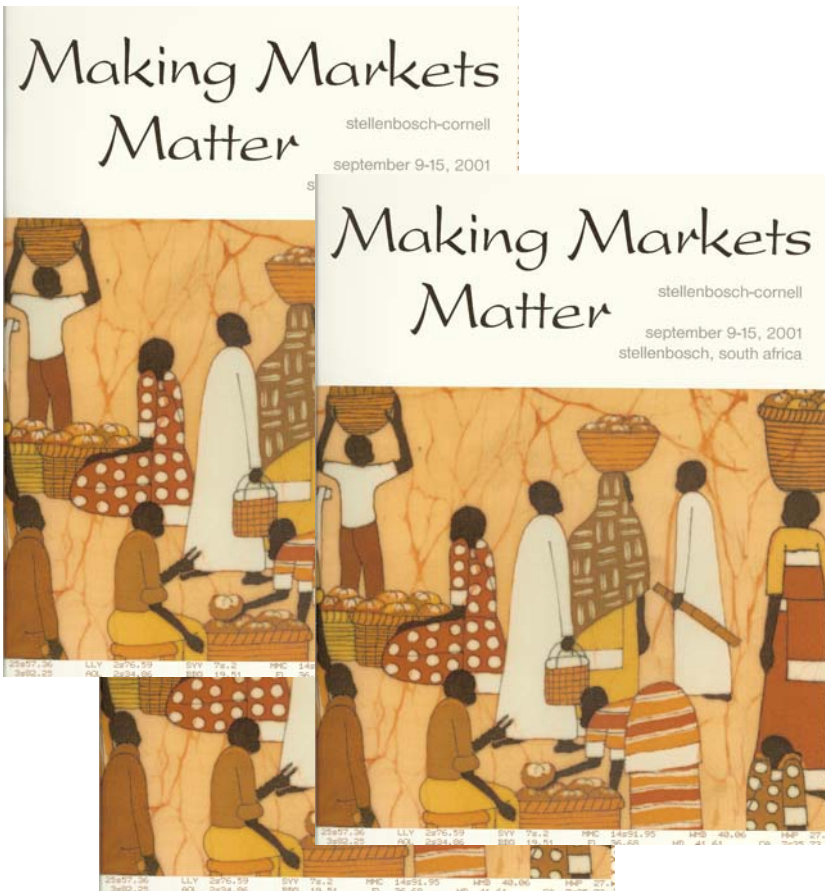


Final Report

Southern African Emerging Markets Workshop
September 2001
Stellenbosch, South Africa
(Agreement No. 58-3148-1-019)



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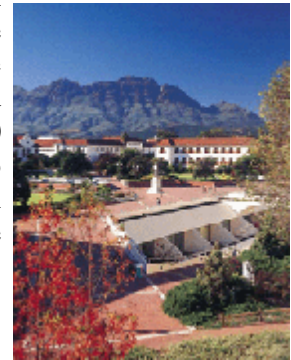
Stellenbosch – Cornell Collaborative Initiative

Stellenbosch University and Cornell University joined forces and designed an intensive, five-day workshop that was held 9-15 September, 2001 in Stellenbosch, South Africa. The central purpose of the workshop was to assist Southern African agribusiness firms meet the ever-increasing demands of today's global agro-food system. This innovative programme acquainted emerging agribusiness firms and business organisations in Southern Africa with contemporary business principles, processes, and tools that are essential in formulating successful marketing strategies.

In recent decades, tremendous change has occurred in Southern African political institutions; however, change in the economic performance of the economy has proven to be more elusive as the millions of rural citizens are yet to experience a higher standard of living. Agribusiness firms that can efficiently convert raw commodities into semi-finished and finished products that are in demand by urban consumers, business-buyers, and export markets will have a positive economic impact on the rural economies of Southern Africa.

Stellenbosch and Cornell Universities

Stellenbosch University is situated in the picturesque winelands region of South Africa. The town is home to several large agribusiness firms, which places the University at the cutting edge of developments in the food industry. The Agricultural Faculty has a long tradition of research, training and service to the food and agricultural sector. In 1999, the University enrolled approximately 19,000 students and 800 lecturers in 12 faculties. In addition, the University is home to two concert halls, a botanical garden that contains indigenous and exotic plants, and an ultra-modern sports complex. Together, Stellenbosch University and the Stellenbosch area form an outstanding environment in which to learn and relax.



Likewise, Cornell University provides a dynamic, stimulating environment in which 13,000 undergraduate and 5,000 graduate students pursue their studies under the guidance of 1600 faculty members. Cornell's outstanding faculty comprises many internationally recognized authorities in their fields. Cornell is located in Ithaca, New York, on a 750-acre campus surrounded by gorges and views of Cayuga Lake, the longest of the 11 lakes that make up the Finger Lakes region of New York.

Workshop Objective

The Stellenbosch-Cornell Southern African Emerging Markets Business Workshop was designed to meet the needs of emerging Southern African agribusiness enterprises. The overall goal of the workshop was to identify a set of marketing strategies that will enhance the competitiveness of Southern African agribusiness firms. Through the collaborative efforts between the Stellenbosch University and Cornell University, the workshop built capacity within agribusiness firms to formulate and implement competitive management and marketing strategies.

A Profile of Our Participants

The programme was designed for micro, small, and medium sized agribusiness firms in Southern Africa that are engaged in farm and off-farm services and in the production and processing of natural products and as well as food and agriculture products. In addition, the course targeted entrepreneurs and business development facilitators who are actively engaged in emerging industries. The participants enrolled represented a diverse backgrounds and organizations including entrepreneurs, business development facilitators as well as personnel of non-governmental organisations, business and commodity associations, and government departments involved in the delivery of management, marketing, and business training services. A total of 27 participants (7 countries) enrolled in the workshop. (Please see Appendix 1. for further details of participants.)

Benefits for Participants (*Value-Added Programming*)

- A series of stimulating market and management seminars presented by world-class facilitators
- A participatory approach involving real companies to present actual market and management case studies
- Access to state-of-the-art information technologies (e-commerce, e-business, e-marketing)
- Access to and interactions with emerging businesses through networking, study tours, and case studies
- A chance to expand strategic thinking and marketing skills
- “After care” business development support services and group consultations
- A developed set of contemporary management and marketing training materials .

Marketing the Workshop

Since this was the first year we offered the workshop, considerable effort was given to marketing the programme throughout the region and to selected organizations in the United States. We divided our efforts into two main strategies:

Wholesale Strategies:

- Mohammad Karaan and Ralph Christy visited Botswana, Namibia, and Zimbabwe in May, / June 2001.
- Ken Robinson and Ralph Christy attended the Corporate Council on Africa's conference "Into Africa" held at the World Trade Center, New Orleans, LA, May 2001.
- Direct mailing of the brochure to over 200 organizations (NGOs, Government Agencies, Foundations) in Southern Africa.

Retail Strategies:

- Brochure was placed on Stellenbosch University's webpage, July 2001
- An ad was taken out in the Sunday Times (Cape Town), August 2001
- Norma Tregurtha attended the Women in Agribusiness Conference in Cape Town where she exhibited information on our Emerging Markets Workshop for Southern Africa, August 2001.
- Selected organizations in South Africa were contacted directly by the Stellenbosch staff via telephone and mail.

End of Programme Evaluation

“Please evaluate the educational value of each of the following segments of the programme:(1=Learned Very Little; 5=Learned a Great Deal)”	Mean
Analyzing the Market Environment: Introduction of Marketing Case	4.35
E-commerce & Agribusiness	4.15
Web-site Design and Evaluation	3.5
Market Driven Strategic Analysis/Planning	4.3
Local Case Involving Marketing Problem (Wupperthal Rooibos Tea Assoc.)	4.55
Financial Management	4.45
Tutti Frutti Exercise	4.625
Strategic Management for Small Business/Firms/Organisations	4.55
Cape Natural Tea Products: Strategic Issues Past and Present	4.4
Strategic Marketing Synthesis and Summary	4.4

“Please rate the following aspects of the programme: (1=Poor; 3= Average; 5=Excellent)”	Mean
Information and Communication prior to arrival	4.45
Opening Function and Barbecue at Knorhoek Farm	4.56
Cape Town Aquarium Dinner	4.8
Business School Dinner	4.65
Closing Banquet at Spier Estate	4.7
Consultations	4.3
Group Assignments/Presentations	4.5
Handbook	4.35
Evaluations	4.5

Workshop Venue	4.65
Lodging/Accommodations	4.5
Tea/Meals	4.2
Amount of Free Time	4.37
Opportunity to Get to Know Other Participants	4.55
Team Activities	4.4

When asked to rate how much they learnt about marketing and business planning: (1=Learned Very Little; 5=Learned a Great Deal), participants' responses added up to a mean of 4.5, that is most participants felt that they had learnt a great deal. Similarly, participants' overall rating of the workshop was high. On a scale of 1-5 (1=Poor, 3=Average; 5= Excellent) the mean was 4.5. When asked if they would recommend attending next year's "Making Markets Matter" Workshop to a colleague (1=Would Not Recommend; 5= Would Highly Recommend), the mean for participants' responses was 4.95, that is the overwhelming majority of participants indicated that they'd recommend the workshop to others.

A selection of other useful comments and suggestions:

- "Additional team activities could be included. Although meals were fine, it should have options for those that may not prefer at the time."
- "The workshop was well organized and the materials are comprehensive."
- "The handbook must be like a manual where you can read up some answers to problems or to refresh your mind. Can have more scenarios—and ways to solve them."
- "Some of the topics were not discussed to detail."
- "Evaluations were not often enough, hence feedback mechanism was not very good. Everything else was just perfect, though free time was rather too much."
- "Presentations were wonderful, handbooks are very straight-forward. Hope to have more such workshops in the future to help us doing the right things and doing things right."
- "Excellent organization and job done. Keep it up."
- "Time frame should be extended to cover more topics otherwise time for the tours should be shorted. That doesn't mean that talks during those tours were not beneficial though."
- "Group assignments/case studies really taught me a lot/learnt a lot from them."
- "Logistical arrangements were brilliant."

Participants recommended the following changes for future workshops:

- “Include importers from the US and Europe to share the side of their story.
- “We need more participation from business community and a speaker on African agriculture outside of South Africa. The issues in South Africa are very different from the rest of the continent. It would be helpful to share what is happening in other areas.”
- “Take some of the participants’ problems—make case studies of it. The level of some of the presentations were too advanced because we are not even computer literate—when it comes to e-commerce or drawing-up a website and maintain it.”
- “More time should be spent on how to do the marketing strategy.”
- “It should be a two-week program with 3 or 4 site visits to various businesses.”
- “More case studies. Evaluate assignments on a point system.”
- “In South Africa it can be worthwhile focussing on business principles specifically targeted at communities that are extremely poor. Ways to create a “self-help” environment.”
- **Participants rated the most useful aspects of the workshop:**
- The presentations were well researched and participatory.
- Case studies.
- The fact that academia can help business when it is made practical (e.g., case studies)
- Marketing Strategies. Presenters are well prepared and know their subject.
- The meeting at the business school and the wonderful talk on aids. The interaction with the facilitators and the diversity of participants.
- Interaction with other participants from different areas and facilitators who are ever willing to share lessons/ideas.
- Speakers, facilitators, group of participants, case studies. The course/workshop was presented in such a way that it never felt like one was sitting in a classroom, listening to a lecturer. The facilitators and speakers (invited) made this a wonderful learning experience.
- Financial and strategic management.
- Beautiful surroundings. Academic atmosphere.

According to participants, among the least successful aspects of the workshop were:

- Not being able to talk to wine farmers/distilleries for linkages.
- The workshop could probably be compressed to four days.
- Sessions may be too long. Should break when participants get sleepy/not active.
- The weather was cold and the food wasn't always good.
- The financial side of the workshop. It was explained very well, but I need more time; coming from not a financial background.

Finally, participants suggested the following new topics:

Suggestions included: market negotiation, labelling and advertising, more detailed AGOA discussion, bookkeeping, business plans, budgets, accessing credit, performance measures in agribusinesses, entrepreneurship and project appraisal, contracts, negotiation skills, community involvement in projects (how to get/motivate people to get involved and keep them there), exporting procedures, market research, dealing with competition in business, bargaining power, computer packages for agribusiness analysis.

Mid-Course Evaluation

In addition, a mid-course “reality check” was also administered, in which participants were asked to comment on the best and worst aspects of the workshop up to that point, and to provide suggestions on necessary changes. Overall, most participants were satisfied with the workshop. Among the least liked aspects participants listed the overly advanced level of the finance and E-commerce sessions, the length of sessions (too long), and the quality of food. To the extent possible, these recommendations were taken into consideration during the remainder of the workshop.

When participants were asked to rate their experience up to that point on a scale of 1 to 5 (1=Disappointed, 5=Enjoying very much), the mean for the group was 4.36.

Appendix 1. List of Participants

Name	Organisation
Afrika, Margaret	Agritrain
Baxter, Valmor	ASNAPP – Harlem
Bekaardt, Claude	Agricultural Research Centre
Benidict Mokoena	M.U.C.P.D.
Boshoff, Edwin	SBCC
September, Desmond	ASNAPP Ericaville
Dlamini, Crammer	Ministry of Agriculture
Dlamini, Lungile Portia	Ministry of Agriculture
Goliath, Denver Mkhlseli	Community public private partnership
Gyapong, Joseph	Technoserve/ Ghana
Janine Meintjies	CSIR
Makubate, Loeto, R	Ministry of Agric
Malomane, Aaron	Nat. Dept Agric; Registrar of Cooperatives
Mkebe, Siphelo Samuel	UDC
Mhlongo, Aurelia	ASNAPP KwaZulu Natal
Nargeh, Akumiah	Technoserve/ Ghana
Ngozo, Thuli	Ministry of Agriculture
Nsiah, James Kwasi	Technoserve/ Ghana
Petrus Lekgogola	
Reuben, Matlala Lefu(Rubza)	CPPP
Schutte, Gideon, J	Nat. Dept Agric; Registrar of Cooperatives
Smit, Japie, J	Nat. Dept Agric; Registrar of Cooperatives
Smith, Elaine Sjalome	Namibian Agronomic Board
Thabiso, John Sebakiso	Basotho Enterprise Development Corporation
Valentyn, Edgar	ASNAPP - Wuppetal
Wright, Mumeka	Zambia
Zimba, Noah	ASNAPP Zambia

Appendix 2. List of Facilitators

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