A WOMEN’S ASSOCIATION OF SMALL-SCALE FISH PRODUCERS THAT HAS BEEN OPERATING FOR 29 YEARS

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Binmaley Rural Improvement Club (BRIC)

Case describes….

- How the association became an effective participant in the value chain of their products.

- Achievements and their impacts on members and families, business partners and community

- Opportunities for strengthening, empowering and sustaining a women’s association of small scale fish producers.
Location Map of Binmaley, Pangasinan, Philippines
Founded 1989
5 pioneers and 15 members, 120 today
• Half-hectare communal farm of the association
• Nursing milkfish fry then growing them to table size
• Fresh harvest peddled around the neighborhood
Ventured into small scale processing of traditional product forms: deboned & marinated
Officers of Binmaley Rural Improvement Club
Buenlag, Binmaley, Pangasinan

President
Mrs. Milagros T. Buenafe

Vice President
Mrs. Norma R. Rosario

Secretary
Mrs. Cresencia B. Ferrer

Asst. Secretary
Mrs. Marlyn C. Bruan

Treasurer
Mrs. Renita E. Soriano

Asst. Treasurer
Mrs. Jehla B. Lee

Auditor
Mrs. Maricris F. Escano

Asst. Auditor
Mrs. Jesabel P. Buenafe

Business Manager
Mrs. Gina B. Buenafe

Asst. Business Manager
Mrs. Mila C. Villanueva

PRO
Mrs. Vicky de Vera

Mrs. Julie Aquino
BRIC’s Value Chain

Service Providers: BFAR-DTI-DOLE-LGU-DOST, TESDA, Media

Physical & Socio-economic environment: LGUs

Regulatory: FDA, BFAR, DOLE, LGU

Policy: BFAR, DTI, DOLE

Input → Production → Processing → Marketing

Suppliers → End markets
Actors in the value chain

Business partners

1. Input Suppliers

- Frank & Nally Consignacion: fresh milkfish (purchase-on-account or slightly deferred payment)

- Joemil Aqua-farm: assistance to the association under a similar arrangement; interest free loan to build the new processing building.

- Lenny Sari-Sari Store: condiments and other processing ingredients (on credit)

- Milkfish fry dealers- cash on delivery
2. End markets

- Distributors (10) – Manila 4, Baguio City 2, and Cagayan, Zambales, Laguna, Palawan: on time delivery/shipment of unlabelled packs.

- Groceries – large and small: consignment; replacement of unsold goods 15-30 days

- Food markets: consignment

- Hotels and Restaurants: cash on delivery

- Schools - public and private: cash on delivery
Institutional support services

- Bureau of Fisheries and Aquatic Resources (BFAR) - RO
- BFAR’s National Integrated Fisheries Technology Development Center
- Department of Trade and Industry - RO
- Department of Science and Technology - RO
- Department of Labor and Employment’s Technology Education and Skills Development Authority - RO
- Local Government Units (Provincial and Municipal)
- Pangasinan State University’s College of Fisheries.
Processing facility

Dep’t of Trade and Industry’s Shared Service Facilities (SSF) Program for MSMEs:

● BRIC: PHP 1 million worth of equipment
  ● Food-grade stainless steel smoking chamber, stainless tables, double-chamber vacuum packaging machine, chest freezer, industrial pressure cooker, tools.
  ● Monthly average capacity from 3,000 to 10,000 kg (now 18,000 kg) of fresh milkfish.

BFAR also gave a fish processing kit under its Gender and Development Program.
Processing technology, product development, promotion and marketing

Trade & Industry; Science and Technology; BFAR and Pangasinan State U.

- DTI, DOST and BFAR have made BRIC their model group at agriculture and food exhibitions.

- DOST gives training on food safety, advise on compliance to Good Manufacturing Practice standards.
  - Results: improved plant layout, better GMP compliance, process standardization and more training opportunities on enterprise management.

- PSU College of Fisheries: product testing, development
Enterprise Management

- **Local Government Units**: Livelihood Assistance Program; includes a soft loan

- **DTI** monitors and updates the association on enterprise management and development as part of its continuing assistance that complements the local government’s.

- **DOLE’s Technology Education and Skills Development Authority** facilitates provision of technical education and skills development. BRIC officers trained in management and operation, health and sanitation, and food safety.
Farming and post harvest

- **BFAR**: research, technology development, training and extension as well as project partnership.
  - Milkfish farming, processing, packaging, product labeling and enterprise management
  - Advice on good farm management practices.

- **BFAR-National Integrated Fisheries Technology Development Center**: updates on new technology and research results; training
TRADE FAIR PARTICIPATION, MEDIA COVERAGE, CITATIONS
1. **Value chain development and upgrade**: Their Business Model Canvas portrays enterprise activities, relations with suppliers and end market relations, and marketing strategies. Business partnerships established with distributors, grocery stores, restaurants, and hotels as well as schools.

2. **Functional upgrading**: Construction of the new processing plant and upgrade of equipment including a blast freezer. Capacity up 18K to 30K kg/month (as of 2018) Apply for HACCP certification: will further sharpen competitiveness.

3. **Product upgrading**: Tests of new product forms and product acceptability, assisted by the College of Fisheries of PSU and Science and Technology dep’t.

4. **Process upgrading**: Constituted task forces led by their officers, with specialized assignments: supervise the good manufacturing process and quality control for a particular product form. Enhanced efficiency.
Achievements and their impacts

“Developing a value chain…

- assists in poverty reduction, income generation, and employment creation;
- builds entrepreneurial dynamics that increases competitiveness and value addition at each stage of production.”

On Members: Family welfare, entrepreneurship

- Part-time employment close to home, earning additional income + health insurance benefit.

- Entrepreneurship training: how to start a home-based business.

- Appreciation for responsible and ethical behavior as member of an association and in business relations.

- As well, they have developed product forms that make use of almost all parts of the fish, reducing food waste and environmental impact of processing ... and increasing the value of a fish.
On partners: additional business opportunities

- Expanded production and sale of BRIC processed products have increased their demand for raw materials, which also boosts the business of their regular suppliers.

- Upgrade of the processing facility has produced more – and a steady supply – of higher quality products for trading partners and end markets.

- (They also provide training to students and other women groups, through “lakbay aral” or study tour.)
On community: employment, rural development

- BRIC Bangus Processing Project: more employment, fiscal impacts: local government revenue from taxes, license and permits.

- Promotion of the reputation of the town as “Home of BRIC Processed Bangus”. Prospects for agro-tourism.

- Seasonal employment for farm workers, who are from the community, in the communal fish farm.
Recommendations 1
- for organizational development and management-

- Improve both technical and management capacity; professionalize the organization.

- Leadership encourage every member to seek and share ideas on ways to innovate services, develop new products, improve management and operational efficiency; and groom and mentor potential leaders.

- Nurture and promote product image of quality and safety, and environmental and social responsibility that reflect its production and in the association’s actions.

- Transparency pervades the management of the association and its business practices.

- Harness information technology esp. social media.
Recommendations 2
- policy and technical support -

- Integrate into a single package the various technical assistance of government agencies. Preferably, deliver them through a single competent entity in the area.

- Government agencies strengthen and integrate their services for safety & quality, environmental and social responsibility certification.

- Services include legal advice on working out contracts with suppliers, distributors and institutional buyers, applying for licenses and permits, and complying with legally set standards.

- Reduce regulatory burden on associations and enterprises: with a streamlined one-stop service; consider online registration and application for permits; remove redundant, irrelevant provisions.
• Consider incentives such as tax breaks but avoid lavish and perennial subsidy.

• Promote farm and processing enterprise as a stop in an agro-tourism itinerary; develop the area into an agro-tourism hotspot.

• Institutionalize their role as trainors: internships, study tours.

• With a growing trend in impact investment, DTI could include the promotion of this type of investment in its program and provide stimulus for associations to develop and position their enterprises for impact investments. Social enterprise.
SALAMAT
MABUHAY at UMUNLAD
Thank You
Live Long and Prosper
Topics of the training workshop

- Value chain theory and practice.
- Management of milkfish farming to meet quality standards
- Product development, processing, promotion and marketing
- Business plan development
- Financial planning
- Case study
### Binmaley Rural Improvement Club Business Model Canvas

<table>
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<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Proposition</th>
<th>Customer Relationship</th>
<th>Customer Segments</th>
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<tbody>
<tr>
<td><strong>Suppliers of Fresh Milkfish</strong>&lt;br&gt;Joemil Buenafe Aqua-Farm&lt;br&gt;Buenlag, Binmaley, Pangasinan&lt;br&gt;Frank &amp; Nally Consignacion&lt;br&gt;Dagupan City</td>
<td><strong>Operations</strong>&lt;br&gt;Bric started milkfish processing business under mango tree, later built a makeshift house behind residence of Mrs. Milagros Buenafe. Operates on limited budget, acquire milkfish raw materials on credits from local fish vendor to process marinated, smoked and relleno bangus and sold to neighbours. BRIC has progressed since then.</td>
<td><strong>High demand Products</strong>&lt;br&gt;<em>Marinated Milkfish</em>: spiced with salt, garlic and vinegar, no preservative.&lt;br&gt;<em>Smoked Milkfish</em>: processed with 9.1 brine solution in 30-40 minutes.</td>
<td><strong>Bulk Buyers</strong>&lt;br&gt;On time delivery/shipping of unlabeled bulk orders like 300 packs and above especially in far location like Tuguegarao, Cagayan&lt;br&gt;In supermarket consignment: Terms of 15-30 days. Unsold products are taken back for replacement.</td>
<td><strong>Customer Distribution</strong>&lt;br&gt;Local 50%&lt;br&gt;Other town 10%&lt;br&gt;Other province 10%&lt;br&gt;Balikbayan 10%&lt;br&gt;Walk in customers 20%&lt;br&gt;<strong>In trade fair</strong>&lt;br&gt;Most customers are within 30 and above age group and are health conscious.&lt;br&gt;Other important group are within 20-30 age group and buy the products for home consumption.</td>
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<td><strong>Supplier of Condiments</strong>&lt;br&gt;Lenny Sari-Sari Store&lt;br&gt;Binmaley Pangasinan</td>
<td><strong>Marketing Mode</strong>&lt;br&gt;Products delivery&lt;br&gt;Pick up&lt;br&gt;Shipping</td>
<td><strong>Scheme</strong>&lt;br&gt;<em>Increased productivity meeting the local emerging demand.</em>&lt;br&gt;<em>Increased level of awareness on importance of producing quality products by advanced technology and modernized innovation.</em>&lt;br&gt;<em>Always fresh, no preservative</em>&lt;br&gt;<em>Above 18 years experience</em>&lt;br&gt;<em>Packaging by DOST set up</em>&lt;br&gt;<em>Foreign market- looks for nutritious and delicious food to boost good health.</em>&lt;br&gt;<em>Vacuum packed for longer shelf life.</em></td>
<td><strong>Market Channels</strong>&lt;br&gt;Walk-in customer&lt;br&gt;Words of mouth&lt;br&gt;Distributors&lt;br&gt;Small to Bigger&lt;br&gt;Pasalubong Centers&lt;br&gt;Advertising media-leaflets&lt;br&gt;Personal selling&lt;br&gt;Free publicity</td>
<td><strong>Outsource Partners</strong>&lt;br&gt;Relative- Antipolo City&lt;br&gt;Relative- Pasig City&lt;br&gt;Relative- Baguio City&lt;br&gt;Relative- Undaneta City</td>
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Factors that influence the development of community enterprise into an SME

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<tr>
<th>Independent Variables</th>
<th>Significance</th>
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<tr>
<td>1. Enterprise development plan</td>
<td>HS (99)</td>
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<td>2. Sales trends</td>
<td>HS (99)</td>
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<td>3. Customer data base management</td>
<td>HS (99)</td>
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<td>4. Providing assistance to community</td>
<td>HS (99)</td>
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<td>5. Community involvement</td>
<td>S (95)</td>
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<td>6. Relationships with suppliers</td>
<td>S (90)</td>
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<td>7. Relationships with customers</td>
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<td>8. Regularity of sales</td>
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<td>9. Length of time in business</td>
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<td>10. Age of group leader</td>
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<td>11. Experience of group leader</td>
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<td>12. Length of time as head of the group</td>
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<td>13. Number of members</td>
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<td>14. Source of fund</td>
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141 samples from Bangkok, Central, North, East, NE, South