

Final Report

Southern African Emerging Markets Workshop
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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 8-13 September, 2002 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 wine lands 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.

The Workshop Objective - *Making Markets Matter*

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 Creators of Economic Opportunity*

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 30 participants (7 countries) enrolled in the workshop. (See Appendix 1 for a detailed list of participants.)

Participants' Benefits - *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 (See Handbook)

Marketing the Workshop

Since this was the second year we offered the workshop, considerable effort was given to marketing the program 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 Angola and Zimbabwe in May/June 2002.
- 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 2002
- An ad was taken out in the Sunday Times (Cape Town), August 2002
- Mohammad Karaan and Norma Tregurtha conducted mini-workshop in Zambia, July 2002.
- Selected organizations in South Africa were contacted directly by the Stellenbosch staff via telephone and mail.

The following table from the end-of-program evaluation details the ways participants in 2002 learnt about the program.

Website	4
Word of Mouth	7
Government Agency	4
Brochure	7
Newspaper	1
Other (Please Specify)	<ul style="list-style-type: none">• Letter of invitation from/networking with Norma Tregurtha• Brochure from University of Stellenbosch.• AgricNews-thereafter website• I was invited because I participated last year.• Through ASNARP-SA• Colleagues

Evaluations

End-of-Program Evaluation

Please evaluate the educational value of each of the following segments of the program: (1=Learned very little; 5=Learned a great deal)

	2001	2002
Introduction to Workshop & Case Study Methods	N/A	4.18
Analyzing the Market Environment	4.35	3.82
Introduction to Marketing Case Market Driven Strategic Analysis/Planning	N/A	4.57
Local Case Involving Marketing Problem (Wupperthal Rooibos Tea Producers Cooperative)	N/A	4.17
Finance Case Study	N/A	4.17
Financial Management: An Introduction	4.45	4.17
Supply Chains-Key concepts	N/A	4.26
Strategic Management for Small Business/Firms/Organizations	N/A	4.36
Information Technology, e-commerce and agribusiness-key concepts & Future Directions	4.15	3.78
Strategic Marketing Synthesis and Summary	4.4	4.22

Please rate the following aspects of the program: (1=poor; 3=average; 5=excellent)

	2001	2002
Information and Communication Prior to Arrival	4.45	4.36
Opening Function and Barbecue	4.56	4.45
Tea/Lunch	4.2	4.18
Presentation: Scenario Planning in Action	N/A	4.00
Dinner and Jazz Evening	N/A	4.45
Cape Town Aquarium Tour & Dinner	4.8	4.65
Closing Banquet at Spier Estate	4.7	4.78
Tour & Tasting at the Ven Ryn Brandy Cellar	N/A	3.50
Group Assignment	4.5	4.43
Consultations	4.3	4.15
Electives		
Successful Community Projects	N/A	4.11
Strategic Marketing Tools	N/A	4.15
Handbook	4.35	4.32
Conference Venue	4.65	3.38
Lodging/Accommodations	4.5	4.20
Amount of Free Time	4.37	4.04
Opportunity to Get to know other participants	4.55	4.48

Additional Comments:

“Strategic Firm management case study I found most interesting perhaps because we had a fairly good grasp of it by then.”

“Important at times to link what you’ve learnt previously to the next day case studies in terms of application. Lunch was poor but teas were excellent.”

“Good organization, facilitation and coordination skills exhibited both last year and this year. Keep it up!”

“(Strategic management for small business) case I found most interesting perhaps because we had a fairly good grasp of it by then. Consultations were great but presenter’s availability was difficult to gauge; approach could be made easier with set times perhaps? (Handbook) some sections e.g. markets needs a little adaptation from its original form. (Amount of free time) too much at times. Some ‘compulsory’ (team activities) might be fun but preferable are those which levels the playing fields-allows for easy participation e.g. volleyball rather than soccer.”

“There was a good balance. We work hard and get the time to play. For networking: Get the accommodation closer together; it will also help for team activities, etc.”

“Brilliant! I felt spoiled by the generosity of everything. Many thanks and congratulations to the entire team of facilitators, organizers and backup.”

“Larger group numbers affect effective contribution by participants. Lecture room not adequate for participants.”

“If we were informed about the team activities, we could bring the outfit along.”

“Closing banquet was great.”

“Although no team activities took place, probably due to lack of enough interest, I think there should be a provision for these activities in future as well.

“Excellent workshop!”

“We needed more time for the case studies.”

“The best we can ever get!!!”

“Learned a lot about marketing can now go tell community and learn them also. Made a lot of contact, see a lot of places not seen before. Time was too short.”

“Case study-market chains (4 case devils claw, trout...) feedback of group work-too rushed. Catering-excellent.”

“The relaxed nature of the program created an opening for me to network with others in a very significant way.”

“We have received 5-star treatment from the workshop organizers. Most appreciated.”

In addition, we asked participants how much they learnt about marketing and business planning? (1=Learned very little; 5=Learned a great deal)

2002 Mean= 4.5

2001 Mean= 4.5

Participants were also asked to rate the workshop on a scale of 1 to 5 (1=Very disappointed in this workshop; 5=Very satisfied with this workshop):

2002 Mean= 4.4

2001 Mean= 4.5

When asked whether they would recommend next year’s “Making Markets Matter” Workshop to a colleague, the majority of participants said yes. (1=would not recommend; 5=would highly recommend)

2002 Mean=4.78

2001 Mean=4.95

When asked what changes or improvements should be made in future years, participants suggested the following:

“Team work activities that can ensure that each participant is taking part. Breaking barriers.”

“Evening programmes should be limited to about three nights so that participants will have enough time to read the training materials and rest. This will ensure proper understanding of training materials by participants before departure to their various countries.”

“I would have liked some forced time for reflection each day to apply the strategies learned to my organization. I know I could/should have done this in free time and to a certain extent I did bit a time set aside in session I feel would help focus and then also allow possibilities for questioning. (I’m talking like 5-10 mins a day).”

“Handouts/materials can be issued on either soft copies (floppy) and also handcopies. Other activities/presentations can be on videotapes and made available to participants.

“To give out the handbook beforehand so that we can prepare us for the lecture.”

“More free time.”

“Venue should be larger.”

“More case studies. Focus on participants’ area of work.”

“Focus on a particular 3rd world country so that we can learn about a bigger picture and how to engage the different dynamics?”

“Find a way to tone down the tendency by participants who are more knowledgeable about the subjects to monopolize discussions.”

“Create opportunities for the participants who are not so familiar with the concepts to have more practice in their application.”

“Allow individual presentations on assigned projects.”

“I would encourage each participant to come with a case study to share with the group. Diversity of meals at lunch time to suit all cultures. Specific time-allocation for consultations.”

“I would improve the catering services. Should have a selection of African (Traditional) and western foods.”

“Get the participants and facilitators to stay closer together. Networking.”

“Limit number of evening programs to allow participants time to read on his/her own.”

“It was a lot of take in. Brief review sessions after a break might help consolidate new knowledge-but this adds to the time or reduces amount that be covered. This handbook allows for revision and is excellent.”

“A follow up discussion/conference.”

“Make opportunity for participants to bring more case studies along (from their workplaces/projects) and give guidelines to participants to put their case studies together-I’ll like to bring a case study from Ghana.”

“Extend invitations to broader members of the SADC region.”

Participants listed the following as the most successful aspects of the workshop:

- Presentation and case study.
- Accommodations.
- Meals.
- Hospitality.
- Finance and E-strategy cases. Then, marketing in strategies.
- Financial management tools.
- Strategic planning and scenario analysis.
- Networking & meeting other participants.
- Good mix of participants, NGO, private sector, farmers public services
- “The Eye of the Fox”
- The tranquility of the place is a strength. The organization of the whole conference (workshop) is excellent. Group participants and network opportunities.

- The interaction between the various participants from diverse backgrounds and the opportunity to network and interact with our learned facilitators.
- The organization of the conference was good. Prof. Christy's summary put everything into proper perspective.

Participants listed the following as the most successful aspects of the workshop:

Not being able to visit some of the case study project sites and the surrounding area and, also appreciate some of the tourist attractions.

I couldn't consult much. I couldn't bring my challenges at work to the table.

The catering services.

So little time but yet so much to learn about marketing.

Financial Management session.

Overall, participants rated the workshop highly, summed up by comments such as:

"Was a great experience. Way of presentation were great. Lecture were clear and understandable, especially for the small-scale farmers."

"Enjoyed myself thoroughly. I believe we were firm C, just need to diversify a little bit more next year. Would definitely come back next year."

"A well organized and excellently structured programs that intermingled diversity with the strength of knowledge and entertainment function. Well Done!"

In addition to the end-of-workshop evaluation, we also conducted a mid-week "reality check." Participants were asked about the most and least successful aspects of the workshop. In general, participants seemed satisfied with the themes and topics addressed in the workshop; most criticism focused on the venue, the food, and the daily schedule of activities. To the extent possible, these suggestions were taken into consideration by the organizers.

During the mid-week evaluation, participants rated the overall quality of the workshop as follows:

(1= Disappointed, 5= Enjoying very much)

2002 Mean=4.38

2001 Mean=4.36

Appendix 1. List of Participants

Name	Position	Organization
Felix Chizhuka	Project Manager	Support to Farmers Assistance Project
Joseph Gyapong	Project Manager	Technoserve –Ghana
Otto Mbangula	Farmer	
Jacob Maphutha	Agricultural Scientist	Dept of Agriculture Elsenburg
Nargeh Akumiah	Project Manager	Technoserve –Ghana
James Kwasi Nsiah		Technoserve –Ghana
Johnny Martin Prins	Economist	Dept of Agriculture
Aaron Malomane	Sen. Admin Officer	National Dept of Agriculture
Jacob Esau Mwale	Deputy Director	Agriflora Limited
Peter Manda	Project Manager	IDE
Anwar Ismail Cassim	Marketing Manager	Africare
Mr Joy Kwakuyi	Project Assistant	A-SNAPP West Africa
Jacky Goliath	Propagation Specialist	A-SNAPP South Africa
Andrew Grewar	Editor / Director	Herbs for Africa Magazine
Nicci Hayes	Consultant	Umthathi
Nilton Mudalahothe	Marketing Dev. Manager	Africare SA
Jenny Adams	Trustee	Ericaville Farming Trust
Karen Haggens	Small Scale Farmer	Haarlem Honeybush Tea
Charlton Fortuin	Small Scale Farmer	Haarlem
Clem Zimri	Tea Court Manager	Wupperthal Rooibos Tea
Barend Salomo	Farmer & Admin Clerk	Wupperthal Rooibos Ltd
Dumile Sithole	Private Consultant/ farmer	
Hester Musandu	Director Markets & Research	IDEAA
Garfield Whitebooi	Economist	Dept. Agriculture Pretoria
Japie Smit	Sen. Economist	Dept. Agriculture Pretoria
Elaine Smith	Ag. Econ. -Consultant	
Danette Stipcich	Project Leader	Inst. Of Natural Resources
Charles Mathebula	Deputy Director	Dept of Agriculture PTB
Cutwell Maifo	Chief Technician	Dept of Agriculture PTB
Barend Sylvester	Farm Manager	Cape Olive Trust

Appendix 2. List of Facilitators

Dr. Ralph Christy

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Appendix 3. Highlights in Pictures

Engaged Entrepreneurs thru Discussion and Exchanging Ideas



Learning and Networking



Closing Ceremony and Post Workshop - Field Trip

