



## **Making Markets Matter 2008** *Workshop Report*

Prepared by:  
Laura Cramer, Danie Jordaan and Krisztina Tihanyi

July 2008



## Acknowledgements

The Making Markets Matter 2008 workshop was organized by Market Matters, Inc. The organizers would like to acknowledge the generous support of the following organizations: the Alliance for Green Revolution in Africa (AGRA), the United States Agency for International Development (USAID), the Department for International Development (UK), the National Agricultural Marketing Council, ABSA bank, and the Eastman Kodak Company. We also wish to acknowledge the volunteer contributions of our facilitators and guest speakers, who generously offered their time and expertise.

Please refer any questions related to the Making Markets Matter workshop or this report to:

**Krisztina Tihanyi**

~Chief Operating Officer~

Market Matters, Inc.

401 S. Albany Street

Ithaca, NY 14850

[www.marketmattersinc.org](http://www.marketmattersinc.org)

[info@marketmattersinc.org](mailto:info@marketmattersinc.org)

## Contents

ACKNOWLEDGEMENTS .....	1
WORKSHOP SUMMARY .....	2
PROGRAM OBJECTIVES AND APPROACH .....	3
Target Participants .....	3
Benefits to the Participants .....	4
Profile of Participants.....	4
Training Materials, Facilitators, and Presenters .....	4
WORKSHOP EVALUATION .....	5
General impressions about the workshop.....	6
Educational value of workshop topics .....	6
Workshop logistics and facilities.....	9
Organizational training needs.....	9
CONCERNS AND COMMENTS ABOUT THE WORKSHOP .....	11

### APPENDICES

- Appendix 1a: Program (Agribusiness Sector)
- Appendix 1b: Program (Seed Industry)
- Appendix 2: Participants
- Appendix 3 : Facilitators and Guest Speakers
- Appendix 4a: Evaluation form (Agribusiness Sector)
- Appendix 4b: Evaluation form (Seed Industry)
- Appendix 5: Closing Banquet Speaker bio
- Appendix 6: SODP Field Trips
- Appendix 7: MMM8 Workshop in Pictures

## WORKSHOP SUMMARY

The eighth Making Markets Matter workshop was held at the Lord Charles Hotel in Somerset West, South Africa, on May 11–16, 2008. The annual workshop series aims to increase the capacity of African agribusinesses to meet the ever-increasing demands of today's global food system. Including the 2008 workshop, to date the workshops have trained close to 400 participants from agribusiness firms, business development services, non-governmental organizations, government departments, and donor agencies. After eight successful consecutive annual workshops, Making Markets Matter is now regarded as a premium business development services (BDS) training program for emerging entrepreneurs in Southern and East Africa.

This year's workshop was a departure from those of previous years in several respects. First, the workshop venue was moved to the Lord Charles Hotel, a premier business meeting facility in the area. Second, this year's workshop featured two parallel sessions, one focusing exclusively on seed companies, the other working with other types of agribusinesses and organizations. The decision to offer two parallel sessions grew out of the recognition that seed companies, who have represented a significant portion of the participants in the past few years, have special needs and interests that may not be central to other businesses. Therefore workshop organizers created a parallel structure that allowed participants to attend sessions more focused on their industry, while having the opportunity to interact with the entire group during meals and evening and extracurricular programs.

Having the parallel sessions meant that more participants were recruited: specifically, the seed sector group had 29 participants, while the general agribusiness group had 22, a total of 51 participants from 11 African countries. Facilitators came from Botswana, South Africa, the UK, and the USA, and represented organizations such as the Food and Agriculture Organization of the United Nations and the Department for International Development (DFID), United Kingdom.

Further, the 2008 MMM workshop was extended by one day to accommodate a wider range of topics and presentations. Thus, in addition to topics covered in previous years, in 2008 participants also learnt about human resource management and business negotiation, two areas that workshop organizers felt would be of particular interest to African small and medium-size businesses.

The post-workshop evaluations indicate that overall the workshop was very well received and participants rated it as highly successful. The two new topics/sessions mentioned above were rated highly as well, indicating that participants would like to see them included in subsequent workshops. The training materials met participants' expectations, who found them practical and applicable to their work. Most participants also felt that facilitators delivered thoughtful presentations and that the learning environment was conducive to discussions and debate as well as networking.

The case study approach, a hallmark of the training method employed in the MMM workshops, gave participants a practical feel for business processes and challenges, and provided an opportunity to apply the tools introduced in the workshop to a real life case. This year the two groups worked on two different case studies: seed sector participants read the case study of Freshco, a Kenyan seed company, while agribusiness sector participants looked at the case of Traders Unlimited, a Botswana-based milling company. In both cases, company

CEOs were on hand to provide additional background about their companies and to respond to questions and recommendations from participants. In addition, both groups had the opportunity to learn about 1000 Cups of Coffee, a Ugandan coffee company whose founder and owner was also present to provide background information on his company and to offer samples of his product.

As in previous years, the workshop featured several evening programs that provided an ideal atmosphere for more informal networking and discussions. The workshop started with a lively opening reception that featured a local dance troupe whose members welcomed participants and facilitators to South Africa and to the Cape Town area. On Monday participants were treated to a dinner at Moyo Restaurant, which specializes in African cuisines from various parts of the continent, followed, on Tuesday evening, by a South African “braai” (cookout) at a nearby winery. On Wednesday participants had a free afternoon and evening. The program ended with a formal banquet on Thursday, where participants received their certificates of attendance. The banquet hosted a number of invited guests from the South African agribusiness sector, as well as a distinguished keynote speaker, Shepherd Shonhiwa, as well as Ronald Ramabulana of the National Agricultural Marketing Council (South Africa) and Ernst Jankovsy (ABSA bank), whose organizations provided generous sponsorships for the evening programs including the closing banquet. Finally, during the Closing Banquet Market Matters Inc. handed out the first African Agribusiness Entrepreneur of the Year award, an annual prize that will recognize a new outstanding agribusiness each year. The inaugural award went to Michael Kijjambu, owner of 1000 Cups Coffee House in Uganda, for his outstanding success as an innovative agribusiness entrepreneur.

On Friday, May 16<sup>th</sup>, workshop participants and facilitators had the opportunity to participate in optional day tours in the Cape Town area. However, those in the seed industry spent the day visiting two local seed companies, where they learnt the local seed industry. Several SODP Fellows used this opportunity to initiate business deals with the South African partners. A brief description of these field trips is given in Appendix 6.

### **PROGRAM OBJECTIVE AND APPROACH**

The aim of the workshop was to expose African agribusiness firms to the latest thinking in marketing strategy, strategic planning, financial analysis, human resource management, and business negotiation to enhance their competitiveness and promote better business opportunities. World-class facilitators with extensive experience and knowledge provided participants with practical tools and strategies to increase firm profitability, expand employment, and thus also increase incomes in their communities.

#### **Target Participants**

The MMM workshop series targets a diverse mix of participants representing private businesses, research organizations, governmental and nongovernmental agencies with varying expertise and experiences in the agribusiness sector. In 2008, too, participants included representatives of small and medium-sized agribusiness firms engaged in farm and off-farm services and in the production and processing of natural products, food, and agriculture products. In addition, as part of its “train the trainer” initiative, the workshop targeted personnel from donor agencies, non-governmental organizations (NGOs), and government departments involved in the delivery of business development and management services to small and medium-sized enterprises.

### Benefits to the Participants

The workshop offered the following benefits to participants:

- Stimulating seminars presented by world-class facilitators.
- A participatory approach involving actual market development case studies.
- Access to and interactions with representatives from business development services institutions and emerging businesses in Sub-Saharan Africa.
- A chance to improve strategic marketing skills.
- A set of contemporary marketing and finance training materials.

### Profile of Participants

The workshop drew a total of 51 participants from diverse backgrounds. Participants came from 11 countries in Africa, represented seed companies (50%), farmers (12%), government departments or affiliated organizations (6%), the private sector (4%), and non-governmental organizations (18%). The seed sector workshop had 29 participants, while the general agribusiness group had 22.

Table 1: Profile of Participants (n=36)

	Description	Frequency	Percent (%)
<b>Gender</b>	Male	40	78%
	Female	11	22%
<b>Nationality</b>	Botswana	2	4%
	Kenya	7	14%
	Malawi	6	12%
	Mali	1	2%
	Mozambique	2	4%
	South Africa	10	20%
	Tanzania	3	6%
	Uganda	10	20%
	Zambia	5	10%
	Zanzibar	1	2%
	Zimbabwe	4	8%
<b>Business type/sector</b>	Farmer	6	12%
	Seed Company	25	50%
	Processing	5	10%
	Government	3	6%
	Private sector	2	4%
	Research/NGO	9	18%
	Academic	1	2%

### Training Materials, Facilitators and Presenters

The training materials, provided to each participant, presented the latest thinking in BDS in a clear and accessible manner. The classroom sessions were interactive and varied, including lectures, case study analysis, group work, participant presentations, and panel discussions. The workshop’s participatory nature allowed participants to benefit from exchanges with facilitators as well as other participants. In addition to facilitators, the workshop

program also featured several invited speakers. Specifically, in the seed sector workshop, participants listened to presentations by former seed company-owner and consultant Aline Funk (“Swimming in Uncharted Waters: Practical Strategies for Emerging Seed Companies”), DFID Program Officer Dr. Terri Sarch (“Towards branding SODP”), Cornell Professor Dr. Rick Ward (“Durable Rust Resistance in Wheat”), SODP Fellow John Makoni (“Inventory and Accounting Management Software for Seed Companies”), and African Agricultural Capital’s Joel Ssemukaaya (“Finance Opportunities for African Seed Companies”). Representatives from the general agribusiness industry heard FAO’s Carlos daSilva, who talked about “Creating an Enabling Environment for Agro-Industries in Africa,” and Drs. Jose Jackson-Malete and Rosa Rolle, who presented on “the Food Science Perspective on Cereal Fortification and Pre-cooked Cereals.” Both groups listened to presentations by CISCO’s Han Kim (Integrated Business Solutions and Strategy for Operational Excellence and Innovation”) and Simon Rutega of the Ugandan Stock Exchange (“How African Stock Exchanges can Facilitate Growth Strategies for SMEs”). The guest presentations enriched the educational content of the workshop.

### WORKSHOP EVALUATION

The evaluation of the workshop was conducted on the last day. Seed industry participants and agribusiness participants were given slightly different evaluations due to the different sessions attended by each. Blank evaluation forms are attached in Appendix 4. The workshop was given an overall rating of above average by all (100%) the participants with 55% stating that the workshop was excellent (Table 2). The workshop was overwhelmingly described as a motivational, highly educational and adding value to existing knowledge and experience in agribusiness.

Table 2: Workshop overall rating

	Poor		Average		Excellent
Frequency	0	0	0	20	24
Percent	0%	0%	0%	45%	55%

The workshop lasted four (4) days and was attended by an enthusiastic group of participants. Eighty-seven percent (87%) of the participants felt the workshop duration was the right length. Eleven percent (11%) of the participants felt the workshop was too short and would have liked more time to cover certain aspects of the program. Only one participant (2%) found the workshop too long (Table 3). When asked to rate the level of material presented at the workshop, 10% of participants stated that the material was at an introductory level, 67.5% reported the material was at an intermediate level, and 22.5% felt the material was at an advanced level (Table 3).

Table 3: Level of material presented and length of workshop.

	Introductory	Intermediate	Advanced
Workshop level	10%	67.5%	22.5%
	Too short	Right length	Too long
Length of workshop	11%	87%	2%

**General impressions about the workshop**

Participants were also requested to register their general perceptions about several aspects of the workshop (Table 4). All of the participants (100%) felt that the workshop met their expectations. An overwhelming 95% of agribusiness participants found the workshop content applicable to their jobs, as did 96% of the seed industry attendees. Some participants went further to state that they found the information presented, particularly on marketing strategy and human resource management, to be of critical importance and are eager to apply the knowledge gained to their businesses. As a direct result of the perceived value of the workshop, 100% of the agribusiness participants indicated that they would recommend this workshop to colleagues, and 96% of seed participants would do so. Ninety-five percent (95%) of the agribusiness participants felt that the program was paced well within the allotted time compared to 100% of seed industry participants. All (100%) of the seed participants and 90% of the agribusiness attendees felt that the materials presented were well organized. One hundred percent (100%) of both groups agreed the instructors communicated well. Ninety-two percent (92%) of the seed participants and 100% of the agribusiness participants stated the instructors were knowledgeable on the subject matter.

*Table 4: Participants general impressions about workshop*

		Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree	Overall score
Met my expectations	Agribusiness	0%	0%	0%	29%	71%	<b>4.71</b>
	Seed	0%	0%	0%	54%	46%	<b>4.46</b>
Applicable to my job	Agribusiness	0%	0%	5%	10%	85%	<b>4.8</b>
	Seed	0%	0%	4%	32%	64%	<b>4.6</b>
Would recommend colleagues	Agribusiness	0%	0%	0%	14%	86%	<b>4.86</b>
	Seed	0%	0%	4%	28%	68%	<b>4.64</b>
Program was well paced	Agribusiness	0%	0%	5%	24%	71%	<b>4.67</b>
	Seed	0%	0%	0%	52%	48%	<b>4.48</b>
Instructors were good communicators	Agribusiness	0%	0%	0%	20%	80%	<b>4.8</b>
	Seed	0%	0%	0%	32%	68%	<b>4.68</b>
Materials presented well organized	Agribusiness	0%	0%	10%	19%	71%	<b>4.62</b>
	Seed	0%	0%	0%	52%	48%	<b>4.48</b>
Instructors were knowledgeable	Agribusiness	0%	0%	0%	14%	86%	<b>4.86</b>
	Seed	0%	0%	8%	28%	64%	<b>4.56</b>

**Educational value of workshop topics**

As stated earlier, participants found the workshop to be of high educational value. Some participants felt challenged to “think out of the box,” focus on and embrace strategic thinking in business planning and management. A large majority of the topics covered in the program were rated highly with respect to their educational value. Since the seed industry and agribusiness participants were divided for some of the sessions, the results presented below are separated by seed industry and agribusiness participants.

*Seed Industry Topic Results:* In terms of the main instructional areas, the highest rated sessions were Strategic Thinking, facilitated by Ralph Christy; Strategies for Emerging Seed Companies, facilitated by Aline Funk; Developing Human Resource Competencies, facilitated by Quinetta Roberson; and Business Negotiation, facilitated by Ed Mabaya and Kriszta Tihanyi (Table 5). These four sessions were all rated highly by 96% of participants. The second highest-rated session was Marketing Strategies, facilitated by Edward Mabaya, also rated highly by 96% of participants, but with a slightly lower overall score. Rated somewhat lower, the session on Inventory and Accounting Software presented by John Makoni was rated as having great educational value by forty percent (40%) of the participants, while 37% were noncommittal, and 23% reported learning little from the session. Unfortunately, the evaluations do not show whether this is due to the topic or the facilitation itself.

Table 5: Educational value of topics of the program – Seed Industry Participants

Seed industry sessions	Learnt very little				Learnt a great deal	Overall score
Case Study Presentation (J. Gichanga)	4%	4%	15%	56%	22%	3.89
Marketing Strategies (E. Mabaya)	0%	0%	4%	44%	52%	4.48
Integrated Business Solutions (H. Kim)	4%	7%	15%	56%	19%	3.78
Strategic Thinking (R. Christy)	0%	0%	4%	33%	63%	4.59
Strategies for Emerging Seed Companies (A. Funk)	0%	0%	4%	33%	63%	4.59
Branding SODP (T. Sarch)	0%	7%	52%	41%	0%	3.33
Durable Rust Resistance in Wheat (R. Ward)	0%	22%	26%	37%	15%	3.44
Inventory and Accounting Software (J. Makoni)	4%	19%	37%	33%	7%	3.22
Finance Opportunities (J. Ssemukaaya)	0%	7%	37%	44%	11%	3.59
Developing HR Competencies (Q. Roberson)	0%	0%	7%	26%	67%	4.59
Individual Management Styles (M. Duguid)	0%	7%	15%	56%	22%	3.93
Business Negotiation (E. Mabaya and K. Tihanyi)	0%	0%	7%	26%	67%	4.59

For the agribusiness side of the workshop (Table 6), the highest rated session was Strategic Management, presented by Ralph Christy. All of the participants reported having learned a great deal. Also rated highly by the agribusiness participants were Marketing Strategy, presented by Ed Mabaya; Financial Management, facilitated by Onkutlwile Othata; and Developing Human Resource Competencies, presented by Quinetta Roberson. The agribusiness participants rated the session on Individual Management Styles, facilitated by Michelle Duguid, lower compared to the other sessions. Seventy percent (70%) reported learning a great deal from the presentation, while 25% were noncommittal and 5% reported learning little.

Table 6: Educational value of topics of the program – Agribusiness Participants

Agribusiness sessions	Learnt very little				Learnt a great deal	Overall score
Case Study Presentation (A. Ellwood)	0%	0%	11%	32%	58%	4.47
Food Fortification (J. Maleté, R. Rolle)	0%	0%	14%	38%	48%	4.33
Strategic Management (R. Christy)	0%	0%	0%	29%	71%	4.71
Integrated Business Solutions (H. Kim)	0%	0%	5%	37%	58%	4.53
Marketing Strategy (E. Mabaya)	0%	0%	0%	33%	67%	4.67
Enabling Agro-Industries (C. DaSilva)	0%	0%	15%	40%	45%	4.30
Financial Management (O. Othata)	0%	0%	0%	38%	62%	4.62
Developing HR Competencies (Q. Roberson)	0%	0%	5%	30%	65%	4.60
Individual Management Styles (M. Duguid)	0%	5%	25%	35%	35%	4.00
Business Negotiation (E. Mabaya and K. Tihanyi)	0%	0%	0%	47%	53%	4.53

Both groups were asked to rate the instructional methods used throughout the workshop (Table 7). Group assignments were rated at 95% by agribusiness participants and 85% by seed participants. The use of case studies was rated at 89% and 92%, by agribusiness and seed participants respectively. Open consultations with workshop facilitators were also found to be useful by 89% of the agribusiness participants and 81% of the seed participants. Eleven percent (11%) of agribusiness participants and 19% of seed industry attendees were neutral on the subject of open consultations; this may indicate a need for facilitators to reach out to more participants throughout the workshop.

Table 7: Evaluation of instructional methods

General instruction methods		Learnt very little				Learnt a great deal	Overall score
Group Assignments and Presentations	Agribusiness	0%	0%	5%	32%	63%	4.6
	Seed	0%	0%	15%	44%	41%	4.3
Use of Case Studies	Agribusiness	0%	0%	11%	26%	63%	4.5
	Seed	0%	4%	4%	41%	52%	4.4
Open Consultations	Agribusiness	0%	0%	11%	37%	53%	4.4
	Seed	0%	0%	19%	52%	30%	4.1

While the evaluations reveal certain areas for improvement in the future, overall, the educational content and environment provided by the workshop were rated highly. Participants found the workshop environment conducive to learning with open discussion and debate encouraged. The sessions were also noted to be inspiring and motivating.

**Workshop logistics and facilities**

In addition to the educational aspect of the workshop, logistical issues also determine the success of a workshop. Participants were asked to rate various logistical aspects of the workshop on a scale ranging from poor through average to excellent. Table 8 summarizes these responses.

*Table 8: Logistics and facilities evaluation*

	Poor		Average		Excellent	Average Score
	←				→	
Information & communication prior to arrival	0%	0%	7%	22%	71%	4.64
Opening Reception	0%	0%	10%	37%	54%	4.44
Dinner at Moyo Restaurant	0%	0%	18%	38%	44%	4.27
Braai at Kleine Zalze	0%	0%	5%	50%	45%	4.41
Conference Room/Facilities	0%	0%	5%	26%	70%	4.65
Lodging/Accommodation	0%	0%	11%	33%	57%	4.46
Teas & Meals	0%	0%	2%	50%	48%	4.46
Networking opportunity	0%	0%	2%	49%	49%	4.47
Outside Activities	0%	2%	30%	35%	33%	3.98
	Too Little		Enough		Too Much	
	←				→	
Amount of free time	7%	2%	57%	32%	2%	3.2

**Organizational training needs<sup>1</sup>**

Having been exposed to key strategic areas in business development and management, participants identified areas of deficiency in their organizations that could benefit from additional training. These results are presented broken down by agribusiness and seed industry participants.

On the agribusiness side, marketing management was the topic most commonly identified as a high priority training need (Table 9), as was the case for participants in 2007. The majority of the participants indicated the need for training at the intermediate and advanced level. Also the same as 2007, financial management was ranked second with a need for training at the intermediate and advanced levels, and strategic management was third, with training needs mostly at the intermediate level. Only 10% indicated the need for training in marketing at an introductory level. Human resource skills were also identified as a need. Agribusiness participants also hig-

<sup>1</sup> Note: This was an open-ended question and participants could list any training need they liked.

highlighted needs in specific management areas such as human resource management and supply chain management. Topics that were only mentioned by one person are not listed in Table 9; these included technical knowledge, collaboration, communication skills, case writing, agro-industries integration, ways to identify profitable products, corporate governance, sub-sector analysis, and gross margin analysis.

Table 9: Key organizational training needs listed by agribusiness participants

	Introductory	Intermediate	Advanced
Financial Management	1	3	4
Strategic Management	1	3	1
Marketing Management	1	4	5
Business Negotiation	0	1	2
Human Resources	0	1	3
Management Skills	0	1	1
Trends from Research	0	1	1
Statistical Analysis	1	1	0
Commercialization Process	1	1	1
Value chain analysis	0	1	1

On the agribusiness side, the topic of financial management and analysis was overwhelmingly identified as a high priority training need (Table 10), as with the majority of respondents indicating a need for training at the intermediate level. Marketing management was ranked second with a need for training at the intermediate and advanced levels, and human resources management was third, with training needs mainly at the intermediate and advanced levels. Business management and strategic management skills were also identified as a need. Seed industry participants highlighted needs in specific areas such as negotiation skills, processing, and information technology. Topics that were only mentioned by one person are not listed in Table 8; these included entrepreneurship, plant breeding, IT training in financial management, communication, and seed quality control.

Table 10: Key organizational training needs listed by seed industry participants

	Introductory	Intermediate	Advanced
Business management	1	3	3
Financial management and analysis	4	11	5
Human resources management	1	5	7
Marketing management	2	10	4
Strategic management	0	3	3
Negotiation skills	0	1	1
Processing	0	1	1
IT	0	2	0

### Concerns and comments about the workshop

Although the workshop was an overall success, participants highlighted areas and issues for consideration by program staff. The concerns are summarized below.

- Use more visual/audio aids to show live examples.
- Bring in a role model.
- Time for group work on case studies was not adequate.
- More case studies in all topics (*mentioned by multiple participants*).
- More management/leadership self evaluation models.
- Participants in the seed group were very specific but the agribusiness group was not focused enough—need to have a more focused group.
- Time was too short for case studies (*mentioned by multiple participants*).
- During combined sessions the sound was poor as a result of the size of the venue.
- Ensure that all presentations are included in the folder.
- The time was very short—no time for participants to rest.
- Presenters to be more Africa oriented.
- Some presenters did not have a local (African) approach to the specific area of the workshop (small and medium business or seed companies).
- Some of the facilitators did not know the information most appropriate to the African scenario – i.e., there is a huge amount of information but what would be the most relevant or valuable.
- Assign more time to guest speakers.
- Flight bookings in a block interfered with participants' other plans. Participants should be given freedom to use their normal travel agents to book flights as has been done in previous SODP events.

Finally, the evaluation also asked participants to assess the workshop in their own words. The following is a sample of what participants wrote:

*"I have learned a lot in terms of strategy formulation, human development, and marketing strategies."*

*"I really enjoyed and was inspired. I also learned a great deal on marketing and human resource management – all very important."*

*"The workshop was a re-awakening and stimulating experience"*

*"The time away was very well spent. Now more time must be made for me to convey all the relevant information learnt so that it can be used as tools within the company. I truly believe the lessons learnt will bring a quicker success to our company."*

*"MMM8 activity opened new horizons to me. What I perceived to be challenging aspects to my business became strategic and management issues where solutions ultimately come from two phenomenal presenters during the workshop."*

*“The workshop was just fantastic. The choice of topics and facilitators was very well done and the experience was just challenging. There is so much we need to work on from our different stations if we wish to revolutionize the seed industry.”*

*“The workshop was advanced and intensive. Interaction was key. Clearly different from all the workshops I’ve attended. You come out well informed and with the urgency to apply the principles in your own company.”*

*“Great practical learning session focusing on the most important aspects of our business which we so often neglect.”*

*“A workshop that created an awareness to doing business on the African continent.”*

*“Engaging, appropriate, timely, informative and most importantly highly relevant for African reform and ownership. Empowering for government lobbying purposes.”*

*“It was an excellent experience since we had very highly educated facilitators who were also willing to listen.”*

## Making Markets Matter 2008

### Agribusiness Industry Participants

Sunday, 11 May	REGISTRATION AND RECEPTION	VENUE
14:00-18:00	Registration	Hotel lobby
18:00 - 21:00	<b>Opening Reception</b> (Remarks by Mohammad Karaan)	Pre-Assembly Area and Vergelegen
<b>Monday, 12 May</b>		
<b>STRATEGIC MANAGEMENT</b> Facilitator: Ralph Christy		
8:00 – 8:30	Registration	Somerset Suite 2
8.30 – 10:00	Welcome and Introductions - <i>Ralph Christy</i>	Somerset Suite 2
10:00-10:30	TEA BREAK	
10:30-10:50	Case Study Presentation –“ Traders Unlimited” - <i>Agatha Ellwood</i>	Somerset Suite 2
10:50-11:10	“The Food Science Perspective on Cereal Fortification and Pre-cooked Cereals.” - <i>Jose J. Malete &amp; Rosa Rolle</i>	Somerset Suite 2
11:10-13:00	Strategic Management - <i>Ralph Christy</i>	Somerset Suite 2
13:00-14:00	LUNCH BREAK	Hotel dining room
14:00-15:00	Case Study Analysis: “Traders Unlimited” (Break-out sessions)	Break-out rooms
15:00-16:00	Case Study Analysis and Presentations: “Traders Unlimited”	Somerset Suite 2
16:00- 16:30	TEA BREAK	
18:00 – 21:00	<b>Dinner at Moyo Restaurant</b>	Moyo Restaurant (Bus departs from hotel parking lot at 17:30hrs)
<b>Remember to register for post-workshop tours today!</b>		
<b>Tuesday, 13 May</b>		
<b>MARKETING MANAGEMENT</b> Facilitator: Ed Mabaya		
8:30 – 10:00	“Integrated Business Solutions and Strategy for Operational Excellence and Innovation:” <i>Han Kim (CISCO Entrepreneur Institute)</i>	Somerset Suite 2
10:00 - 10:30	TEA BREAK	
10:30 – 13:00	Marketing Strategy - <i>Ed Mabaya</i>	Somerset Suite 2
13:00 - 14:00	LUNCH BREAK	Hotel dining room
14:00 – 15:00	Case Study Analysis (Break-out sessions)	Somerset Suite 2
15:00-16:00	Case Study Presentation	Somerset Suite 2
16:00-16:30	TEA BREAK	
18:00-21:00	<b>Speaker &amp; Braai at Kleine Zalze Winery</b> Speaker: <i>Simon Rutega (Uganda Stock Exchange)</i> “How African Stock Exchanges Can Facilitate Growth Strategies for SMEs?”	Kleine Zalze Winery (Bus departs from hotel parking lot at 17:30hrs)
<b>Wednesday, 14 May</b>		
<b>FINANCIAL MANAGEMENT</b> Facilitator: Mohammad Karaan and Onkutlwile Othata		
8:30 – 10:00	“Creating an Enabling Environment for Agro-Industries in Africa.” <i>Carlos DaSilva (UN-FAO)</i>	Somerset Suite 2
10:00 -10:30	TEA BREAK	Somerset Suite 2
10:30-13:00	Financial Management: <i>Onkutlwile Othata</i>	Somerset Suite 2
13:00 -14:00	LUNCH BREAK	Hotel dining room
AFTERNOON	Flex time (Somerset Mall, beach) *Dinner on your own*	
EVENING		

<b>Thursday, 15 May</b> <b>HUMAN RESOURCE MANAGEMENT</b> <b>Facilitators: Quinetta Roberson, Ed Mabaya, and Krisztina Tihanyi</b>		
8:30 – 10:00	Developing Human Resource Competencies <i>Quinetta Roberson &amp; Michelle Duguid</i>	Somerset Suite 1+2
10:00 -10:30	TEA BREAK	
10:30 -12:00	Individual Management Styles: <i>Quinetta Roberson</i>	Somerset Suite 1+2
12:00-13:00	Business Negotiation: <i>Ed Mabaya and Krisztina Tihanyi</i>	Somerset Suite 1+2
13:00 -14:00	LUNCH BREAK	Hotel dining room
14:00 -15:30	Facilitator and Participant Panel: Topic TBD	Somerset Suite 1+2
15:30- 15:45	Synthesis and summary: <i>Ralph Christy</i>	Somerset Suite 1+2
15:45- 16:15	End-of-workshop evaluation: <i>Krisztina Tihanyi</i>	Somerset Suite 1+2
16:15-16:45	TEA BREAK	
18:00-22:00	<b>Closing Banquet &amp; Awards</b> Speaker: <i>Shepherd Shonhiwa (MD, Easigas, South Africa)</i>	The Ballroom (Lord Charles Hotel)
<b>Friday, 16 May</b> <b>POST-WORKSHOP TOURS</b> Register for tours on Monday		
MORNING	Post-workshop tours (optional)	Meet in the hotel lobby at 09:00hrs
AFTERNOON	Post-workshop tours (optional)	

#### Some Useful Information

Welcome to the MMM8 Workshop! We are happy that you will be joining us, and we hope that you will find the next few days educational, enjoyable, and inspirational for your work. The workshop brings together an outstanding group of participants and facilitators, who have a lot to teach and learn from each other. Below are some additional details about the workshop. Please read through this carefully and feel free to ask one of our facilitators if you have questions. We wish you a productive time.

Open consultations: The workshop facilitators are available throughout the workshop for individual consultations. Please feel free to approach facilitators with specific issues pertaining to your business or organization.

Dinner at Moyo's Restaurant: Moyo's is famous for its casual atmosphere, lively entertainment, and most importantly, its endless buffet tables filled with more food than you can imagine (or possibly eat!). We will have dinner at Moyo's on Monday. Buses will leave at 5:30 p.m. Casual attire is suggested.

Braai at Kleine Zalze Winery: On Tuesday evening, we will go to Kleine Zalze, a picturesque winery nearby. Here we will listen to remarks by Mr. Simon Rutegea of the Ugandan Stock Exchange and enjoy a braai ("South African" for "barbecue"). Casual attire is suggested.

Closing/Awards Banquet (Thursday): Every year this closing event is the highlight of our workshop. This is when we celebrate your hard work during the week, and you receive your workshop certificates. This year we will award the first "African Agribusiness of the Year" Award and listen to a keynote address by Mr. Shepherd Shonhiwa, Managing Director of Easigas Pty. You will also have a chance to meet representatives of the South African agribusiness sector. The banquet will take place at the Lord Charles Hotel in the Ballroom. Business attire is suggested.

Wednesday afternoon flex time: To give you a breather during this busy week, we will finish the classroom session early on Wednesday. If you wish to leave the hotel, you may take a hotel shuttle to Somerset Mall or to the beach (shuttles leave every hour).

Post-workshop tours: If you are available on Friday, you may want to participate in the optional post-workshop tour. We will organize transportation to go to the V & A Waterfront in Cape Town. The Waterfront is the lively center of Cape Town tourism, shopping, and restaurants. At the Waterfront you may board a boat to visit Robben Island, the infamous Apartheid-era prison where, among others, Nelson Mandela was held. You may also consider visiting the Cape Town Aquarium, or simply walk around and take in the sights and sounds of the area. We have included some additional information in your welcome packet about the various activities available to you. Please look over them and be ready to sign up for the post-workshop tour on Monday, so that we can finalize arrangements for transportation. The bus will leave at 9 a.m. on Friday, and, depending on demand, we will organize one or two return trips (around 1 and 4 p.m.). Please arrange your flight schedule so that you can sign up for the return time that best fits your schedule. Please note that while we provide transportation to and from Cape Town, any additional expense associated with the tour is your responsibility.

Departure and luggage: Checkout time at the Lord Charles is 11 a.m. If you do not depart until later you may leave your luggage in storage after checking out.

Communication and Business Services: The hotel has a business center, and you may also connect to the internet in your room. Please inquire at the front desk for more information. Phones are available in the guest rooms as well as in other areas of the hotel. Please remember to settle your phone bills and any other business/personal expenses before you check out.

# Making Markets Matter 2008

## Seed Industry Participants

Sunday, 11 May	REGISTRATION AND RECEPTION	VENUE
14:00-18:00	Registration	Hotel lobby
16:00-17:00	Meeting for Seed Industry Participants	Pre-Assembly Area and Vergelegen
18:00 - 21:00	<b>Opening Reception</b> (Remarks by Dr. Mohammad Karaan)	Pre-Assembly Area and Vergelegen
Monday, 12 May	MARKETING MANAGEMENT Facilitator: Ed Mabaya	
8:00 – 8:30	Registration	Somerset Suite 1
8.30 – 10:00	Welcome and Introductions - <i>Ralph Christy</i>	Somerset Suite 1
10:00-10:30	TEA BREAK	
10:30-11:00	Case Study Presentation: "Freshco Seeds" - <i>Capt. Karanja and Laura Cramer</i>	Somerset Suite 1
11:00-13:00	Marketing Strategies for Seed Companies – <i>Ed Mabaya</i>	Somerset Suite 1
13:00-14:00	LUNCH BREAK	Hotel dining room
14:00-15:00	Case Study Analysis: "Freshco Seeds" (Break-out sessions)	Break-out rooms
15:00-16:00	Case Study Analysis and Presentations: "Freshco Seeds"	Somerset Suite 1
16:00- 16:30	TEA BREAK	
18:00 – 21:00	<b>Dinner at Moyo Restaurant</b>	Moyo Restaurant (Bus departs from hotel parking lot at 17:30hrs)
<b>Remember to register for post-workshop tours today!</b>		
Tuesday, 13 May	STRATEGIC MANAGEMENT Facilitator: Ralph Christy	
8:30 – 10:00	"Integrated business solutions and strategy for operation excellence and innovation." – Han Kim (Cisco Entrepreneurial Institute)	Somerset Suite 1
10:00 - 10:30	TEA BREAK	
10:30 – 13:00	Strategic Thinking for Seed Companies: <i>Ralph Christy</i>	Somerset Suite 1
13:00 - 14:00	LUNCH BREAK	Hotel dining room
14:00 – 15:00	Case Study Analysis (Break-out sessions)	Somerset Suite 1
15:00-16:00	Case Study Presentations	Somerset Suite 1
16:00-16:30	TEA BREAK	
18:00-21:00	<b>Speaker &amp; Braai at Kleine Zalze Winery</b> Speaker: <i>Simon Rutegea (Uganda Stock Exchange)</i> "How African Stock Exchanges Can Facilitate Growth Strategies for SMEs?"	Kleine Zalze Winery (Bus departs from hotel parking lot at 17:30hrs)
Wednesday, 14 May	SEED INDUSTRY IN AFRICA Facilitator: Ed Mabaya	
8:30 – 10:00	"Swimming in Uncharted Waters: Practical Strategies for Emerging Seed Companies." - <i>Aline Funk</i> <i>Q&amp;A plus discussion following presentation</i>	Somerset Suite 1
10:00 -10:30	TEA BREAK	Somerset Suite 1
10:30-13:00	Guest Presentations: "Towards branding of SODP" – <i>Terri Sarch (DFID)</i> "Durable Rust Resistance in Wheat" - Rick Ward (CU) "Inventory and Accounting Management Software for Seed Companies" – <i>John Makoni (AFROSOFT)</i> "Finance Opportunities For African Seed Companies" - <i>Joel Ssemukaaya (AAC)</i> , "African Seed Industry in 2020 – Scenario Planning" – Discussion	Somerset Suite 1
13:00 -14:00	LUNCH BREAK	Hotel dining room
AFTERNOON	Flex time (Somerset Mall, beach, etc.)	
EVENING	*Dinner on your own*	

<b>Thursday, 15 May</b>		
<b>HUMAN RESOURCE MANAGEMENT</b>		
<b>Facilitators: Quinetta Roberson, Ed Mabaya, and Krisztina Tihanyi</b>		
8:30 – 10:00	Developing Human Resource Competencies: <i>Quinetta Roberson &amp; Michelle Duguid</i>	Somerset Suite 1+2
10:00 -10:30	TEA BREAK	
10:30 -12:00	Individual Management Styles: <i>Quinetta Roberson</i>	Somerset Suite 1+2
12:00-13:00	Business Negotiation: <i>Ed Mabaya and Krisztina Tihanyi</i>	Somerset Suite 1+2
13:00 -14:00	LUNCH BREAK	Hotel dining room
14:00 -15:30	Facilitator and Participant Panel: Topic TBD	Somerset Suite 1+2
15:30- 15:45	Synthesis and summary: <i>Ralph Christy</i>	Somerset Suite 1+2
15:45- 16:15	End-of-workshop evaluation: <i>Krisztina Tihanyi</i>	Somerset Suite 1+2
16:00-16:30	TEA BREAK	
<b>Closing Banquet &amp; Awards</b>		
18:00-22:00	Speaker: <i>Shepherd Shonhiwa (MD, Easigas, South Africa)</i> Sponsor: National Agricultural Marketing Council (SA)	Ballroom (Lord Charles Hotel)

<b>Friday, 16 May</b>		
<b>POST-WORKSHOP TOURS</b>		
Register for tours on Monday		
MORNING	Tour of a South African seed company	Meet in the hotel lobby at 09:00hrs
AFTERNOON	Post-workshop tours (optional)	

#### Some Useful Information

**Welcome to the MMM8 Workshop! We are happy that you will be joining us, and we hope that you will find the next few days educational, enjoyable, and inspirational for your work. The workshop brings together an outstanding group of participants and facilitators, who have a lot to teach and learn from each other. Below are some additional details about the workshop. Please read through this carefully and feel free to ask one of our facilitators if you have questions. We wish you a productive time.**

Open consultations: The workshop facilitators are available throughout the workshop for individual consultations. Please feel free to approach facilitators with specific issues pertaining to your business or organization.

Dinner at Moyo's Restaurant: Moyo's is famous for its casual atmosphere, lively entertainment, and most importantly, its endless buffet tables filled with more food than you can imagine (or possible eat!). We will have dinner at Moyo's on Monday. Buses will leave at 5:30 p.m. Casual attire is suggested.

Braai at Kleine Zalze Winery: On Tuesday evening, we will go to Kleine Zalze, a picturesque winery nearby. Here we will listen to remarks by Mr. Simon Rutega of the Ugandan Stock Exchange and enjoy a braai ("South African" for "barbecue"). Casual attire is suggested.

Closing/Awards Banquet (Thursday): Every year this closing event is the highlight of our workshop. This is when we celebrate your hard work during the week, and you receive your workshop certificates. This year we will award the first "African Agribusiness of the Year" Award and listen to a keynote address by Mr. Shepherd Shonhiwa, Managing Director of Easigas Pty. You will also have a chance to meet representatives of the South African agribusiness sector. The banquet will take place at the Lord Charles Hotel in the Ballroom. Business attire is suggested.

Wednesday afternoon flex time: To give you a breather during this busy week, we will finish the classroom session early on Wednesday. If you wish to leave the hotel, you may take a hotel shuttle to Somerset Mall or to the beach (shuttles leave every hour).

Post-workshop tours: (\*Please note that the for Seed Industry participants, the post-workshop tours are only available in the afternoon. In the morning, you will visit a South African seed company.) If you are available on Friday, you may want to participate in the optional post-workshop tour. We will organize transportation to go to the V & A Waterfront in Cape Town. The Waterfront is the lively center of Cape Town tourism, shopping, and restaurants. At the Waterfront you may board a boat to visit Robben Island, the infamous Apartheid-era prison where, among others, Nelson Mandela was held. You may also consider visiting the Cape Town Aquarium, or simply walk around and take in the sights and sounds of the area. We have included some additional information in your welcome packet about the various activities available to you. Please look over them and be ready to sign up for the post-workshop tour on Monday, so that we can finalize arrangements for transportation. The bus will leave at 9 a.m. on Friday, and, depending on demand, we will organize one or two returns trips (around 1 and 4 p.m.). Please arrange your flight schedule so that you can sign up for the return time that best fits your schedule. Please note that while we provide transportation to and from Cape Town, any additional expense associated with the tour is your responsibility.

Departure and luggage: Checkout time at the Lord Charles is 11 a.m. If you do not depart until later you may leave your luggage in storage after checking out.

Communication and Business Services: The hotel has a business center, and you may also connect to the internet in your room. Please inquire at the front desk for more information. Phones are available in the guest rooms as well as in other areas of the hotel. Please remember to settle your phone bills and any other business/personal expenses before you check out.

### MMM8 Participants

Last	First	Company/Organization	Country
Alokit-Olaunah	Christine	Kilimo Trust	Uganda
Bimbona	Sarah	Pres. Initiative on Banana Industrial Devt.	Uganda
Binze	Victor Mero	Semente Perfeita	Mozambique
Chikowe	Bunaya	Funwe Farm	Malawi
Coulibaly Sidibe	Maimouna	Faso Kaba	Mali
de Beer	Jeanette	ABSA Agribusiness	South Africa
de Woronin	Brien	Agriseeds	Zimbabwe
Esmail	Saleem	Western Seeds	Kenya
Gichanga	James	Freshco Seeds Ltd.	Kenya
Henderson	Andrew	Progene Seeds	Zimbabwe
Horemans	Desire	Kamano Seed Co. Ltd	Zambia
Jere	Zwide Dexter	Total Landcare	Malawi
Kamaki	Chola	Hygrotech	Zambia
Kateya	Sunday	CARE International Zambia	Zambia
Khonje	Patrick	ZUM Seeds	Malawi
Kibaate	Cencurio	NASECO Ltd	Uganda
Kijambu	Michael	1000 Cups	Uganda
Kimotho	Ngila	Dryland Seed Ltd	Kenya
Kok	Nelie	Eksteenskuil Farmers Co-operative	South Africa
Leakey	Janey	Leldet	Kenya
Macharia	Gitau	Lachlan Kenya Limited	Kenya
Madima	Matibe J.	Tsiyanda Agro-Farm	South Africa
Makoni	John	Pristine Seeds	Zimbabwe
Mand	Rajinder	Zanobia Seeds	Tanzania
Mashauri	Isaka	Tanseed International	Tanzania
Motala	Ismail	Motala Farming CC	South Africa
Mothhale	Mabel	Warrenton Super Chickens	South Africa
Mugabirwe	Moses	Victoria Seeds	Uganda
Munene	Patrick	Oil Crop Development	Kenya
Mutumba	Irene	Kilimo Trust	Uganda
Muya	Mahenye	Suba Agro Trading	Tanzania
Mwangwela	Agnes Mbachi	University of Malawi, Bunda College of Ag.	Malawi
Mwengwe	Evans	CARE International Zambia	Zambia
Njobe	Oupa Stephen	Mophatlalatsane Farming	South Africa
Otsyula	Reuben	Kenya Agricultural Research Institute	Kenya
Rhoda	Uthmaan	Rhoda Market Agent	South Africa
Saleh	Haji	Min. of Agriculture, Livestock and Environment	Zanzibar
Samidu	Frank	SeedTech	Malawi
Siame	Michael	Kamano Seed Co. Ltd	Zambia
Sondiyazi	Luyanda	Qoboshane Farming	South Africa
Ssemukaaya	Joel Mugwisa	African Agricultural Capital	Uganda
Stone	Peter	Crisp Fresh Farming	South Africa
Swarts	Eric	Nanase Organic Farming cc	South Africa
Tembo	Phillip	Total Landcare	Malawi
Tevera	Jeremiah	Nhimbe Seeds	Zimbabwe
Tlhong	Tumelo	National Food Technology Research Center	Botswana
Tumushabe	Narcisio	FICA Ltd	Uganda
Tushemereirwe	Wilberforce	National Agricultural Research Organization	Uganda
Van Dyk	Brenda	Qualita	Mozambique
wa Githendu	Mukiri	Harvest Farm Seeds	Uganda

## Making Markets Matter workshop 2008 Facilitators and Special Speakers



**Dr. Ralph Christy** is the J. Thomas Clarke Professor of Emerging Markets at Cornell University in Ithaca, New York, where he teaches and conducts food marketing research and educational programs on the economic performance of markets and distribution systems. He has advised industry leaders and public policy makers on food marketing strategies, economic development, and the organization of the global food economy. A Ph.D. graduate of Michigan State University's Department of Agricultural Economics, Christy is past President of the American Agricultural Economics Association, and is currently a Board Member of the Winrock Foundation and the African Agribusiness Capital Fund.



**Laura Cramer** is finishing a Masters of Professional Studies degree in the International Agriculture and Rural Development Program at Cornell University. Laura's professional interests include household food security in East and Southern Africa and the role of livestock in household nutritional status. Before starting graduate school at Cornell, Laura spent a year as an intern on a medium size organic vegetable farm in California learning the complexities of food production. Prior to farming in California, Laura was a Senior Program Officer for Counterpart International in Washington, DC from 2002 to 2005. She has worked in Honduras, Zambia, Democratic Republic of Congo, and Vietnam. Laura graduated from the Robert E. Cook Honors College at Indiana University of Pennsylvania in 2002 with a Bachelor's degree in Anthropology and a concentration on food and nutrition.



**Michelle M. Duguid** is a doctoral candidate at Cornell University in the School of Industrial Relations. Her concentration is Organizational Behavior and her minor is Human Resource Management. Michelle's research interests include social status in organizations, group diversity and group creativity.



**Dr. Jose Jackson Malete** is a food scientist with graduate degrees from Cornell and Michigan State Universities, is Assistant Director of Research in the Office of Research and Development at the University of Botswana. She conducts research on the quality and safety evaluation of under-utilized indigenous fruits and vegetables, as well as diet, nutrition and its relationship to health outcomes such as obesity and HIV/ AIDS. She has consulted internationally in the areas of food processing and food safety. Previously, she was Director of Research at a food research institute in Botswana and Lecturer of Food Science at the University of the West Indies in Jamaica. Jose is chairperson of the Fruit and Vegetable Products Division of the Institute of Food Technologists (IFT).



**Danie Jordaan** is the Regional Coordinator of Market Matters Inc's activities in Southern and East Africa and represents Market Matters Inc in the region. Danie has trained in Agricultural Economics and Agribusiness Management. Danie is tasked with liaising with stakeholders in East and Southern Africa, assisting in management consulting services to agribusiness firms, coordinating capacity building and networking activities, conducting market research, design marketing plans and implement market penetration strategies for agribusiness enterprises, coordinating and facilitating management training workshops for Africa's agribusiness firms and developing business management training modules and case studies for SME agribusiness firms.



**Dr. Edward Mabaya** is both an academic and a development practitioner. As a development practitioner, Ed is involved in several programs that seek to improve the lives of African farmers by through private enterprises. Ed established and coordinates the Seeds of Development Program, a business development services and networking program for emerging seed companies in East and Southern Africa. As a Research Associate in the Department of Applied Economics and Management at Cornell University, he conducts research on food marketing and distribution, seed systems, spatial market equilibrium, and the role of efficient agricultural markets in Africa's economic development. An award winning instructor, Ed lectures in Marketing Management, Economic Development, and Emerging Markets courses. Ed earned his MS and Ph.D. degrees in Agricultural Economics at Cornell University and his B.Sc. from the University of Zimbabwe. In 2007, Ed was an Archbishop Desmond Tutu Leadership Fellow, a training program offered by the African Leadership Institute at Oxford University.



**Dr. Onkutlwile Othata** is a Lecturer in the Department of Accounting and Finance at the University of Botswana. He has been with the University since 1993 and has lectured in both managerial and financial accounting. His research interests are in the areas of accounting and accountability in both organizational and social contexts. His research has been disseminated both locally and internationally in conferences, workshops and scholarly publications. In addition, he has provided consultancy and advisory services in various business environments.



**Dr. Quinetta M. Roberson** is an Associate Professor of Human Resource Management in the School of Industrial and Labor Relations at Cornell University. She earned her Ph.D. in Organizational Behavior from the University of Maryland. In addition, she holds a B.S. from the University of Delaware in Finance and Accounting and an M.B.A. from the University of Pittsburgh in Finance and Strategic Planning. Professor Roberson's research interests center on organizational justice and strategic diversity management. In 2007, Professor Roberson was recognized as one of the "Top 10 Emerging Scholars" by *Diverse Issues in Higher Education* magazine. Dr. Roberson teaches courses on Human Resource Management, Diversity & Inclusion, and Financial Analysis to masters and undergraduate students. She also teaches in Cornell's Strategic Human Resource Management Executive Education Program.



**Dr. Krisztina Tihanyi** is Chief Operating Officer of Market Matters, Inc. Her diverse educational background includes degrees in Psychology, International Peace Studies, and Anthropology. A graduate of Cornell University, Kriszta has a keen interest in developing educational programs that lead to social and economic transformation. Her book entitled “Blending in the Rainbow Nation” focuses on post-Apartheid reconciliation and the racial integration of schools in South Africa. In her current position at MM, Inc., she coordinates the Making Markets Matter workshop series, as well as other activities such as public relations, financial management, and fundraising.

### SPECIAL SPEAKERS



After working for 28 years as an agribusiness consultant and Professor of Agro-industrial Economics and Management at the Federal University of Viçosa (UFV), in Brazil, **Dr. Carlos Da Silva** joined FAO in 2004, where he holds the position of Agribusiness Economist at the Agricultural Management, Marketing and Finance Service of the Rural Infrastructure and Agroindustries Division. Dr. Da Silva has been involved in the formulation and / or implementation of several agribusiness projects at FAO, including the development of the oil crops industry in Myanmar, the rehabilitation of the sugar industry of Afghanistan, the promotion of agribusiness investments in Pakistan and the promotion of value chain development strategies in Costa Rica. Dr. Da Silva holds a Ph.D. and a M.Sc. degree in Agricultural Economics (Food Systems Economics and Management) from Michigan State University and a B.Sc. in Economics from the Federal University of Rio de Janeiro.



**Aline Funk** is the co-founder and former CEO of Channel Bio Corp., a large row crop seed company in the United States which sells in excess of 130,000 metric tons of seed. Channel Bio Corp. researches, tests, markets and distributes maize, soybean, sorghum and alfalfa seed in the US. Aline has extensive experience in all aspects of running independent seed companies, and is known for her focus on farmers’ needs, grower education, product quality, and sound business practices. She began her career in the seed industry in 1991. In 2004 Channel Bio Corp. became a wholly-owned, independent operating subsidiary of Monsanto Company. Aline stepped down from her position as CEO of Channel Bio Corp. in March, 2008, to consult with several organizations involved in strengthening the private seed sector in Africa. Aline earned a BA in English from Georgetown University in Washington, DC, and an MBA in Finance from the University of Chicago. She has lived abroad and traveled extensively outside the US, including visits to more than a dozen African countries.



Michael Kijjambu is CEO and Technical Director of 1000 Cups of Coffee House based in Uganda. His education includes an Msc. In Agricultural Sciences from the University of Ghent (Belgium). He has been working in the coffee industry for over twenty years, holding senior positions in the Uganda Coffee Marketing Board and Cargill(U) Ltd among others before establishing 1000 Cups of Coffee. He has a particular interest in environmental protection and sustainability issues.



**Han Kim** has over 17 years of leadership expertise in management consulting, business process improvement, and strategy development in business and IT for Global 500 companies. Prior to joining Cisco Systems, Han held several senior management positions with IBM, Deloitte & Touche, and KPMG Peat Marwick's consulting organizations. He advised and consulted companies such as Hewlett Packard, Apple Computer, Hitachi Data Systems, Fujitsu Microelectronics, Pacific Bell and others. At Cisco, Han has been leading a number of IT & Business Strategy groups. Currently within the Emerging Markets organization, Han is one of the key leaders in the Cisco Entrepreneur Institute, focusing on Strategic Partnership Alliances and Business Strategy Architecture.



**Dr. Rosa Rolle** is an Agricultural Industries Officer in the Rural Infrastructure and Agro-Industries Division of the Food and Agriculture Organisation. Since joining FAO in 1995, she has worked internationally in the areas of food processing, coconut water preservation, post-harvest systems development and food packaging. Rosa is currently actively involved with the development, design and implementation of training programs on horticultural chain management in Asia and in Africa. Prior to joining FAO, Rosa conducted post-doctoral work at the University of Florida, Gainesville, Florida, USA and worked as a consultant to the Government of the Commonwealth of Dominica. Rosa holds MSc and Ph.D degrees in food science and a Higher National Diploma in applied chemistry. In 2003, she was recognized as an outstanding international alumnus of The Ohio State University's College of Food, Agriculture and Environmental Sciences.



**Simon Rutega** has worked with the American Express Advisory Service Group as a Business planner/Financial analyst where he provided comprehensive financial planning for business and individual clients, investment portfolio management, insurance coverage, tax planning and general financial management. On his return to Uganda in 1992 he worked with the Bank of Uganda. In 1998, he established the Uganda Securities Exchange Ltd. (USE), Uganda's first Stock Exchange, where he works as the Chief Executive. He is the current Chairman of the Uganda Financial Market Development Committee, the Vice President of the Institute of Corporate Governance of Uganda, a director on the African Stock Exchange Association, the DFID East African Financial Deepening Board, East African Regional Central Depository Board, African Agricultural Capital Ltd. and he also sits on the Uganda Private Sector Foundation Audit committee and SME Committee. Mr. Rutega holds a BSc degree in Business Administration with an emphasis in Accounting and an MBA degree in Finance from the Marriot School of management, Brigham Young University in the United States. He is married with three children.



**Photographer Danfung Dennis** first heeded the call of the outside world at the age of two, when he crawled out of his house into oncoming traffic. Since then, not much has changed, except now he explores upright with camera in hand. He has worked on six continents, climbing Kyrgyzstan's highest peaks, kayaking the Dalmatian Coast, and embedding with US Troops in Afghanistan and Iraq. His work has appeared in Newsweek, TIME, The New York Times, The Sunday Times, The International Herald Tribune, The Washington Post, The Guardian, The Sunday Times Magazine, The New York Times Magazine, Le Figaro Magazine, L'Express, Der Spiegel, USA Today, The Sydney Morning Herald, and the Wall Street Journal. Danfung graduated from Cornell University in 2005 with a degree in Applied Economics and International Agricultural and Rural Development.



**Dr. Mohammad Karaan** is a lecturer in Agribusiness Management and Marketing at Stellenbosch University. Before joining the University in 1997, he worked in the nongovernmental sector focusing on rural enterprise development. He also has experience working as a project economist at the Development Bank of Southern Africa. He works on commercialization and market integration in emerging markets and commodities. He serves on the Board of Directors of several South African agribusiness companies and national organizations. He is the current President of Agricultural Economics Association of South Africa. He earned his doctorate at Stellenbosch University. His research interests include rural development and supply-chain analysis.

## 2008 MAKING MARKETS MATTER WORKSHOP Somerset West, South Africa

Your feedback is critical so that we can best meet your educational needs. Please be as detailed as possible in your comments - the more you tell us, the better we can make this workshop.

### Your general impressions

	<u>Strongly Disagree</u>				<u>Strongly Agree</u>
1. The workshop has met my expectations	1	2	3	4	5
2. The workshop is applicable to my job	1	2	3	4	5
3. I will recommend this workshop to my colleagues	1	2	3	4	5
4. The program was well paced within the allotted time	1	2	3	4	5
5. The instructors were good communicators	1	2	3	4	5
6. The materials were presented in an organized manner	1	2	3	4	5
7. The instructors were knowledgeable on the topic	1	2	3	4	5
8. Given the topic, this workshop was:	<input type="checkbox"/> Too short		<input type="checkbox"/> Right length		<input type="checkbox"/> Too long
9. In your opinion, this workshop was:	<input type="checkbox"/> Introductory		<input type="checkbox"/> Intermediate		<input type="checkbox"/> Advanced
	<u>Poor</u>		<u>Average</u>		<u>Excellent</u>
10. How do you rate this workshop overall:	1	2	3	4	5

### Topic-specific questions

11. Please evaluate the educational value of each of the following topics of the program by day:

	<u>Learned Very Little</u>				<u>Learned A Great Deal</u>
<u>Monday (Strategic Management)</u>					
Case Study Presentation (A. Ellwood)	1	2	3	4	5
Food Fortification (J. Maletse, R. Rolle)	1	2	3	4	5
Strategic Management (R. Christy)	1	2	3	4	5
<u>Tuesday (Strategic Management)</u>					
Integrated Business Solutions (H. Kim)	1	2	3	4	5
Marketing Strategy (E. Mabaya)	1	2	3	4	5
<u>Wednesday (Seed Industry in Africa)</u>					
Enabling Agro-Industries (C. DaSilva)	1	2	3	4	5
Financial Management (O. Othata)	1	2	3	4	5

	<u>Learned Very Little</u>			<u>Learned A Great Deal</u>	
<i>Thursday (Human Resource Management)</i>					
Developing HR Competencies ( <i>Q. Roberson, M. Duguid</i> )	1	2	3	4	5
Individual Management Styles ( <i>Q. Roberson</i> )	1	2	3	4	5
Business Negotiation ( <i>E. Mabaya, K. Tihanyi</i> )	1	2	3	4	5
Facilitator and Participant Panel	1	2	3	4	5

12. General	<u>Learned Very Little</u>			<u>Learned A Great Deal</u>	
Group Assignments & Presentations	1	2	3	4	5
Use of Case Studies	1	2	3	4	5
Open Consultations	1	2	3	4	5

13. Please rate the following logistical aspects of the program:

	<u>Poor</u>		<u>Average</u>		<u>Excellent</u>
Information & communication prior to arrival	1	2	3	4	5
Opening Reception (Sunday)	1	2	3	4	5
Dinner at Moyo restaurant (Monday)	1	2	3	4	5
Braai at Kleine Zalze (Tuesday)	1	2	3	4	5
Closing Banquet (Thursday)	1	2	3	4	5
Conference room	1	2	3	4	5
Lodging/accommodations (Lord Charles Hotel)	1	2	3	4	5
Tea & meals	1	2	3	4	5
Opportunity to get to know other participants	1	2	3	4	5
Outside activities (shopping, sightseeing, etc.)	1	2	3	4	5
	<u>Too little</u>		<u>Enough</u>		<u>Too Much</u>
Amount of free time	1	2	3	4	5

14. What are the training needs of your company/organization?

Topic	Introductory level	Intermediate level	Advanced
1.			
2.			
3.			

15. In your opinion, what were the best aspects of this workshop?

---

---

---

---

16. In your opinion, what were the weak points of the workshop? (What can we improve on for next year?)

---

---

---

---

17. In your own words: How would you describe to a colleague your experience in this workshop?

---

---

---

---

18. Are there any other comments you would like to share with us?

---

---

---

---

19. Which of the following best describes your company/organization?

- Farmer       Seed company       Processing and manufacturing  
 Government       NGO       Other (Specify: \_\_\_\_\_)

20. How did you hear about the workshop or get access to the brochure? Please circle all that apply.

- Website      Word of Mouth/Colleague      Government Agency  
Brochure  
Newspaper      Other (Please specify): \_\_\_\_\_

Your Name (*optional*) \_\_\_\_\_ Date \_\_\_\_\_

## 2008 MAKING MARKETS MATTER WORKSHOP Somerset West, South Africa

Your feedback is critical so that we can best meet your educational needs. Please be as detailed as possible in your comments - the more you tell us, the better we can make this workshop.

### Your general impressions

	<u>Strongly Disagree</u>				<u>Strongly Agree</u>
1. The workshop has met my expectations	1	2	3	4	5
2. The workshop is applicable to my job	1	2	3	4	5
3. I will recommend this workshop to my colleagues	1	2	3	4	5
4. The program was well paced within the allotted time	1	2	3	4	5
5. The instructors were good communicators	1	2	3	4	5
6. The materials were presented in an organized manner	1	2	3	4	5
7. The instructors were knowledgeable on the topic	1	2	3	4	5
8. Given the topic, this workshop was:	<input type="checkbox"/> Too short		<input type="checkbox"/> Right length		<input type="checkbox"/> Too long
9. In your opinion, this workshop was:	<input type="checkbox"/> Introductory		<input type="checkbox"/> Intermediate		<input type="checkbox"/> Advanced
	<u>Poor</u>		<u>Average</u>		<u>Excellent</u>
10. How do you rate this workshop overall:	1	2	3	4	5

### Topic-specific questions

11. Please evaluate the educational value of each of the following topics of the program by day:

	<u>Learned Very Little</u>				<u>Learned A Great Deal</u>
<u>Monday (Marketing Management)</u>					
Case Study Presentation (Capt. Karanja)	1	2	3	4	5
Marketing Strategies (E. Mabaya)	1	2	3	4	5
<u>Tuesday (Strategic Management)</u>					
Integrated Business Solutions (H. Kim)	1	2	3	4	5
Strategic Thinking (R. Christy)	1	2	3	4	5
<u>Wednesday (Seed Industry in Africa)</u>					
Strategies for Emerging Seed Companies (A. Funk)	1	2	3	4	5
Branding SODP (T. Sarch)	1	2	3	4	5

<i>(Wednesday, cont'd)</i>	<u>Learned</u>			Seed Industry	
	<u>Very Little</u>			<u>Learned</u>	<u>A Great Deal</u>
Durable Rust Resistance in Wheat ( <i>R. Ward</i> )	1	2	3	4	5
Inventory and Accounting Software ( <i>J. Makoni</i> )	1	2	3	4	5
Finance Opportunities ( <i>J. Ssemukaaya</i> )	1	2	3	4	5

Thursday (Human Resource Management)

Developing HR Competencies ( <i>Q. Roberson, M. Duguid</i> )	1	2	3	4	5
Individual Management Styles ( <i>Q. Roberson</i> )	1	2	3	4	5
Business Negotiation ( <i>E. Mabaya, K. Tihanyi</i> )	1	2	3	4	5
Facilitator and Participant Panel	1	2	3	4	5

12. General

	<u>Learned</u>			<u>Learned</u>	
	<u>Very Little</u>			<u>A Great Deal</u>	
Group Assignments & Presentations	1	2	3	4	5
Use of Case Studies	1	2	3	4	5
Open Consultations	1	2	3	4	5

13. Please rate the following logistical aspects of the program:

	<u>Poor</u>		<u>Average</u>		<u>Excellent</u>	
Information & communication prior to arrival	1	2	3	4	5	
Opening Reception (Sunday)	1	2	3	4	5	
Dinner at Moyo restaurant (Monday)	1	2	3	4	5	
Braai at Kleine Zalze (Tuesday)	1	2	3	4	5	
Closing Banquet (Thursday)	1	2	3	4	5	
Conference rooms/facilities	1	2	3	4	5	
Lodging/accommodations (Lord Charles Hotel)	1	2	3	4	5	
Tea & meals	1	2	3	4	5	
Opportunity to get to know other participants	1	2	3	4	5	
Outside activities (shopping, sightseeing, etc.)	1	2	3	4	5	
	<u>Too little</u>		<u>Enough</u>		<u>Too Much</u>	
Amount of free time	1	2	3	4	5	

14. What are the training needs of your company/organization?

Topic	Introductory level	Intermediate level	Advanced
1.			
2.			
3.			

15. In your opinion, what were the best aspects of this workshop?

---



---



---



---



---

16. In your opinion, what were the weak points of the workshop? (What can we improve on for next year?)

---



---



---



---



---

17. In your own words: How would you describe to a colleague your experience in this workshop?

---



---



---



---



---

18. Are there any additional comments about the workshop you would to share with us?

---



---



---



---



---

19. Which of the following best describes your company/organization?

- Farmer
- Seed company
- Processing and manufacturing
- Government
- NGO
- Other (Specify: \_\_\_\_\_)

20. How did you hear about the workshop or get access to the brochure? Please circle all that apply.

Website  
Brochure

Word of Mouth/Colleague

Government Agency

Newspaper

Other (Please specify): \_\_\_\_\_

Your Name (*optional*) \_\_\_\_\_ Date \_\_\_\_\_

## Making Markets Matter 2008

### Closing Banquet

Keynote Speaker:

Shepherd Shonhiwa

Managing Director, Easigas Southern Africa



Shepherd started his working career as an Industrial Relations Officer in the sugar industry in mid 1970s. Thereafter he rose rapidly through the HR function ranks to hold directorships in large firms in Zimbabwe in sectors including petroleum, agro-industry and diversified manufacturing as well as senior marketing and general management posts in the motor industry. In 1992 he moved to become General manager of Ford motors Swaziland.

Emigrated to South Africa in 1994 where he was in the pioneer team which set up the Minerals and Energy Policy Centre. In 1995 he was amongst the first executive team of McDonald's in South Africa, where he actively contributed to the establishment of the company and the opening of the first 40 restaurants in its first three years.

In 1998 he became Chief Operating Officer of Times Media group (now Johnnic publishing), with oversight over the Sunday Times, Financial mail, Business Day, Sunday World, EP Herald, Daily Despatch and over 30 consumer, trade and medical magazines. Summit TV was launched during his stewardship of the Group.

In 2001, he was appointed Chief Executive Officer of Tepco Petroleum (Pty) Ltd and in 2003 transferred to Easigas Pty Ltd as Managing Director, both of which are wholly-owned subsidiaries of Shell SA Marketing (Pty) Ltd. SSAM is jointly owned by Royal Dutch Shell and Thebe Investment Corporation, its BEE partner. Easigas has operations in South Africa, Botswana, Swaziland, Lesotho and Namibia.

He was the first black chairman of the Institute of Directors Southern Africa from 2003 to 2005 and 2007/8. He is a director and chair of the Remuneration & Nominations committee of Met-cash Trading Africa as well as Jagers Trading Zimbabwe. He is also director of MetBee investments and chairman of TransAfrica Investment Holdings.

Apart from being a keen golfer, Shepherd is also a published author in service excellence, change management and cross-cultural African leadership. He is a true African citizen who avidly promotes African socio-economic revival and democracy. He holds a MBA degree, Honours in Industrial Psychology, B Admin degree, diplomas in Social Science and HR development.

## **Appendix 6. Description of SODP Field Tours**

On the last day of the workshop, May 16<sup>th</sup>, SODP Fellows visited two South African seed companies, Hygrotech and Agricol. Below are brief descriptions of each visit.

### **SODP Field visit to Hygrotech**

Hygrotech is a South African company incorporated in 1984. The company markets value-added products in the total spectrum of the vegetable industry in South and Southern Africa as well as internationally. Hygrotech deals primarily in high quality vegetable seed for a large variety of vegetable crops and offers a full range of vegetable cultivars to small and large farming operations, subsistence farmers, food processors, and seedling nurseries. In addition, Hygrotech markets a comprehensive range of water soluble fertilizers for crop and seedling productions, foliar nutrient products, an assortment of adjuvants enhancing the efficiency of these foliar nutrients and speciality products like patented seed trays, Hygromix growing medium for the seedling industry and a range of mechanical transplanters. In support of its products Hygrotech also operates a technical department that provides back-up services to strengthen relationships with clients.

The South African market is serviced by Hygrotech personnel based in three regional offices and 13 branches and depots located in all major agricultural centers. On the 16<sup>th</sup> of May 2008 a group of ten Seeds of Development Program fellows and facilitators visited one of Hygrotech regional office's at the Hygrotech Experimental Farm on the Annandale Road near Stellenbosch on a field visit as part of the Making Markets Matter Workshop program held in Somerset West from the 11<sup>th</sup> to the 16<sup>th</sup> of May 2008. The purpose of the field visit was to expose small and/or emerging seeds companies to commercial seed businesses and their practices. These visits are aimed creating an opportunity for the fellows to learn from the visit and to possibly implement and apply some new principles in their own businesses in order to improve their offering to their clients.

The visit commenced with a short lecture on crop production under protection. The lecture detailed the development of crop production under protection in South Africa and what opportunities are emerging for this sector. It also covered aspects of client service and how smaller seed companies can segment their market and target their marketing efforts for the best returns. Following the lecture on crop production under protection the group toured the facilities on the experimental farm. A number of different trials were viewed ranging from different tomato trials to different pepper trails. The process of variety selection was explained and it detailed how Hygrotech evaluates varieties for selection as part of their product offering. This covered the normal selection procedure as well as the expedited procedure.

The visit to Hygrotech ended with a lecture on the logistics within a small seed company and how to design and implement an effective and efficient supply chain within a seed company. This lecture covered areas of sourcing of seed, in the case of Hygrotech, the shipping of seed

from global suppliers to Hygrotech in South Africa, timing of shipment, shipment sizes, etc. The lecture also covered aspects of packaging, packaging sizes, etc based on customer needs.

The field visit to Hygrotech near Stellenbosch proved to be an informative visit with Fellows actively participating in discussions and asking questions relevant to their own countries and businesses. Questions ranged from variety and cultivar selection to greenhouses and growing medium suitable for vegetable production to segmenting and servicing clients to designing an efficient, effective and profitable seed distribution system. Following the visit a number of the Fellows expressed interest in dealing in vegetable seeds as a possible strategy to diversity their business activities in the future.

### **Field Tour of Agricol (Pty) Ltd**

The field tour was organized for seed industry representatives to expose them to competitive companies for benchmarking, and exploring joint ventures and business deals. SODP companies have visited Agricol in previous years, and these visits have resulted in numerous business deals in areas such as crop production and product marketing and distribution.

Agricol was established in 1959 and has grown to become a competitive player in the seed industry in South Africa. Agricol has made a significant presence in North America, Asia, Argentina, Australia and New Zealand. Its product list includes birdseed, pasture seed, lawn and cover crops, seed for human consumption, health seed, and fertilizer. Its primary activities include importing and exporting, wholesale and retail trade, production, plant breeding, and laboratory seed testing.

According to Agricol representatives, success in the seed industry requires sound management practices, excellent customer service, a wide distribution network, timely order deliveries, and investment in research and development to pioneer new products. Risk factors include political instability in the region, logistics management and phyto-sanitary barriers that prevents intra-regional trade.

Agricol outsources most of its operations and has invested heavily in its product distribution network and management. However, they still run their own seed testing in the factory in order to ensure and maintain product quality. SODP Fellows indicated a keen interest to partner with Agricol particularly in the areas of seed multiplication and technology transfer. Marketing materials with Agricol contact details were circulated to enable communication in pursuit of common and mutually beneficial business deals.

**Appendix 7: The 2008 Making Markets Matter workshop in pictures**



The lively opening reception.



Lecture room at the Lord Charles Hotel.



Small group case study analysis.



Facilitator Han Kim talks to SODP Fellows Janey Leakey and Ngila Kimotho.



Guest speaker Aline Funk and SODP participant Bunaya Chikowe.



MMM8 participants and facilitators.



Michael Kijambu receives the African Agribusiness Entrepreneur of the Year award during the Closing Banquet.



Participant Luyanda Sondiyazi with workshop organizers Ralph Christy, Mohammad Karaan and Ed Mabaya (l-r).