Republic. The citizens have limited purchasing power due to the vast amount of poverty, the lack of access to information, the difficulty of traveling to other provinces to purchase foods.

The primary market environment that the Batey Relief Alliance (BRA) operates within is the province of Monte Plata, which is 2,632 square kilometers and has a population estimate of 180,400 people as of a 2002 estimate. Within the larger province of Monte Plata, the city of Monte Plata is situated with a total population of 38,000. 39% live within the city limits and are classified as urban. Due to the areas richness of natural resources and decent arable land, land capacity constraints are not a major issue. Since BRA only reaches 35,000 people, there is significant excess demand to warrant expansion.

Market (Micro) Analysis

Capacity constraints come into play when considering the slow workmanship and perception that overproduction will lead to waste. According to Ulrich Gillard, founder of the BRA, one of the major struggles the cooperation faces is inefficiency. Inefficiency is a supply-side issue that is a major sticking point because it is ingrained in the culture of the populous. Ulrich's intent is not to change the culture, but rather to introduce an American-style of workmanship, where processes become quicker and more technically sound and the farmers are

more disciplined. While this is a seemingly difficult task and balancing act, it is important that the batey sees efficiency gains related to their agricultural and livestock production. For example, meeting with Antonio, who is one of the batey's managers, garnered some pertinent data. The capacity of the livestock farm he oversees is 12 mother pigs and 200 babies, but their current operations were only 5 mothers and 25 babies. Though they may have had recent sales, Antonio confirmed that there is high demand for pigs, (reinforced by Francisco, the Director of BRA, who said that for every 100 pigs, 300 families wish to have one,) and they are working to increase their capacity constantly. Overall, BRA and the aggregated farmer's production would have to double or triple current demand in order to meet just Monte Plata's demand without exporting. In order to keep prices low for poorer local buyers, expansion of production is necessary and the notion that there will be waste should be dispelled as long as there is a way of bringing the products to market. Also, prices should be allowed to rise slowly to the respective market price (Monte Plata's market price versus Santo Domingo's market price) in order to reach for sustainability and increased profits for each of the ten member farms.

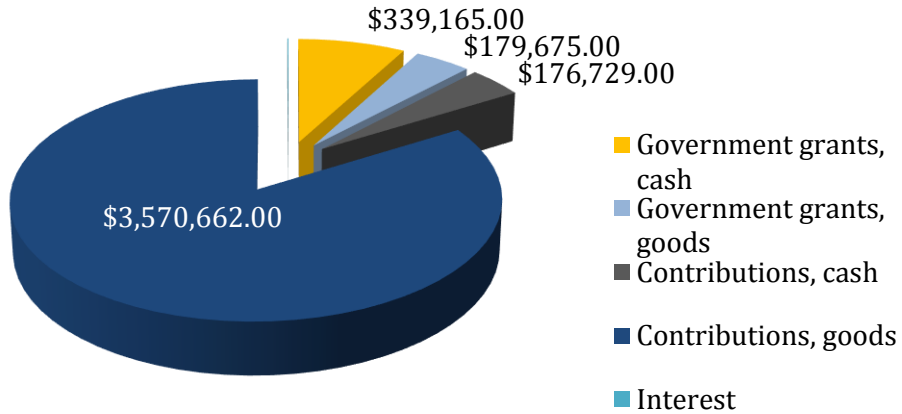
One fundamental market concern to be addressed is transportation. Currently, goods are transported by truck to the local buyers and sometimes buyers from Santo Domingo drive to Monte Plata to buy directly. A promising development came from Monte Plata's economic bureau, which printed an article stating that recent acquisitions of land were made for the construction of a local airport, saying that exportation of products is of utmost importance. It is imperative that BRA exude support for this project, as it would be a launching point for exporting their products internationally. Before that project is completed, BRA should leverage its relationship with Esmeralda, the main intermediary that facilitates bringing the farmers' products to market, invest in more trucks if necessary, and seek out other intermediaries while expanding production.

Though some sustainability measures run counter to BRA's fundamental objectives, there is still room for substantial gains over the near to mid-term. The collectivity and communal nature of a co-op is not something to be altered in any way; however, one way to address the sluggish workmanship is to either provide more loans to the farmers/BRA to acquire factors of production such as equipment, more seeds, workers, etc. or to expand the equity stake and base of those who participate in the cooperative. For example, a near-term change could be made to sell Antonio or Don Pedro, for example, an equity stake in part of the land currently owned by BRA so that he has more of a profit-seeking motive/incentive. If this proves ineffective, broadening the base of farmers above and beyond the 10 farms currently will likely allow BRA to receive more in revenues and in turn be able to assist the farmers in growing their products. Also, BRA's director said that banks that provide small loans to produce enough to sell and to become self-sufficient have helped the farmers tremendously. They are evidently helpful since over 90% of loans are paid back and the interest rates are very low at 1.5-3%. In amount, the loans are currently about \$500 on average. Issuing micro-sized loans of less than \$500 may prove to be further stimulus and should be explored.

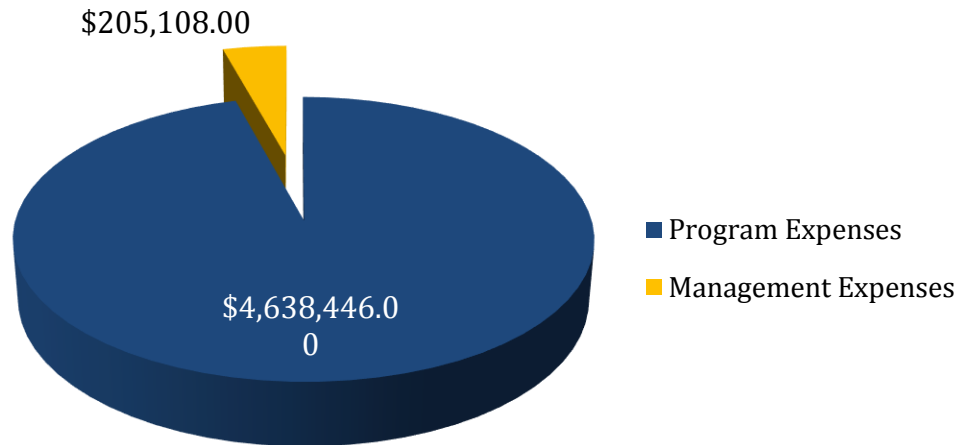
Indirectly related to the external environment is the source of funds. This fiscal year is proving to be a difficult period for BRA because funding has dried up, and last year's metrics point to specific government funding cuts. In fiscal year 2010, government grants in the forms of cash and goods only accounted for 12% of revenues, whereas this figure was much higher in prior years from large contributions made by the Clinton Global Initiative, USDA, and USAID.

The yoy changes in these percentages are virtually unattainable due to changes in the names of line-items and unspecific breakdowns of financial data. In order to enjoy the levels of funding from the U.S. government that the BRA once received, it is imperative that the BRA provide thorough breakdowns of revenues and *expenses*. In 2009, the BRA did not meet two standards for charity accountability, namely that at least three board meetings were conducted (either in person or on a conference call) and there was not a functional breakdown of expenses by natural classification such as salaries, travel, fundraising, cost of sales, administrative, etc. The increase in staff from 2009 to 2010 from 47 to 71 is an area of concern related to efficiency, and that amount should be capped or reduced without further funding or sustainability gains.

2010 Revenues



2010 Expenses



Competitor Analysis

The Monte Plata region largely consists of small farms owned by individual families. BRA is helping them get better by working together. Technical assistance programs help other farmers and assists BRA in the long term by decreasing the burden of meeting demand in the Monte Plata region. For example, one training program involves training how to manufacture fertilizer.

In addition to technical assistance, BRA provides loans for the members of the co-op. On the other hand, there are cooperatives that give loans to small farmers as well. One benefit that BRA's members enjoy is a veterinary service that ensures farmers that they take care of the supply given by the BRA. BRA's members also receive seeds in sources of vegetative propagation to start their own agricultural production.

Outside the co-ops in the Monte Plata region, there are other big producers. These farms are for profit and produce high volume commercially. While these larger farms help meet demand in Santo Domingo, their numbers are scarce in the Monte Plata region. The remaining farms are small and individually owned and have yet to be part of a co-op. Consistent with their mission, BRA maintains interest in the Monte Plata region and doesn't want to be involved with the bigger markets due to the insatiable demand in this poorer community.

Since 2007, Monte Plata has consistently been one of the top three areas in honey production areas in the Dominican Republic. Honey farms are part of other co-ops. BRA has a pilot program that hopes to establish increased production of quality honey. There is a growing market for honey because it is recognized as medicine and not as food. This component of consumption can help promote BRA's medical clinic.

Furthermore, goat production can be increased. The Economic Development Agency of Monte Plata, that has a relationship with BRA, is investing in milk technology, which increases potential for product diversification for BRA. Long term, they could work on exporting goat cheese, because it is a higher value product that would most likely sell to international or the wealthier Santa Domingo market. Currently, however, there is a steady demand for goat meat according to Ulrich Gaillard. If BRA incorporates the production of goat cheese or milk, they can enter new markets and bring in more revenue. BRA can also help out the other co-ops that handle the goat production market by providing technical assistance or financial support that can benefit the region of Monte Plata and achieve their mission.

BRA is involved in pig production. 85% of people in Monte Plata are pig owners. These owners mainly buy from co-ops. However, BRA has an advantage in pig husbandry- they ensure a quality product by providing strong, vaccinated and castrated pigs, and buyers are guaranteed at least one visit from a veterinarian after purchasing. BRA could develop this market by starting to produce pigs for meat. Selling meat is seen as more profitable than selling piglets, however, it requires a larger investment due to the technology required in the production process. BRA also hopes to improve rabbit sales and production. There are similar requirements for developing rabbit supply. Developing rabbits is more plausible for the short term because of faster reproduction. The rabbit market is attractive because domestic demand within the Dominican Republic is currently being satisfied by Haitian producers.

There are many other cooperatives that exist in the region and in the country. Some larger productions market to Santo Domingo and charge higher prices; however the BRA do not see these firms as competition due to the different target markets. Other farms have similar product lines including, animal husbandry and meat of pigs, corn, yucca, guandule beans and tomatoes. These farms may include small, undocumented farms whom have yet to be part of BRA's cooperative. These undocumented farms make market and demand statistics hard to quantify, and take away some of the market share from BRA. These undocumented workers and farms may be connected to the Bateys.

BRA is starting to differentiate their products by including rabbits, goats, and tilapia. In the future, BRA hopes to build a greenhouse as well to take control of agricultural ebb and flow and make new agricultural products available (which are currently being imported) throughout the year. The most recent differentiation is the development of cocoa production. Women who produce chocolate and farmers who grow cocoa are still in experimental stages. Development towards ecotourism that cater to tours in the cocoa farms is promising especially given the large amount of tourism receipts that contribute to the nation's gross domestic product. If the cocoa production escalates to international export, fair trade certification should be considered as to price the chocolate product at a higher price.

In the consideration of developing for increased market share and differentiation, BRA should actively promote the strategies they use. Their technical assistance programs, free samples of products, discounts/special offers, home service and transport service and other discount incentives should be promoted more effectively. Consumers (individuals and wholesalers) will be more attracted when these incentives are incorporated into the BRA brand.

BRA can also stay ahead by being aware of industrialization in the region, especially given plans for a new airport and a new solar power plant in the Monte Plata region.

Customer, Supplier, Distributor Analysis

The customer base of the BRA includes three different sectors: local, low income families and farmers, distributors and wholesalers and the members of the BRA cooperative. We know that the majority of customers are the local customers who live within the area. The goal of the organization is to meet the needs within the local market by maintaining a low price system so that the customers are able to meet basic standards of living. Currently your customers have a set of expectations: high quality organic foods and healthy, well maintained animals, technical support, training in farming and animal upkeep.

The main distributors are currently located in Monte Plata. There are 12 locations in the Monte Plata area that assume most of the demand. They also sell directly at the clinic to the customers seeking medical care. For those who lack adequate transportation and live far from the Monte Plata region, the distributors may provide delivery. Finally, there is a three-day exhibition in Santo Domingo where distributors may sell to the 50,000 people who attend each day.

Other distributors sell to a customer base in Santo Domingo, however, this has been primarily untapped market. The current distributors who sell in Santo Domingo pay a higher

price for the products purchased since they are then able to resell in a market that maintains a higher price level for the same products.

In order to effectively advertise to your current market and look into expansion you must have a greater understanding of your customer base. This includes an overall examination of their tastes and preferences and other factors that will influence their demand for your product. The following is a list of questions that should be answered and will provide you with information that will ultimately allow you to reach out to your market and satisfy their needs. Additionally, a study of the potential customer base will allow you to expand your production into new markets.

Internal Analysis

The Structure of BRA and BRAteyana

The Batey Relief Alliance (BRA Dominicana) is a non-profit organization whose mission is to provide low cost and free human services to improve the quality of life for the people of the bateys in the Monte Plata province in the Dominican Republic. One of their projects is BRAteyana, an agricultural cooperative whose goal is to provide sustainable food resources at low cost to the people of the bateys. BRAteyana wants to provide low cost food in order to reduce hunger in the region. Currently, BRAteyana has a total number of 10 farmers that are part of their pilot program. The 10 farmers only need to have their own land and labor for their production. BRA provides technical support to BRAteyana members and provides them the necessary resources for production such as seeds, gas, tractors, gas and everything else besides land and labor. BRAteyana is comprised of 1500 active members including the 10 farmers that are part of the pilot program. The 1500 active members are the ones that pay their membership fees and some of the active members are also the laborers of the BRA farm. On the other hand, BRAteyana has a total of 5,500 inactive members that could be potential members of the project.

The BRA farm has approximately 500 tareas of land, while the BRAteyana co-op farms have approximately 250 tareas of land. BRA and BRAteyana farms produce a variety of products, all of which are sold below market price at various selling points around the province, including BRA's medical clinic and administrative compound. The BRA and the BRAteyana farms divide the revenue instead of profit. The BRAteyana co-op farmers receive 40% of the total revenue while 60% of the total revenue from these sales is then given to BRA Dominicana. BRA uses about 40% of this 60% portion of the revenue to cover the costs of the seeds, technology, equipment (everything besides land and labor) that they provide to their co-op farms. The rest of the revenue (20% of the 60% of the total revenue) that BRA receives then goes to administrative expenses.

Internal Advantages

Batey Relief Alliance (BRA Dominicana) is an organization dedicated to the local community of Monte Plata with specific core competencies. The first core competency is BRA's diverse organic offerings of yucca, corn, auyama, batata, sugar cane, habichuela, ajie and tomato, tilapia, goats, pigs, and rabbits. Product diversity allows BRA to react to market demands and climate changes to maintain a level of local cash flow.

Second, BRA is environmentally resourceful through manure fertilizer, recycled seeds, donated land, and crop rotation. Technological resources in the Dominican Republic can scarce because of high investment and maintenance costs. Therefore, BRA has an internal advantage by using the local resources at hand and utilizing international networks. Third, BRA has deep knowledge of what crops matches for each season or month. The BRA staff and farmers have completely understood on how to cope with the climate that is not agriculturally friendly.

Third, BRA's staff offers technical assistance for local farmers. This includes veterinary visits, technical training, equipment training and setup, and vaccinations. These value-added services allow for the local farmers to produce a premium and highly sought after end product.

Fourth, there are savings plans and loans. Financial assistance and low interest rate loans (1.5%-3.4%) facilitate the betterment of the local farmers' work environment. With 90% of farmers paying the loans back, it is evident that the farmers are utilizing the loans for revenue stimulating manners. In the end, the financial assistance and loans result in a higher production capacity from local farmers.

Finally, to compliment the financial assistance is the dedication of the labor force from the technical assistants to the local farmers. BRA's co-op demonstrates a unified workforce for bettering the local standard of living. Social responsibility is the last of the core competencies because without the mission of BRA, the donations and other cash flows would not exist within the community.

Internal Disadvantages

Among core competencies, there exist gaps in which can be highlighted within BRA. The first gap is the communication of BRA's mission. Between the management and base workforce lies a miscommunication of profit verse philanthropy. Both sectors agree with the mission of bettering Monte Plata's standard of living but do not for the need for profit generating entities. The main question is how can BRA reach the ultimate goal of improving Monte Plata's standard of living? The profit generating entities will be explained within the recommendations.

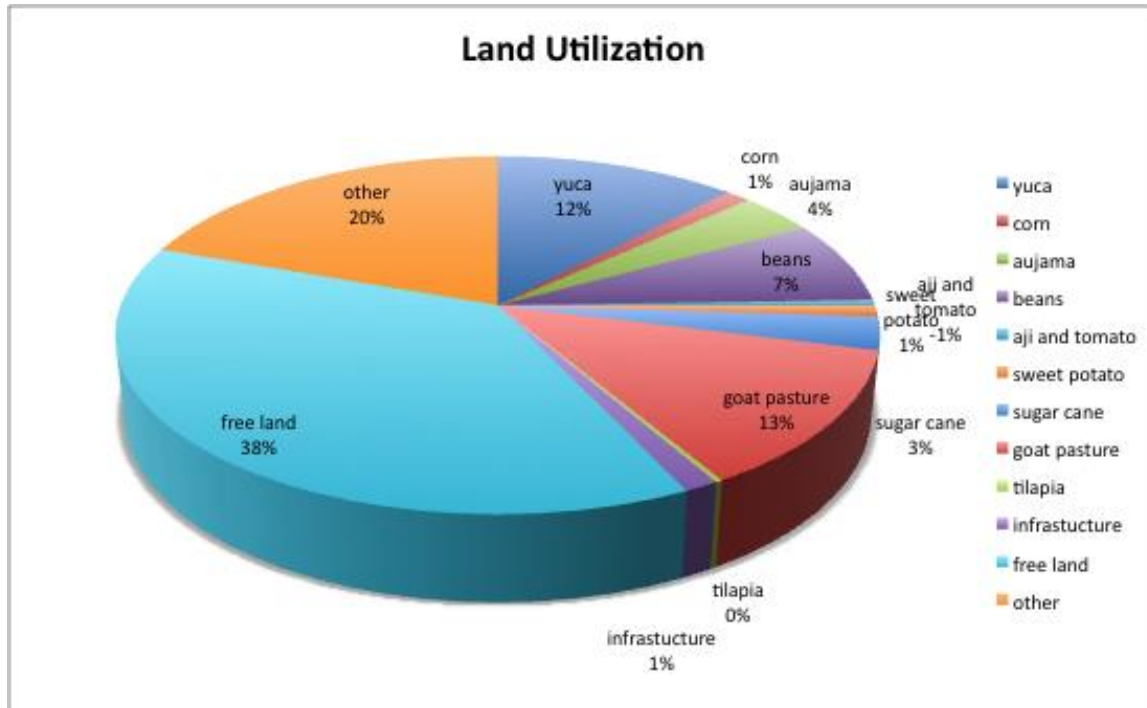
Second, BRA needs to continuously record metrics such as in a balance sheet in order to analyze the local market demand and meet donor expectations. As historical data is available, scheduling for crop production will have higher accuracy and therefore more efficient planning. In addition, annual financial reports will be able to be presented to potential donors.

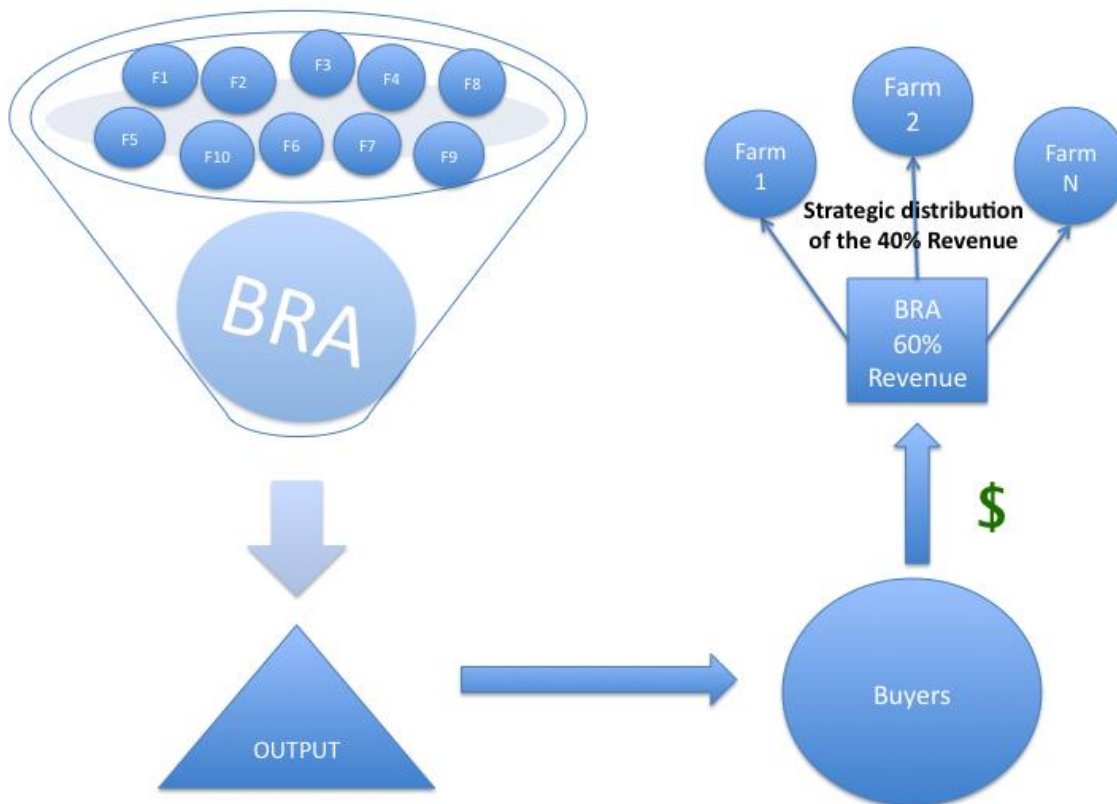
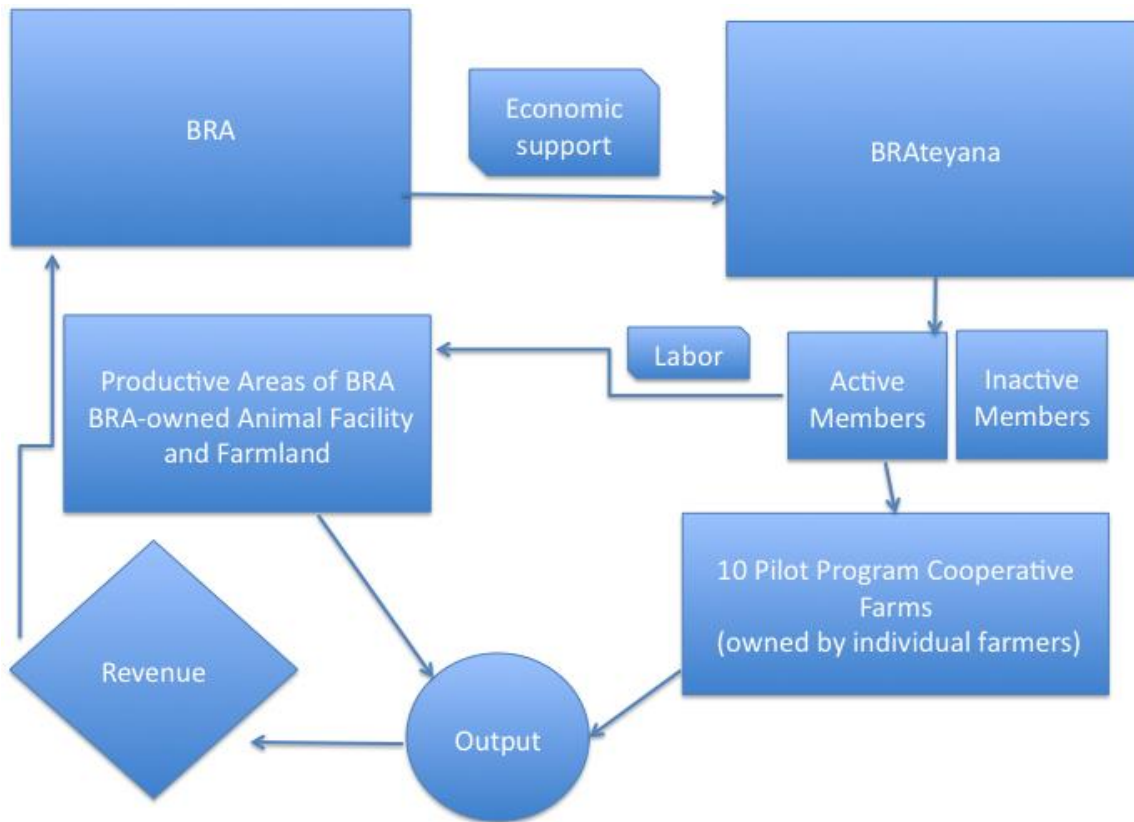
Third, as BRA offers savings plans for local farmers, it should be more aware of future savings for BRA. Strategic monetary allocation and savings would be advantageous for future investments of BRA. A percentage of the millions of dollars donated to BRA should be used for future budgeting.

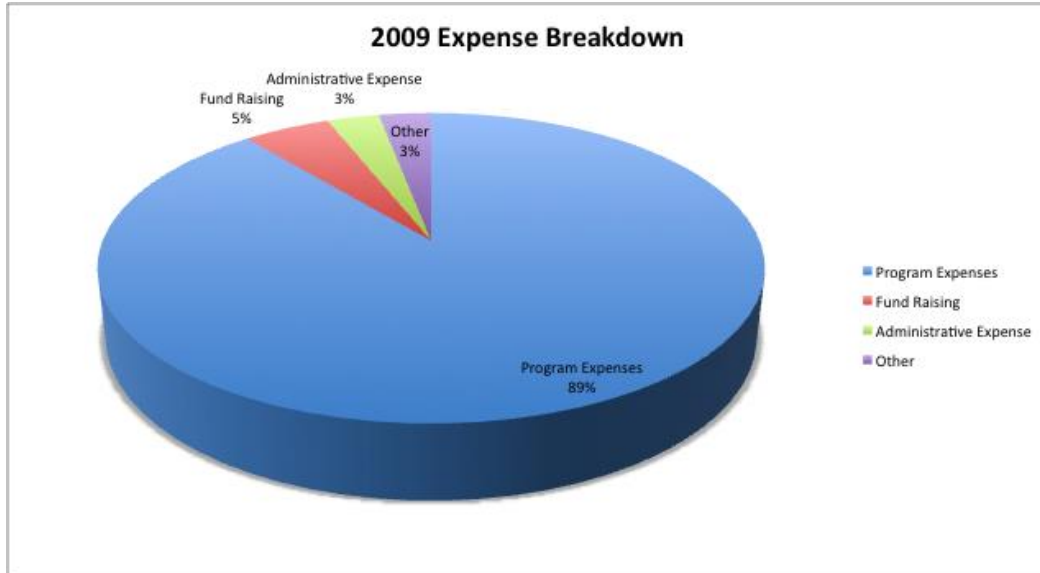
Fourth, BRA and the co-op farmers are more risk adverse to overproduction. However, the overproduction can be used to sell in external markets like in Santo Domingo for a premium price. The revenue built from external sales will subsidize the philanthropic mission of the BRA.

Fifth, there are few active members that are part of BRAtayana. 5,500 members of BRA are inactive. Thus, there is a great amount of resources that is not utilized.

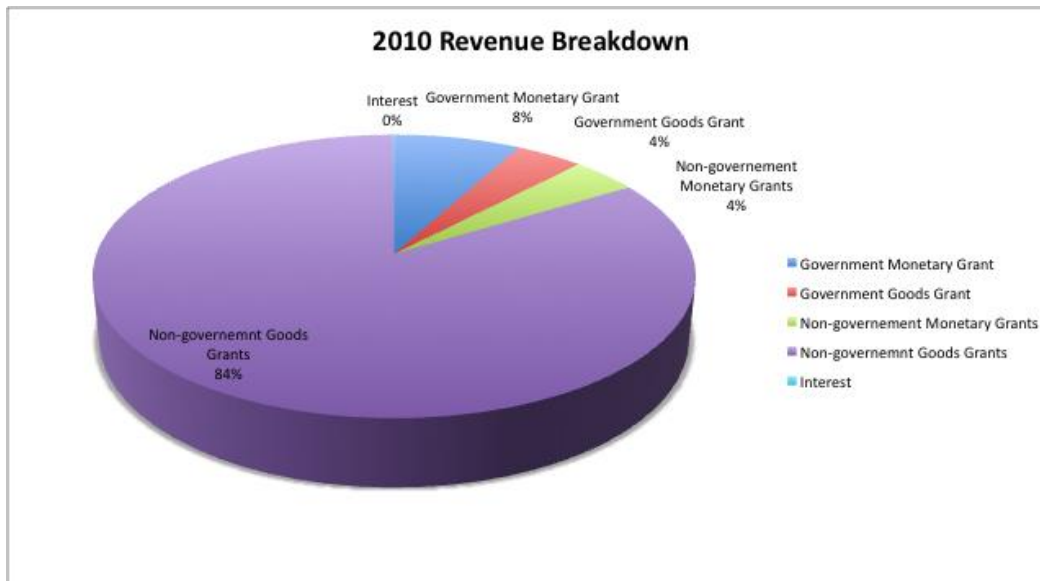
Lastly, the application of loans for agricultural investment is often rejected. Thus, it is more or less not viable to buy lands to expand. The only possible way to generate a budget is to get money from government and private donations/grants.







2009 Expense Breakdown		2009 Base Finances	
Program Expenses	\$1,247,652.73	Revenue	\$2,314,922.00
Fund Raising	\$70,092.85	Expenses	\$1,401,857.00
Administrative Expense	\$42,055.71	Profit	\$913,065.00
Other	\$42,055.71		
TOTAL	\$1,401,857.00	Profit Margin	39.44%



2010 Revenue Breakdown			
Government Monetary Grant	\$339,165.00		
Government Goods Grant	\$179,675.00		
Non-governement Monetary Grants	\$176,729.00	2010 Base Finances	
Non-governemnt Goods Grants	\$3,570,662.00	Revenue	4,269,251.00
Interest	\$3,020.00	Expenses	4,843,574.00
TOTAL	\$4,269,251.00	Loss	-\$574,323.00

Objectives

For the agricultural division of the BRA, we have formulated the following short and long-term objectives.

Short term: Increase local sales throughout the year. Without specific sales data, we cannot determine how much to project/estimate sales to grow, so after we receive that data we can formulate a more specific number. They should also increase their national and international presence by promoting their products. Furthermore, the BRA should strive to increase yield from their crops. This is one of their physically limiting factors. If they can produce more, they can sell more and earn more money. Increase brand awareness of the BRA and get more people to be knowledgeable about what and who the BRA is. Another objective would be to better know the market as to more accurately predict market supply and demand to maximize profit. Another short term objective is to get more farmers included in the active member pool. An analysis of the cost-benefit ratio of exportation would be suggested to determine how profitable exportation would be. Finally, an evaluation of the market would be helpful to understand consumer wants and trends.

Long term: A major long-term objective would be to increase international and domestic market share. By increasing international presence, the BRA can bring in more money yet still continue to keep prices low for the local community. Another long-term objective is to get the BRA to be entirely self sustaining, not relying on any outside contribution. The mission of the BRA is great, and continuing to provide quality, organic products at a low cost to the community is something that the BRA should always continue to focus on. Another long-term goal is establishing a loan program so those participating will feel like a part of the program.

Formulating and Executing Strategies

1. Establish crop rotational program to maximize harvest yields.

BRA oversees numerous farms in their co-op. They have a very diverse product line and they always have farmers willing to grow crops to help feed themselves and their family. However, BRA is at the mercy of the seasons, the amount of supply of the different crops. One way they can reduce this risk to introduce a rotational crop program among their farmers to help better control supply and the amount of each crop produced. There are obviously limitations to this idea while certain areas of the country and province are better suited to plant and grow certain crops. If this system is perfected then with the market analysis they can produce the optimal amount of each crop which leads to higher revenue and profit.

2. Establish a loan system

In a way to create sustainability for the farmers in lieu of their fixed percentage payments they can take out a loan to purchase equipment to become more independent and sustain them. These loans would be administered by BRA under very strict conditions and would be very long term goal oriented. These loans could be used for land, equipment, seeds, and other uses that are prevalent. After these loans have been paid off in full in theory the farmer is then set to be self sufficient and with his co-farmers the region will begin to end its poverty endemic.

3. Brand Image

BRA Dominicana has a logo, tagline, and mission statement that all reflect the philosophy of the organization and must all be included in any brand imaging and advertising, as appropriate. BRA Dominicana's tagline is "Towards human productivity and dignity, which is written on their banner is English, Spanish, and Creole. Their logo is an abstract picture of human figures holding hands, conveying a message of unity and community. Their mission statement, in Spanish, is: "La misión de BRA Dominicana es ayudar a crear un ambiente productivo y autosuficiente para las poblaciones mas vulnerables del país, que viven en los bateyes, los barrios marginados y las zonas rurales/fronterizas, facilitando atención primaria en salud, incluyendo educación preventiva y capacitación. El trabajo de BRA Dominicana atiende a todas las personas sin importar la raza, el color, la religión, la nacionalidad o la afiliación política."

Some short term brand-imaging measures that BRA can take to get their name out their in a way that reflects their social mission are pamphlets and signs. The pamphlets would be distributed at current selling points to customers, and at the health clinic. The purpose of the pamphlets is to create a means by which to visually and effectively distribute information about the cooperative; about what they do, how to access the cooperatives services, and how to join. They need to reflect the personal stories of success that BRA has fostered, and should include one of these stories, such as Tita's yucca or Maria's pigs. They need to capitalize on the wholeness and quality of their products with pictures of their products in their raw forms, growing and being harvested. The pamphlets also need to highlight the social mission of BRA, and therefore must talk about how BRA both keeps families together and promotes just food distribution throughout Monte Plata by selling products that are quality, traditionally farmed, low cost, and sustainably farmed. The signs would be near the agricultural production sites and the selling points. The purpose of the signs is to create a physical presence for BRA throughout Monte Plata, and to reach out to the 1500 inactive socios and other people throughout the region to increase the number of cooperative farmers. These would include the BRA logo and tagline, the name of the farm it is placed at, and advertise the quality, sustainable, and low-cost attributes of their products.

There are also long-term brand-imaging tactics BRA can take to increase awareness of their cooperative throughout the Dominican Republic, specifically in Santo Domingo. There should be brand recognition measures at future vending points, once those are established. These will be primarily restaurants, hotels, and supermarkets. At restaurants and hotels, BRA could have signs or a small portion of the menu to advertise where the food is coming from. On these signs or menus, there could be written a awareness statement such as, "The food prepared by (Restaurant) is provided in part by the Batey Relief Alliance's farming cooperative. By choosing this establishment, you are contributing to the provision of low cost, quality, organic food for the people of the batey communities of Monte Plata and surrounding regions." Similarly, signs with

a similar awareness statement could be posted at supermarkets where BRA will be selling products. These statements could read, “This produce/food was grown by the Batey Relief Alliance’s farming cooperative. Their mission is to provide low cost, quality food for the people of Monte Plata and surrounding batey communities. “

4. Research other co-ops to understand coordination among farmers and vendors.

BRA should allocate some of its time and efforts to researching other co-ops in the Dominican Republic and in the surrounding region. This research will provide them with both good and bad examples of how other co-ops have dealt with this issue of supply shortages and overages. With these examples BRA can create an effective plan for dealing with their vendors and farmers.

5. Get more farmers involved. In order to get more farmers involved you must focus on incentives. Current incentives to join BRA include the following examples:

Local cultural perspectives focus on family and the importance of community. BRA provides the resources for connection and community building. It is very difficult to get agricultural loans from banks and other financing organizations. BRA provides an open door for poor farmers to receive loans and establish a form of farming. The farmers do not have to worry about distributing their products since BRA provides the main methods of distribution discussed earlier. Since BRA provides all the inputs necessary minus costs of labor (wages) and land (rent), farmers have very low costs of inputs in order to produce. BRA also provides a set plan for farmers that includes technical training and farming organization. They also provide veterinary assistance and medical procedures to the animals and have a better knowledge base than competitors. BRA absorbs all the risk of farming and protects its farmers. In the case of a poor crop or fall in demand, BRA would be the one who suffers since they provide most of the input costs.

These incentives should be made apparent and advertised in order to increase your base of farmers. Currently, your main form of advertising has been word of mouth. Through advertising methods such as brochures and other methods the cooperative will be more apparent within the markets. See advertising section.

6. Revenue sharing ratio of BRA/farmers.

We suggest that the BRA revise their revenue distribution ratio. By taking a closer look at what exactly the costs are to the BRA and the farmer, the BRA can determine a more appropriate revenue distribution. The farmer needs to be properly incentivized to be a part of the cooperative, and the current ratio is favoring the BRA instead of the farmers. If the BRA can take a closer look at the costs of the services and products that they provide to the farmers through seeds, technical assistance, etc. and the costs of the farmer through land and labor, they can reevaluate their revenue sharing ratio to properly compensate the farmers for their work.

7. BRA with all levels of operations and management should communicate to their labor force the profit-maximizing model and why this model is necessary. The model is necessary in order to attain sustainability for the philanthropic mission and a unified vision.

8. The BRA should start recording data for their income statements, balance sheets and statement of cash flows. Doing so will allow them to satisfy all financial requirements for international donations. In addition, an accurate balance sheet, income statement and statement of cash flows can also lead to a more precise forecasting.

9. The BRA should be more aware of savings for future investments. Doing so will allow a financial buffer for future budgeting.

10. The BRA and its co-ops should try to overproduce since there is a capacity to produce more. Doing so can open a new market such as Santo Domingo. A new market in Santo Domingo can inevitably generate more revenue since the market price will be higher.

11. The BRA should work on incorporating the 5,500 inactive members of the co-op in order to expand. BRA should set goals per year of how many of these co-op members can become active. This will be based on increases in revenue, which will provide increased ability to support more members. There should also be additional outreach methods other than word-of-mouth implemented in printed publicity, advertising, and name recognition efforts. These methods will be aimed at local community members who are interested in self-sustaining farming practices.

12. Animal husbandry - Increase sale rabbits and piglets

The BRA can consider increasing the sale of their rabbits and piglets through better methods of husbandry. Animal production is scarce in the Monte Plata region and the BRA can take advantage of this situation. It can secure large market shares since they have an abundance of the scarce resource of animals. In addition, the BRA can continue to facilitate animal reproduction through the continuation of the veterinary service it already has and its mission of carefully maintaining the food of the animals which give them more of an edge over their competitors. BRA should focus on rabbits because there is a market for rabbit meat and they can produce quickly. However, the focus on pigs should be maintained because their product is widely recognized as high-quality and reliable in the region.

13. Start production of goat milk and cheese

According to the Economic Development Agency of Monte Plata, there have been technological investments in better milk quality production. These investments can increase the product diversification of BRA and give it more products to accommodate more demand than its competitors. In the long run, these same investments can be made to target technological advancements in goat cheese production which can achieve the same goal of diversification and competitive edge like goat milk production.

14. Build a greenhouse for year-round production.

This greenhouse can be constructed at relatively low cost using recycled materials or unused buildings in the region. Furthermore, the investment could provide the region with a more controlled growing environment, and would allow Monte Plata to produce agricultural goods that are currently being imported. The greenhouse could also mitigate problems associated with seasonal ebb and flow of food supply. Aqua-ponic systems can be implemented into greenhouse environments, which can make the space even more productive.

15. Sell fully grown pigs for meat

Growing a pig as a meat product requires a large initial investment; however, BRA has significant pig production already. The transition would simply require investments in technology that would allow farmers to process pigs into meat. An outcome of this is a steady source of income throughout the year which crops cannot guarantee.

16. Honey production

The BRA can also incorporate an established honey farm since Monte Plata is a consistent top producer of honey that is distributed in the entire Dominican Republic. A honey pilot program can be established fairly easily due to low labor costs. Given an experienced or a well-trained manager, a beehive can have maximum productivity with only one worker being involved. BRA's competitors have honey as their advantage over them since BRA currently has left out honey in their production.

17. Chocolate production

Cocoa production is lucrative in the many different forms of products it can produce such as wine, hot chocolate and solid chocolate. This can add variety to the product line of BRA and farmers can have the option of planting chocolate as an agricultural product if the farmers desires as long as BRA maintains its mission of financing the basic needs of the farmers. In this way, it is similar to the honey production. However, cocoa farms can also attract tours and run tourist programs that can bring in extra revenue for the region of Monte Plata. Higher value products can be developed through this process, including Fair Trade certified products.