

Day 1: Strategic Planning Foundations for Agroforestry Businesses

Day 1 introduces fundamental strategic planning concepts and tools in the context of agroforestry. Participants begin by exploring why strategic orientation matters for farm businesses and how an advisor can facilitate strategic thinking. We then dive into the first steps of strategy formulation: defining a vision and strategic targets. The afternoon of Day 1 covers strategic analysis, including internal/external analysis through SWOT and trend monitoring, as well as assessing risks. By the end of Day 1, participants will have practiced these tools on example cases and will understand how to initiate and guide a strategic planning process with a client from vision through analysis. They will also reflect on the unique role of an advisor in strategic support, setting the stage for communication and implementation topics on Day 2.

Schedule at a Glance (Day 1)

09:00–09:30	Welcome & Introductions
09:30–10:45	Session 1: The Advisor’s Role in Strategic Planning & Importance of Strategic Orientation
10:45–11:00	Break
11:00–12:30	Session 2: Developing Vision and Strategic Targets
12:30–13:30	Lunch
13:30–15:00	Session 3: Strategic Analysis – SWOT and Trend Monitoring
15:00–15:15	Break
15:15–16:30	Session 4: Risk Assessment in Agroforestry Businesses
16:30	Day 1 Wrap-Up & Reflection Assignment

(Note: Timing can be adjusted based on participant number and interaction level. Each session includes interactive components as detailed below.)

Welcome & Introductions (09:00–09:30)

Begin Day 1 by providing a brief overview of the training module’s purpose and agenda. Invite participants to introduce themselves (name, role, and one expectation or question they have about strategic planning). Since this workshop is about strategy and advising, kick off with an **icebreaker** that is both fun and relevant:

Icebreaker-“Company-Innovation”: for example, ask each person to name a famous company or farm they admire for its strategy or innovation, and one word why (for example: “Apple – innovation”, “Local Agroforestry Coop – resilience”). Write these on a flipchart. This sets an expectation that strategic thinking is all around us, and transitions into the training’s relevance.

Quickly review *housekeeping* (break times, where facilities are, etc.) and ground rules for interactive learning (e.g. respect all ideas, everyone participates, ask questions). Emphasize that the workshop is *participatory* – not a lecture series. Encourage them to share experiences: many may have helped farms with business decisions before. Their knowledge is valuable here.

Trainer Tip: Model good facilitation from the start. Use active listening and positive reinforcement during introductions. For instance, if someone mentions “___” as a strategy they admire, respond appreciatively and note that we will touch on resilience in strategic planning. This builds trust and openness, crucial for the interactive style.