

Making Markets Matter 2011

Program Report



Prepared by:

Maureen Bandama and Krisztina Tihanyi

June 2011

Acknowledgements

The Making Markets Matter 2011 workshop was organized by Market Matters, Inc. The organizers would like to acknowledge the generous support of the following organizations: ABSA, the Citi Foundation, the Industrial Development Corporation, Monsanto Corporation, the National Agricultural Marketing Council (South Africa), and the Syngenta Foundation for Sustainable Agriculture. We also wish to acknowledge the volunteer contributions of our facilitators and guest speakers, who generously offered their time and expertise.

Photo credits: Berna Coetzee, Life Photography

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

info@marketmattersinc.org

Contents

Acknowledgements.....	2
Program Summary	4
Detailed Report.....	8
Profile Of Participants.....	8
Training Materials And Opportunities For Learning.....	9
Facilitators And Guest Speakers.....	10
Program Evaluation.....	12
Appendices	

Appendices

Appendix 1- MMM11 Evaluation Form

Appendix 2- MMM11 Program

Appendix 3- MMM11 List of Facilitators

Appendix 4- MMM11 Field Tours Flier

PROGRAM SUMMARY

The eleventh Making Markets Matter (MMM) agribusiness education program was held at the Lord Charles Hotel in Somerset West, South Africa, on May 8- 13, 2011. The goal of this annual program is to increase the capacity of African agribusinesses to meet the ever-increasing demands of today's global food system. Including this year's program, the MMM series has trained over 500 participants from agribusiness firms, business development services, nongovernmental organizations, government departments, and donor agencies. After eleven consecutive annual programs, Making Markets Matter is recognized as a premium business development services (BDS) training program for emerging entrepreneurs in Southern and East Africa.

The 2011 program hosted 68 participants from 12 African countries. Just over a third of the participants were women. Facilitators and guest speakers represented countries (Botswana, India, South Africa, Tanzania, the USA, and Zimbabwe) from three continents and diverse organizational backgrounds, such as universities (University of Botswana, Tshwane University of Technology, Cornell and Stellenbosch Universities), the nonprofit and development sectors (the Syngenta Foundation for Sustainable Agriculture, and the private sector (the Industrial Development Corporation).



As in previous years, the educational program was highly interactive; the sessions focused on key areas of business training, such as marketing, strategic planning, human resource management, leadership, and business negotiations. In addition, participants were introduced to two live case studies: Ezulwini Chocolat, a South African woman-owned chocolatier and M’hudi Wines, a black-owned South African winery.



Emelda Mosime of Sasko Pasta gave an inspirational address to MMM11 participants.

In addition to the daytime sessions, the program featured evening programs that provided an ideal atmosphere for informal networking and discussions. The week started with a lively opening reception featuring entertainment by Vulindlela Cultural Group. On Monday participants were treated to a dinner at Neethlingshof, a local wine estate, where they listened to an evening address by Emelda Mosime, General Manager for SASKO Pasta Pty Ltd, a division of Pioneer Foods. On Tuesday evening, participants had dinner at Dornier Wine Estate, where they listened to MMM alumna Vivian Kleynhans, the owner of African Roots Wine Brands, and maker of “Seven Sisters” wines talk about her experience of starting and growing her business.

In 2011, the program introduced a Mini Product Expo, which provided a platform for interested agribusinesses to showcase their products to other participants and guests. Six companies chose to display their products, including a chocolatier, a trout farming cooperative, a company making jams and preserves, and another producing essential oils. The displayed products received an enthusiastic response, with many participants buying samples to take home with them.

The week’s program concluded with the Closing Banquet on Thursday, which hosted a number of invited guests from the South African agribusiness sector, including the National Agricultural Marketing Council, ABSA, as well as a delegation from Stellenbosch University. The program concluded with the presentation of the MMM



Eileen Baron offering samples of her home-made jams and preserves.

certificates of completion and the African Agribusiness Entrepreneur of the Year award, an annual prize that recognizes an outstanding agribusiness from the Continent. The 2011 award went to Malawian agribusiness entrepreneur Dinnah Kapiza.



2011 African Agribusiness Entrepreneur of the Year Award winner Dinnah Kapiza with (from L-R) Professor Mohammad Karaan, 2010 African Agribusiness Entrepreneur of the Year Award winner John Makoni, Wendy Makoni, Professor Ralph Christy, and Dr. Edward Mabaya)

The evaluations indicate that overall the program was very well received and participants rated it as highly successful. The topics covered were relevant to participants' professional backgrounds. The training materials met participants' expectations, who found them practical and applicable to their work. Overall participants also felt that facilitators delivered thoughtful presentations and that the learning environment was conducive to discussions and debate as well as networking.

2011 African Agribusiness Entrepreneur of the Year Award
Recipient: Dinnah Kapiza

On May 12, 2011, Market Matters Inc. announced its 2011 recipient of the African Agribusiness Entrepreneur of the Year Award. The recognition went to Mrs. Dinnah Kapiza who is the owner of Tisaiwale Trading. A self-described “true entrepreneur,” Kapiza is passionate about having a “society with reduced poverty and hunger at household level.” This led her to transform a used clothing business into a full-line farming supply store chain in the rural parts of Malawi. Her business, which is mainly concentrated in the Mponela Extension Area, serves as a critical resource to the success of small holder farmers in the area.

Kapiza enrolled with CNFA Rumark in 2002, to receive training in business management and opened her new farm store thereafter. Through a CNFA guarantee scheme, she was able to access secure trade credit and developed a relationship with Monsanto, Pannar, and Seed Co for high breed seed, chemicals crop protection products. This enabled her to supply a full range of quality farm inputs closer to the farmer at affordable prices. Tisaiwale’s main customers are members of farmer groups, who access micro-finance loans which help them in purchasing more farm inputs. Kapiza has been instrumental in linking these farmers groups to micro finance institutions.

Apart from being a sales point, Tisaiwale Trading also provides crucial technical advice on products in addition to extension services such as soil testing to determine suitable fertilizer type, product usage and handling. They conduct demonstration plots and field days. As a result, harvests and incomes have increased within the community. Kapiza also benefited from a matching grant facility from AGRA which has also enabled her to venture into output marketing. Today, Tisaiwale Trading is a household name, selling high yielding seed varieties, farm tools ,crop -protection products, and fertilizers and making a significant contribution to Malawi’s development agenda. Tisaiwale Trading currently comprises four shops, employs 10 people and assisting more than 3000 small holder farmers. Kapiza’s vision extends to value addition in 2012. She is also currently the president of an agro-dealer association and a board member of Rumark.

The award was presented by Professor Ralph Christy (CEO, Market Matters Inc.) and Professor Mohammad Karaan (Dean of AgriSciences, Stellenbosch University).

DETAILED REPORT

The aim of the MMM program is to expose African agribusinesses to the latest thinking in marketing strategy, strategic planning, financial analysis, human resource management, business negotiation, and other relevant ideas 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.

The program offers 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 2011 MMM program participants and facilitators

The program drew sixty-eight participants from diverse geographic and occupational backgrounds (See Table 1 for detail). Participants came from twelve countries in Africa, represented farmers (38.2%), seed companies (26.5%), agribusinesses (17.6%), education and NGOs (11.8%) and government (5.9%). To make the learning process more effective, participants were divided into two groups during the first two days, when the program included more interactive learning and small group work utilizing the case studies.

Table 1: Profile of Participants

Characteristic		Frequency	Percent (%)
Gender	Male	43	63%
	Female	25	37%
Nationality	Botswana	2	2.9%
	Ghana	2	2.9%
	Kenya	2	2.9%
	Malawi	1	1.5%
	Mali	1	1.5%
	South Africa	42	61.8%
	Sierra Leone	1	1.5%
	Tanzania	4	5.9%
	Uganda	5	7.4%
	Nigeria	3	4.4%
	Zambia	2	2.9%
	Zimbabwe	3	4.4%
Business type/sector	Agribusiness ¹	12	17.6%
	Education/NGO	8	11.8%
	Farmer	26	38.2%
	Government	4	5.9%
	Seed Company	18	26.5%

Training Materials and Opportunities for Learning

The training materials, provided to each participant upon arrival, presented the building blocks of BDS training 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 each other.

The MMM programs use case studies as a key teaching tool. This year, participants were introduced to two live industry case studies: Ezulwini Chocolat, a South African woman-owned chocolatier and M'hudi Wines, a successful black-owned South African winery.

¹ Other than seed companies.



Case studies were presented by Lebogang Rangaka (L) marketing manager of M’hudi Wines and Nonthwenhle Mchunu, owner of Ezulwini Chocolat.

The case studies were sent to participants by email before arrival; during the program, representatives of the two companies were on hand to introduce their companies to the participants and to receive participants’ feedback and suggestions.

Further enriching the opportunity for learning, on Friday morning, participants had the opportunity to participate in a optional field visits to a local agribusiness. Three field tours were offered to Agroco, a fresh produce processing facility, M’hudi Wines, a black, family-owned wine estate, and Agricol, a local seed company. (See Appendix 2 for the field tour flier.)

Facilitators and Guest Speakers

Table 2 presents the list of facilitators and invited speakers, their institutional affiliations, and their areas of expertise offered in the training program. (See Appendix 3 for Facilitator profiles.)

Table 2: MMM 2011 workshop facilitators and guest speakers (in alphabetical order)

Last Name	First name	Affiliation	Based in:	Are of expertise/role:
Bandama	Maureen	MM Inc.	Pretoria, SOUTH AFRICA	Program Coordinator
Carden	Kenneth	Pleiad Foundation	Cape Town, SOUTH AFRICA	Enterprise Development
Christy	Ralph	Cornell University/MM Inc.	Ithaca, NY, USA	Strategic thinking

Davis	Ernest	3One Management, LLC	Dallas, TX USA	Intellectual Property
Gokhale	Dilip Shripad	Syngenta Foundation for Sustainable Agriculture	Pune, INDIA	Seed industry
Jackson	Andrew	Frito Lay Corp.	Houston, TX, USA	Business leadership
Jackson Malete	Jose	University of Botswana	Gaborone, BOTSWANA	Food safety
Karaan	Mohammad	Stellenbosch University	Stellenbosch, SOUTH AFRICA	
Mabaya	Edward	Cornell University/MM Inc.	Stellenbosch, SOUTH AFRICA	Marketing
Muranga	Florence	Presidential Initiative on Industrial Banana Development	Kampala, UGANDA	
Othata	Onkutlwile	University of Botswana	Gaborone, BOTSWANA	Finance
Roberson	Quinetta	Villanova University	Villanova, PA USA	Human Resource Man.
Rugimbana	Robert	Tshwane University of Technology	Pretoria, SOUTH AFRICA	Marketing
Tihanyi	Krisztina	MM Inc.	Stellenbosch, SOUTH AFRICA	Program Coordinator

PROGRAM EVALUATION

Written evaluations were conducted at the end of the program. The rest of this report details the results of these evaluations. Blank evaluation forms are attached in Appendix 1. The evaluation began by asking participants about their general impressions about the program, including its applicability to their work, the quality of presenters and materials. Table 3 below shows that the vast majority (over 85%) of participants in both groups were satisfied or highly satisfied with the program overall. 8.6% responded “neutral” to the question, while 2.9% said the program did not meet their expectations. Despite this, all participants said they would recommend the program to colleagues.

Table 3: Participants’ general impressions about the MMM 11 program

GENERAL IMPRESSIONS	Group	Strongly Disagree		Neutral		Strongly Agree
The program has met my expectations	Group A	2.9%		8.6%	20.0%	68.6%
	Group B				22.2%	77.8%
The program is applicable to my job	Group A			2.9%	23.5%	73.5%
	Group B				22.2%	77.8%
I will recommend this program to my colleagues	Group A				22.9%	77.1%
	Group B				11.1%	88.9%
The program was well paced within the allotted time	Group A			5.9%	47.1%	47.1%
	Group B				25.9%	70.4%
The instructors were good communicators	Group A				22.9%	77.1%
	Group B				14.8%	85.2%
The materials were presented in an organized manner	Group A			2.9%	22.9%	74.3%
	Group B				16.0%	84.0%
The instructors were knowledgeable on the topic	Group A				17.1%	82.9%
	Group B					100.0%

Evaluation of the program’s educational value

Next, participants were asked to consider the educational value of each presentation, ranking each presentation on a scale of 1-5. The responses in Table 4 show the average score each presentation received. Overall, Group B participants rated presentations higher than Group A.

Table 4: Participants’ evaluations of the sessions

Session and Presenter	Group	Average Rating
Monday		
Marketing Management (<i>Ed Mabaya</i>)	Group A	4.60
	Group B	4.63
Ezulwini Chocolat Case Study Discussion/ Analysis	Group A	4.09
	Group B	4.19
Dinner Speaker (<i>Emelda Mosime</i>)	Group A	4.45
	Group B	4.70

Tuesday		
"Introducing Slim Trader: Purchasing agricultural inputs using SMS?" (Femi Akinde)	Group A	3.06
	Group B	3.67
"Linking Small-Scale Farmers and Agribusinesses to Retail Markets." (Kenneth Carden)	Group A	3.74
	Group B	4.27
Strategic Management (Ralph Christy)	Group A	4.62
	Group B	4.65
M'hudi Case Study Discussion/Analysis	Group A	4.29
	Group B	3.96
Dinner Speaker (Vivian Kleynhans)	Group A	4.06
	Group B	4.27
Wednesday		
"Know Your Customer: The Psychology of Marketing." (Robert Rugimbana)	Group A	4.56
	Group B	4.62
Financial Management (Onkutlwile Othata)	Group A	4.23
	Group B	4.58
Parallel Sessions		
"Financing Your Business? Tools for SMEs" (Wesley Gabriels)	Group A	2.60
	Group B	3.57
"Positioning the Majority in the Value Chain: Case Study PIBID as an Agribusiness in Uganda" (Florence Muranga)	Group A	4.33
	Group B	5.00
"What all businesses should know about Intellectual Property" (Ernie Davis)	Group A	3.86
	Group B	4.33
Presentation for Seed Company participants (Dilip Gokhale)	Group A	4.67
	Group B	4.33
Thursday		
Developing HR Competencies (Quinetta Roberson)	Group A	4.79
	Group B	4.93
Trust and Servant Leadership (Andrew Jackson)	Group A	4.88
	Group B	4.89
"At What Cost? Business Ethics in the African SME world." (Panel Discussion)	Group A	4.00
	Group B	4.69

Evaluation of instruction methods

Participants were also asked to rate the educational value of the various instructional methods and tools (Table 5). With the exception of Group A's evaluation of the use of case studies, the general trend was that over 90% of participants learned a great deal from the group assignments, the case studies, and the open consultations.

Table 5: *Participants' evaluations of the teaching tools*

Teaching Tool	Group	Learned Very Little		Learned A Great Deal
Group Assignments & Presentations	Group A		6%	54% 40%
	Group B	0%	7%	37% 56%

Use of Case Studies	Group A			12%	29%	59%
	Group B	0%	0%	8%	23%	69%
Open Consultations	Group A		0%	6%	29%	65%
	Group B		0%	0%	41%	59%

Evaluation of Mini Product Expo

The large majority of participants indicated that the Mini Product Expo added value to the program; a small number did not respond to the question.

Table 6: Participants' evaluation of Mini Product Expo

Teaching tool	Group	Yes	No
In your opinion, did the "Mini Expo" (New on the program this year) add value to the program?	Group A	91.4%	
	Group B	92.6%	

Evaluation of program logistics

Next, participants were asked to rate various logistical aspects of the program. The majority of participants were satisfied with logistical arrangements in general; however, a few trends in the responses are important to note. The highest rated were the Monday and Tuesday evening programs and the teas and lunches in general. The majority of participants were also satisfied with the networking opportunities offered during the week. While most people were happy with the information and communication prior to arrival, a few indicated dissatisfaction with the level or quality of the communication. This may be due to the fact that a number of participants had to deal with three different organizations in the registration phase, which may have caused some communication problems. The dinner at Dornier was rated the least satisfactory. The ratings pertaining to the venue (the Lord Charles Hotel) – especially the conference room were largely satisfactory with the exception of a few negative ratings. This observation corresponds' with feedback from organizers, facilitators, and a few participants, who felt that the standards of quality had decreased at the hotel. This feedback will warrant a closer look at the venue selection in 2012.

Table 7: Evaluation of program logistics

LOGISTICS		1	2	3	4	5
Information & Communication prior to arrival	Group A	0%	0%	0%	20%	80%
	Group B	4%	0%	15%	12%	69%
Opening reception/ Dinner (Sunday)	Group A	0%	0%	9%	26%	66%
	Group B	0%	0%	4%	24%	72%
Dinner at Neethlingshof Winery (Monday)	Group A	0%	0%	3%	21%	76%
	Group B	0%	0%	11%	15%	74%
Dinner at Dornier (Tuesday)	Group A	3%	12%	12%	30%	42%
	Group B	11%	7%	22%	19%	41%
Conference Room	Group A	0%	0%	3%	23%	74%
	Group B	4%	0%	4%	31%	62%
Lodging/accommodations (Lord Charles Hotel)	Group A	0%	0%	6%	23%	71%
	Group B	0%	0%	0%	18%	82%

Tea break & lunches	Group A	0%	0%	6%	26%	68%
	Group B	0%	0%	0%	23%	77%
Opportunity to get to know other participants	Group A	0%	3%	0%	15%	82%
	Group B	0%	0%	0%	19%	81%

Participants were also asked to rate the amount of free time available during the program. The majority of participants felt that free time was adequate, with only a few individuals stating that free time was either too little or too much.

Table 8: *Evaluation of amount of free time*

		Too Little		Enough		Too Much
Amount of free time	Group A	6%	20%	69%	6%	0%
	Group B	0%	4%	81%	11%	4%

Open-ended feedback about the program

What are the training needs of your company/organization?

The second part of the evaluation began by asking participants to list topical areas on which they would like to receive additional training. Table 9 lists the various topics (training needs), the level of training needed, and the frequency with which participants listed the particular topic. The most frequently listed areas were human resource management, marketing strategy, and finance. These are already included in the MMM training program; this feedback may signal that participants would like to receive additional, more extensive, training in these areas. The five most frequently listed topics are highlighted in green below.

Table 9: *Company's Training needs*

Topic	Introductory level	Intermediate level	Advanced level	Total
How to establish business forums		1		1
Financial Management	2	6	6	14
Business Loans		1		1
Human resource management		12	10	22
Trust and Servant Leadership		1	2	3
Costing			1	1
Contracts			1	1
Business Ethics		1		1
Strategic Management		2	2	4
Communication Skills		2		2
Record Keeping			1	1
HACCP/ Global CAP			1	1
Marketing Management		10	6	16

Business Planning		1	1	2
Market Access		2	2	4
Seed sales and marketing		1		1
Customer needs		2		2
Product Research and Development	1	1	1	3
Organizational development		1		1
Brand Development		2		2
Seed technology			1	1
Advertising Techniques		1		1
Exports		1		1
Statistics and Trends		1		1

Lastly, participants were asked to give feedback, in their own words, about aspects of the program they found useful and those that needed improvement in future programs. The responses have been edited only minimally to maintain the originality of participants' feedback. Overall the responses indicate that participants greatly valued the educational and networking experience offered by the MMM program and that many of them left the week-long event energized and motivated to tackle the challenges facing their businesses and organizations.

In your opinion, what were the best aspects of the program?

- Networking opportunities
- Skills acquisition
- The feedback on topics from different participants from different business setups and demographic areas.
- I built up on my confidence
- The presentations
- Case studies: we got to learn a lot more from a real small business learning to deal with problems and also grow our business
- Interacting and discussing with other entrepreneurs. The facilitators gave good advice and their input was very useful
- Human resources
- All topics were very well presented; I could fit my company into the various topics
- The program was well arranged and packaged
- Time management was excellent and the program was participatory and interactive.
- Group discussions linked to the Case studies
- Interaction between the facilitators and the delegate- the ability to ask questions and answers.
- Free access to facilitators during the time
- The diversity of the group of participants, choice of facilitators, topics and guest speakers.
- Sharpening HR skills
- Organization and methodology were excellent.

- The lectures were the best aspect of the program. They are so knowledgeable in their areas and could impart knowledge in such an informal manner that kept every participant alert. I didn't see anybody sleeping.
- It is very difficult to pick from a program as good as this because all the aspects related well to my business. Keep it up MMM.
- The parallel session with Dilip Gokhale on how to run a seed company. All the pitfalls mentioned were on point as if he had done a study on our company.
- Offered us an opportunity to learn from experienced presenters and share information amongst fellow business people
- Networking with other businesses
- Having dinners out of the hotel.
- Very informative. It allowed me as business leader to look beyond my capabilities and also to understand and respect the cultures of other African business leaders.
- Presentations, sessions and product display
- To be honest, all were fantastic!!
- Great speakers. Dilip was excellent as he had knowledge on the seed business which I came for.
- Marketing mix in an Africa context.
- The opportunity to get to know each other and share experiences.
- Highly qualified people giving lectures from their experiences.
- The case studies because they covered many different facets of the business.
- The facilitators were good, and the dinner guests were great especially Emelda. Their speeches were the turning point for me.

In your opinion what were the weak aspects of the program?

- Time was too short for the content learned
- Improve on group discussions and expo
- More time on Human Resource Management as its new in most countries and Business ethics
- Trips to visit Cape Town must be arranged to allow the opportunity to see the city for first time SA visitors
- More time on leadership qualities
- All participants must stay together
- Ask companies to submit brief company profiles and upload them for 3- 6 months
- Case studies from other countries apart from SA
- There is need to bring discussion on policy issues affecting Agribusiness in Africa.
- Marketing management framework case study
- Dinner at Dornier
- Expo stalls to be increased to include all the agro-farming sectors so that we can learn more
- More robust case studies, with theory built on the case studies. This will give the program a more integrated feel
- Improve on the mix of international participants and case studies. I think race is an issue unique to SA only and some examples may not be relevant to other countries.
- Case studies need to be sent to participants much earlier for them to have sufficient time to read through them plus possibly more case studies.

- Early communication with regards to weather of host city.
- The length of the program; if it could be a two week program.
- I would like more attention to the field of seed production.
- SODP not well represented. Almost dying out. Please seek funds to revive.
- Inadequate knowledge of African business context.
- Is it possible to move the workshop to another African country?
- Lack of presentations from researchers on trends to enable farmers to prepare for the future.
- The mini expo had too few businesses exhibiting.
- Also try to prepare beforehand, a document with brief profiles of participants and their businesses so as to assist participants in targeting who to network more with.
- Too much food. I think the spacing between the teas and meals was too close.
- We can try to look into agro processing in products that depend on the cold chain like fish and meat.

In your own words, how would you describe to a colleague your experience in this program?

It is the best management course I have very attended, very practical.

- If you're to manage a business professionally, at low cost; attending this training is an absolute necessity.
- Before entering into business, this is a must.
- It is a must attend for African men and women because it caters to every aspect of the business
- Is a road towards establishing and managing a successful agribusiness in Africa.
- Very useful because it has actually broadened my understanding of different aspects of business activities and opportunities
- Refreshing
- I learned what takes many years to learn in one week and got everything at next to no cost given the caliber of experts who facilitated
- Everybody was prepared to learn
- A must for small/ medium businesses
- It was good to get encouragement from other business people
- It was the first time I realized what combination of business and people need to make a success
- Make sure to attend and meet the needs of your business
- Educational
- Powerful, Informative, Empowering
- It was educative, lovely, interesting to meet new people and make new contacts. It creates a sense of belonging as fellow African in the African continent
- I think if management does this workshop it would be important to share with the workers what they learn here.
- In my opinion, you cannot really retell what we've learnt here. But I'll give it a shot. For sure it was a jam packed workshop worth while telling other about it.
- I was blown away by this practical and relevance of the topics. They were pitched at the correct level and covered a wide range of topics that affect medium businesses
- The program is educational, interactive and experience sharing

- Informative, business linkages and strategy development both in marketing and product related. It was empowering in terms of leadership.
- I have learned networking skills and also the experiences from other colleagues that will assist to improve my way of doing business at home.
- Strategic management and marketing strategy implementation and application will now be my strong point
- How lucky and blessed to be invited for this program because I thought I knew a lot on how business works but to my surprise, I didn't.
- It was great to have access to such inspirational people.
- A place of excellent adult learning.
- Breathtaking! It is very inspiring at it is something that many people should experience.
- It was worthwhile, a time of learning and networking.

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

- Dietary e.g. "Halaal"
- If the conference can be held twice a year
- If you could set this up in other African countries as well
- God bless the organizers and the founders of this organization. Long live Market Matters. Long live!
- The enthusiasm of the facilitators made it very vibrant and lively as well as their high level of insight on the various topics.
- More time is needed. Each facilitator must be given 2 hours.
- Would it be possible for companies to tell their story on how MMM has impacted on their businesses?
- Keep up the good work and keep improving in the module. Knowledge is progressive.
- There is a serious need for capacity building in Africa – so you need to take up this with policy makers.
- The hotel does not have WLAN in the rooms for internet connections
- The t-shirts should be similar color as the marketing material. Maybe dark cream, tan color with a logo in maroon? Blue does not relate for to MMM.
- I hope my organization will give more people an opportunity to participate in future MMM programs.
- The workshop gave me an opportunity to network with people in similar businesses as myself.
- It was a divine blessing that not only changed my business perspective but also my relationship with humanity.
- The "Know your customer" lecturer should find more African examples.
- Since it is my first time, I wish that there should be a follow-up on our business to check is the knowledge and experience is shared within the business because it seems that knowledge is not shared in some businesses. (My company has participated for the last 5 years but I only got to understand the importance of this conference after being here.)
- Not too happy about the panel on Business Ethics. I wish we had "fundis" of the subject.
- Please change the modules after a specific time.
- The facilitators were good and the fact that they can support afterwards is good.

Appendix 1. Program Evaluation Form.

2011 "MAKING MARKETS MATTER" EXECUTIVE AGRIBUSINESS EDUCATION PROGRAM
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 education program.

Your general impressions		<u>Strongly Disagree</u>			<u>Strongly Agree</u>		
1.	The program has met my expectations	1	2	3	4	5	
2.	The program is applicable to my job	1	2	3	4	5	
3.	I will recommend this program 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 program was:	<input type="checkbox"/> Too short long		<input type="checkbox"/> Right length		<input type="checkbox"/> Too long	
9.	In your opinion, this program was:	<input type="checkbox"/> Introductory Advanced		<input type="checkbox"/> Intermediate		<input type="checkbox"/>	
		<u>Poor</u>		<u>Average</u>		<u>Excellent</u>	
10.	How do you rate this program 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>						
Marketing Management (Ed Mabaya)	1	2	3	4	5	
Ezulwini Chocolat Case Study Discussion/Analysis	1	2	3	4	5	
Dinner Speaker (Emelda Mosime)	1	2	3	4	5	
<u>Tuesday (Strategic Management)</u>						

"Introducing Slim Trader: Purchasing agricultural inputs using SMS?" (<i>Femi Akinde</i>)	1	2	3	4	5
"Linking Small- Scale Farmers and Agribusinesses to Retail Markets." (<i>Kenneth Carden</i>)	1	2	3	4	5
Strategic Management (<i>Ralph Christy</i>)	1	2	3	4	5
M'huhi Case Study Discussion/Analysis	1	2	3	4	5
Dinner Speaker (<i>Vivian Kleynhans</i>)	1	2	3	4	5

Learned
Very Little

Learned
A Great Deal

Wednesday (Marketing Management and Financial Management)

"Know Your Customer: The Psychology of Marketing." (<i>Robert Rugimbana</i>)	1	2	3	4	5
Financial Management (<i>Onkutlwile Othata</i>)	1	2	3	4	5

Parallel sessions (score only the one you attended):

"Financing Your Business: Tools for SMEs" (<i>Wesley Gabriels</i>)	1	2	3	4	5
"Positioning the Majority in the Value Chain :Case Study PIBID as an Agribusiness in Uganda" (<i>Florence Muranga</i>)	1	2	3	4	5
'What all businesses should know about Intellectual Property" (<i>Ernie Davis</i>)	1	2	3	4	5
Presentation for Seed Company participants (<i>Dilip Gokhale</i>)	1	2	3	4	5

Thursday (Human Resource Management and Leadership Skills)

Developing Human Resource Competencies (<i>Quinetta Roberson</i>)	1	2	3	4	5
"Trust and Servant Leadership (<i>Andrew Jackson</i>)	1	2	3	4	5
"At What Cost? Business Ethics in the African SME World." (<i>Panel Discussion</i>)	1	2	3	4	5

In your opinion, did the "Mini-Expo" (*New on the program this year*) add value to the program?

Yes

No

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
Availability of Facilitators to discuss/answer your questions outside the classroom	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/Dinner (Sunday)	1	2	3	4	5
Dinner at Neethlingshof Winery (Monday)	1	2	3	4	5
Dinner at Dornier (Tuesday)	1	2	3	4	5
Conference room	1	2	3	4	5
Lodging/accommodations (Lord Charles Hotel)	1	2	3	4	5
Tea breaks & lunches	1	2	3	4	5
Opportunity to get to know other participants	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 program?

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

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

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

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

- Farmer Crop/Product: _____
- Seed Company
- Processing and manufacturing

- Government
- NGO
- Other (Specify: _____)

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

Internet/Website

Word of Mouth/Colleague

Government Agency

Newspaper/Magazine

Other (Please specify): _____

Your Name (*optional*) _____ Date _____

MAKING MARKETS MATTER 2011

Sunday, 8 May	REGISTRATION AND RECEPTION	VENUE
16:00-17:30	REGISTRATION	Pre-Assembly Area
17:30-19:00	OPENING Welcome: <i>Dean Mohammad Karaan (AgriSciences, Stellenbosch University)</i> Entertainment by Vulindlela Cultural Group	Pre-Assembly Area and Vergelegen
19:00-20:00	DINNER	Garden Terrace Restaurant
Monday, 9 May	MARKETING MANAGEMENT Facilitator: Ed Mabaya	
8:00– 8:30	Registration	Pre-Assembly Area
8.30–10:00	Welcome and Introductions. <i>Prof. Ralph Christy and Dr. Ed Mabaya</i>	Somerset Suites 2 & 3
10:00-10:30	TEA BREAK	
10:30-11:00	Case Study Presentation (Ezulwini Chocolat). <i>Ms. Nontwenhle Mchunu</i>	Somerset Suite 2
11:00-13:00	Module Presentation (Marketing Management). <i>Dr. Ed Mabaya</i>	Somerset Suite 2
13:00-14:00	LUNCH	Garden Terrace Restaurant
14:00-15:00	Case Study Analysis (“Ezulwini”): break-out sessions	Break-out rooms
15:00-16:00	Case Study Analysis and Presentations (“Ezulwini”)	Somerset Suite 2
16:00-16:30	TEA BREAK	
18:00–21:00	Speaker & Dinner at Neethlingshof Guest Speaker: Ms. Emelda Mosime	Neethlingshof Wine Estate (Bus departs from hotel parking lot at 17:30hrs)
Tuesday, 10 May	STRATEGIC MANAGEMENT Facilitator: Ralph Christy	
8:30 –9:15	“Introducing SlimTrader: Purchasing agricultural inputs using SMS?” <i>Mr. Femi Akinde</i>	Somerset Suites 2 & 3
9:15-10:00	“Linking Small-Scale Farmers and Agribusinesses to Retail Markets.” <i>Mr. Kenneth Carden</i>	Somerset Suites 2 & 3
10:00-10:30	TEA BREAK	
10:30-11:00	Case Study Presentation (“M’hudi”) <i>Ms. Lebogang Rangaka</i>	Somerset Suite 2
10:00–13:00	Module Presentation (Strategic Management). <i>Prof. Ralph Christy</i>	Somerset Suite 2
13:00-14:00	LUNCHEON *Sponsored by the Industrial Development Corp.*	Somerset Suite 1
14:00–15:00	Case Study Analysis (“M’hudi”) break-out sessions	Break-out rooms
15:00-16:00	Case Study Analysis and Presentations (“M’hudi”)	Somerset Suite 2
16:00-16:30	TEA BREAK	
18:00-21:00	Speaker & Dinner at Dornier Wines *Sponsored by ABSA* Guest Speaker: Ms. Vivian Kleynhans (Seven Sisters Wines; MMM Alumna)	Dornier Wine Estate (Bus departs from hotel parking lot at 17:30hrs)
Wednesday, 11 May	MARKETING MANAGEMENT AND FINANCIAL MANAGEMENT Facilitators: Robert Rugimbana and Onkutlwile Othata	
8:30 – 10:00	“Know Your Customer: The Psychology of Marketing.” <i>Prof. Robert Rugimbana</i>	Somerset Suites 2 & 3
10:00 -10:30	TEA BREAK	
10:30-13:00	Financial Management. <i>Prof. Onkutlwile Othata</i>	Somerset Suites 2 & 3
13:00 -14:00	LUNCH	Garden Terrace Restaurant
14:00-15:00	PARALLEL SESSIONS: “Financing Your Business: Tools for SMEs.” <i>Mr. Bouwer van Niekerk (Industrial Dev. Corp.)</i> “Women in Agribusiness in Africa.” <i>Dr. Jose Jackson-Malete and Dr. Florence Muranga</i> “What all businesses should know about Intellectual Property?” <i>Mr. Ernie Davis</i> Presentation for seed company participants. <i>Dr. Dilip Gokhale & Dr. Ian Barker</i>	Break-out rooms
AFTERNOON	Flex time (Stellenbosch, Somerset Mall, beach, etc.)	Dinner on your own.

MAKING MARKETS MATTER 2011

Thursday, 12 May		
HUMAN RESOURCE MANAGEMENT AND LEADERSHIP SKILLS		
Facilitators: Quinetta Roberson and Andrew Jackson		
8:30 – 10:00	Developing Human Resource Competencies. <i>Prof. Quinetta Roberson</i>	Somerset Suite 3
10:00 -10:30	TEA BREAK	
10:30 -12:00	Trust and Servant Leadership. <i>Mr. Andrew Jackson</i>	Somerset Suite 3
12:00-13:00	Mini-expo: A display of products and services by MMM11 participants	Vergelegen
13:00 -14:00	LUNCH	
14:00 -15:30	“At What Cost? Business Ethics in the African SME World.” <i>Facilitator and Participant Panel (T. Nyanzunda, C. Rudman, & John Makoni)</i>	Somerset Suite 3
15:30- 15:45	Synthesis and summary: <i>Prof. Ralph Christy</i>	Somerset Suite 3
15:45- 16:15	End-of-workshop evaluation: <i>Dr. Krisztina Tihanyi</i>	Somerset Suite 3
16:15-16:45	TEA BREAK	
18:30-21:00	Closing Banquet Presentation: African Agribusiness of the Year Award: Ms. Dinnah Kapiza <i>*Sponsored by the National Agricultural Marketing Council*</i>	Somerset Suites 1& 2 (Lord Charles Hotel)
Friday, 13 May		
POST-WORKSHOP TOURS		
Register for tours on Monday		
	Post-workshop tours (optional) 1. Agroco – fresh produce processing facility 2. Agricol – seed company 3. M’hudi Wine Estate	Meet in the hotel lobby at 09:00hrs

SPONSORED BY:

 <p>National Agricultural Marketing Council Strategic positioning of South African Agriculture in dynamic global markets</p>	 <p>Citi Foundation citi</p>	 <p>ABSA Today, tomorrow, together.</p>
 <p>MONSANTO</p>	 <p>syngenta foundation for sustainable agriculture</p>	 <p>Industrial Development Corporation Your partner in development finance</p>

Making Markets Matter workshop 2011

Facilitators and Special Speakers

(listed in alphabetical order)



Maureen Bandama holds a B.Sc. degree in Agriculture and Natural Resources with a major in Agribusiness from Africa University, Zimbabwe. She is currently finishing her MS degree in Agricultural Economics at Stellenbosch University. Before joining Stellenbosch University, Maureen spent two years as a Compliance Monitor (Agricultural and Financial Services sector) at the Reserve Bank of Zimbabwe. Maureen joined Market Matters Inc. in January 2011 as Regional Agribusiness Program Coordinator – Southern Africa. In this capacity, her responsibilities include developing and coordinating MM Inc.'s capacity building program in Africa. In addition to facilitating MM Inc.'s training activities, Maureen is currently involved in a survey of emerging farms and agribusinesses in South Africa, carried out jointly by the National Agricultural Marketing Council and Market Matters Inc.



Kenneth Carden holds degrees in Statistics, computer science, and management from the University of Cape Town, Rhodes University and Stellenbosch University. He has worked for SA Breweries, PriceWaterhouseCoopers, and most recently Woolworths, where he designed and managed the Woolworths Enterprise Development Programme, an integral part of the Woolworths Good Business Journey and has enabled Woolworths to support the growth and development of many emerging black-owned suppliers. He is currently involved in Enterprise Development Projects through the Pleiad Foundation (funded by the International Fund for Agricultural Development - IFAD) on small holder farmer development, and through the Tourism Enterprise Partnership on tourism development. By his own admission, he "has a passion for sustainable development, assist organisations that wish to make a meaningful contribution towards sustainable socio-economic development."



Professor Ralph D. Christy is Director of the Cornell International Institute for Food, Agriculture and Development and 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 Winthrop Rockefeller Foundation, WinRock International, and the Agribusiness Capital Fund. He is the author of three books, *A Century of Service: Land Grant Colleges and Universities, 1890-1990* (1992); *Achieving Sustainable Communities in a Global Economy* (2004); and *Emerging Markets* (forthcoming). His most recent research calls attention to the role of creating an enabling environment for accelerating agro-industries' contributions to sustain economic growth and development.



Ernest Davis is President of 3One Management, LLC, a consulting firm focusing on early stage technology development and commercialization. Ernest has several years of new product introduction, manufacturing operations and intellectual asset management experience. He has held a variety of management positions in the technology sector, and most recently he served as COO of Widetronix, Inc., a semiconductor device company that spun out of Cornell University in 2004. Prior to joining Widetronix, Ernest worked in Cornell University's Center for Technology, Enterprise and Commercialization (CCTEC) where he managed a portfolio of technology-based intellectual property covering the physical sciences, and prior to his time at CCTEC he worked as an engineer, business operations manager, and new products manager at IBM. Ernest holds B.S. in Mechanical Engineering and M.S. in Management degrees from North Carolina State University.



Dilip Gokhale is Senior Advisor, Syngenta Foundation for Sustainable Agriculture. Dilip has a degree in Economics from the University of Poona, India and M.B.A. equivalent from I.I.M., Ahmedabad in India. He has attended short management courses at the Columbia University, New York and the Kellogg School of Management, Northwestern University, Chicago. Dilip has worked in development banking, seeds and crop protection fields. He was Head of Syngenta's seeds business in India from 1987 to 1998. In 1999 he moved to Syngenta's Headquarter in Basel, Switzerland as Head Field Crop Seeds and in 2002 to Bangkok as Head of the Asia Pacific Region for Seeds. In 2007 he assumed the responsibility of Global Head, Biofuels Development, Syngenta International AG and in 2009 the additional responsibility as Senior Advisor, Syngenta Foundation for Sustainable Agriculture. Dilip has been Chairman of the Board of Syngenta Seed companies in Korea and Thailand and on Boards of Syngenta companies in China, Japan and India. He is also a member, Board of Management of the Management School of the Asian Institute of Technology, Bangkok.



Andrew Jackson is Director of Corporate Safety, for Frito-Lay North America. He joined Frito-Lay in 1986 and has worked in various roles including Manufacturing Manager and Director of Operations Capability. In his current role, he is responsible for three key areas: Regulatory Compliance, Safety Systems and Processes, Safety Culture and Servant Leadership. He holds a BS in Mechanical Engineering Technology from Southern University. Andrew has served on several boards in Texas: The Houston Food Bank, State Board of Educator Certification and Brazos River Authority. He has married to Roxie Jackson for 221 years. They have three children: Andrew III (19) Abriell Lynae (17) and Lendon Charles (10). They are members of Stonebriar Community Church.



Dean Mohammad Karaan is graduate of Stellenbosch University, where he obtained a B.Sc. Agric degree in 1987, an M.Sc. Agric in 1993, and a Ph.D. in 2003. He joined the Development Bank of Southern Africa in Johannesburg as an economist and later returned to Stellenbosch to join the Rural Foundation as Head of Research. In 1997 he joined the University of Stellenbosch as a lecturer in the Agricultural Faculty. In October 2008 he became Dean of the Faculty of AgriSciences at Stellenbosch University. He served as advisor to the public sector in the following capacities: Chair of the National Agricultural Marketing Council (2005-2007), Vice-Chair National Agricultural Marketing Council (2007-2009), Chair of the Ministerial Committee on Agricultural Marketing (2007), Consultant to various local authorities, Coordinator of an executive training program for African agribusinesses, and President of the Agricultural Economics Association of South Africa (2008/9). In the private sector his involvement includes Directorships with KaapAgri, Bester Feed & Grain Exchange, Agricol Seeds, Southern Oils Ltd, Roman Bay Aquafarm, Pioneer Foods and the Melsetter Group. He lives in Somerset West and farms in the Hemel & Aarde valley near Caledon.



Dr. Edward Mabaya is 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. He is Assistant Director at the Cornell International Institute for Food, Agriculture, and Development. 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. During 2010-2011, he has been a Visiting Researcher and Lecturer the Department of Agricultural Economics at Stellenbosch University in South Africa.



Dr. Jose Jackson Malete has a Masters and PhD in Food Science from Cornell University and Michigan State University in the USA. Her research interests are in the processing and quality evaluation of fruits and vegetable products and she has more than 10 years experience in academia, industry and government. Currently she is a scientist in the Food Group of the Centre for Scientific Research, Indigenous Knowledge and Innovation (CesrIKi) at UB working on several internationally funded research projects. In addition to her scientific experience, Jose also has extensive experience in the management of research in her role as the Deputy Director of Research at the University of Botswana. 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. She is a member of various international food networks, for e.g. she is the Botswana representative on IUFoST and is a professional member of IFT where she was the past chairperson for the fruit and vegetable products division.



Dr. Reverend Isabirye Florence Muranga hails from Uganda, where she serves as Associate Vicar at St. Francis Chapel, Makerere University, Church of Uganda, a lecturer at Makerere University, Department of Food Science & Technology and the Director of the Presidential Initiative on Banana Industrial Development (PIBID) Project. She is the recipient of the Presidential Scientific Innovation Excellence Award (2005/06). She has spent time at various international institutions including the German Institute for Nutrition at Potsdam-Ruebruecke. She has served as a visiting Professor/Research Fellow at the University of Wisconsin-Madison and Cornell University and the University of Bonn, Germany. She is a member of the Third World Organizations for Women in Science (TWOWS). She has presented her pioneering work on matooke at numerous international conferences. She holds a diploma on Agribusiness Export and Market Management from Israel. She is the author of a children's book and is publishing a book on the basics of food and nutrition for every Ugandan household.



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 Professor of Management in the Villanova School of Business at Villanova University. Prior to her current position, she has served on the faculty of Cornell University, the University of Maryland at College Park, and Bocconi University in Milan, Italy. In addition to earning a Ph.D. in Organizational Behavior from the University of Maryland, Professor Roberson 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. Her research interests focus on organizational justice, particularly fairness in work teams and human resource management, and on strategic diversity management. She teaches courses on human resources and diversity management at the undergraduate, graduate and executive levels.



Professor Robert Rugimbana is a Professor of Marketing within the Tshwane University of Technology, Faculty of Management Sciences. He has previously taught in several Australian Universities and has taught, researched, and supervised students in Business/Marketing/entrepreneurship areas. Professor Rugimbana has been a senior consultant for large Australian Organizations including the Australian-New Zealand Banking Group (ANZ), The South Australian Association of Credit Unions and more recently One Steel. He is an Associate Fellow of the Australian Marketing Institute, Member of the Australian New Zealand Academy of Marketing, Member - Academy of Marketing (UK) and member of the Australian South African Business Council. His main research interests lie in Consumer Psychology, Cross-Cultural Marketing, Poverty & Entrepreneurship, Marketing Education, Corporate Social Responsibility as well as general Management covering African, South East Asian, and selected countries in the West. Professor Rugimbana holds an MBA from the University of Newcastle and a PhD from Macquarie University.



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. During 2010-2011 she has been a Visiting Researcher at Department of Agricultural Economics at Stellenbosch University in South Africa.

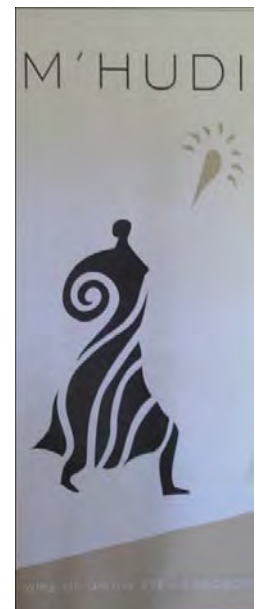
Making Markets Matter 2011



On Friday, May 13th, you will have a chance to visit some local agribusinesses. Below you will see the three different tours we offer this year; please read through this list and you can sign up for the tour of your choice on Monday, May 9th. The tours will take place in the morning so we will expect to be back around 13:00 at the latest, but please do check that your travel schedule allows you to participate in the tour. The tours are free with the exception of the wine tour, where small fees are charged if you want to taste some wines.

Tour M'huDi Wines

Visit M'huDi Wines, one of the first black-owned wine farms in the country. Diale and Malmsey Rangaka will welcome you to their family-owned winery, where you can taste the wines (for a charge of 50 rands per person) and find out more about their business.



Visit a seed company - Agricol



Organized for those with an interest in the seed industry, this field tour features a visit to Agricol, a local seed company, to learn about the operations of the company and the workings of the South African seed sector.

Visit a distribution centre - Agroco Africa

Agroco Africa is a pre-packer of fresh produce to the distribution centres of all the major Supermarket Retail Groups in South Africa. A range of approximately 30 fresh produce lines, which include both vegetables and fruit products are sourced, prepared and packed. Visit their packing facilities and learn the workings of this accredited packhouse facility.