

SIMULATING THE AGRI-NUTRITION SECTOR THROUGH A CUSTOMER CENTRIC APPROACH

FEBRUARY 2017



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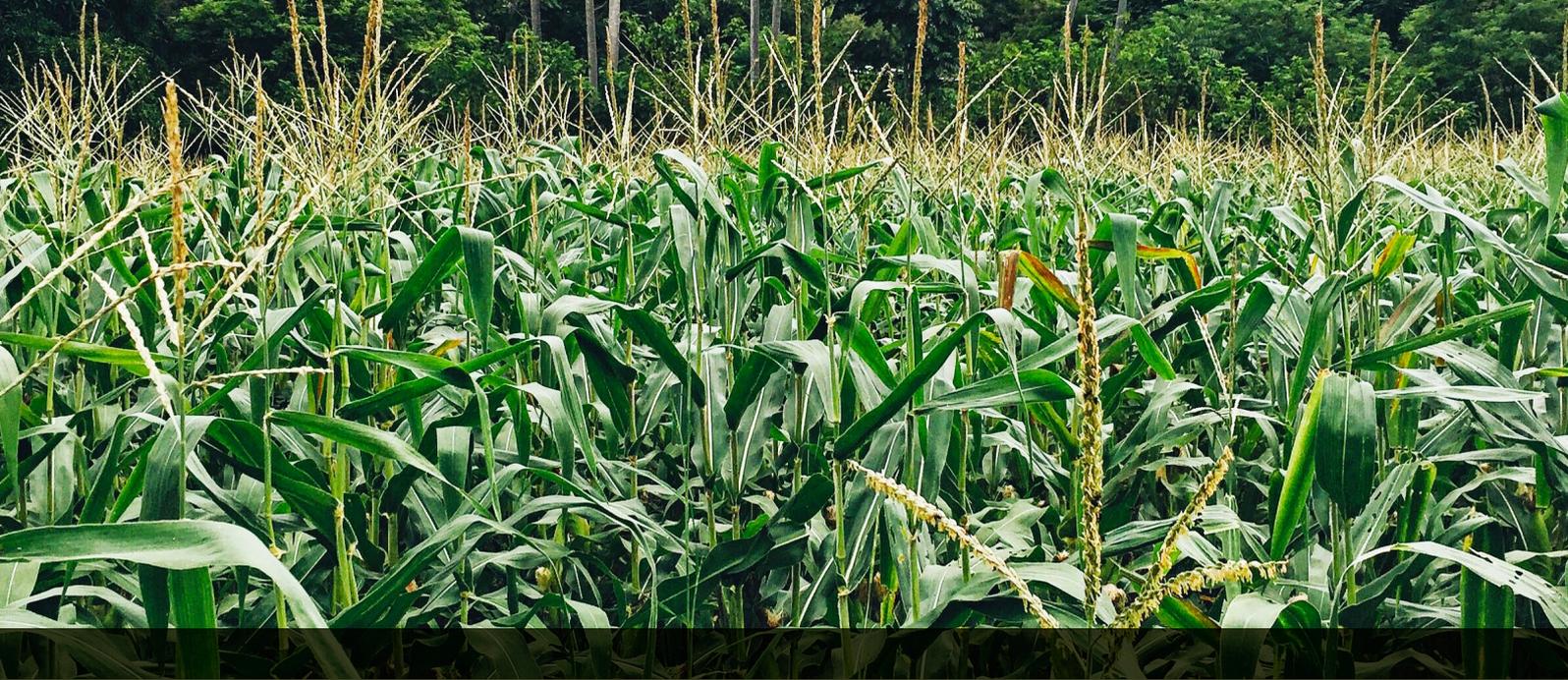


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EXECUTIVE SUMMARY

Kenya is home to over 40 million people, 80% of whom live in rural setting and rely almost fully on agriculture. More than 10 million (almost a third of the population) are food insecure on a regular basis (FAO, 2017). The republic's food and nutrition uncertainty is often credited to the performance of the agricultural sector. In fact, in the last 30 years, per capita food availability has declined by more than 10% (Crowley, 2017). It is noted that the country's food security and nutrition needs are complex due to unstable monetary environment, a recent increase in food and fuel prices, impulsive and harsh weather conditions, insufficient budgetary allocations and weak sector coordination (Crowley, 2017). Efforts have been made towards achieving a food secure nation through programs such as Scaling Up Nutrition (SUN) which is a worldwide program that unites national leaders, civil society, bilateral and multilateral organizations, donors, businesses and researchers in a shared and joint effort to improve nutrition (USAID, 2017).

Other active global nutrition mechanisms/projects have been carried out by the Global Alliance for Improved Nutrition (GAIN) and USAID's Feed the Future Program (GAIN, 2017). The Agri-Nutrition business simulation training that was carried out by AIAR with funding support from the Global Alliance for Improved Nutrition (GAIN), aimed at emphasizing delivering and availing quality but affordable foods for the low-income market, marketing and distributions channels for nutritious foods. This was a three-day training for the Community of Practice, targeting especially producers, processors, and entrepreneurs who are packaging and selling various nutritious foods such as dairy, composite flours among others, for the mass market. The scope of the partnership was to design and plan the simulation training program, prepare training materials, facilitate the training, conduct a course evaluation and develop a report highlighting the outcomes of the training.

The training participants were recruited from GAIN's Community of Practice group following a call for interested trainees. The training materials were reviewed and validated by AIAR and a training schedule developed and approved. Four groups were formed from 18 participants, to represent Agri-nutrition businesses that would be competing against each other during the three-day's training. The 3 major outcomes that were actualized during the three days are i) Business networks and linkages were formed amongst the enterprises, ii) The participants demonstrated the ability to borrow from financiers and pay back with interest, make profits, satisfy their customers' demands and pay all their expenses, iii) Establish a dummy business concept and make a 5 minutes' pitch for possible funding.

The participants appreciated the practicality of the training and affirmed that it was useful in bringing out the various dynamics of an agribusiness enterprise. It is highly recommended for the exercise to incorporate value chain upgrading and financing, as there are opportunities for collaboration with other partners to develop a solid follow up program for business advising and to ensure actualisation of the concepts learnt.

INTRODUCTION

As stipulated by Mohajan (2014), malnutrition is a great public health problem in Kenya with more than 10 million people being chronically food insecure. This is the single greatest contributor to child mortality at 53%, while the main causes of malnutrition among women of reproductive age are sub-optimal feeding practices especially during pregnancy, heavy workload, and low micronutrient intake. Kenya is in rank 33 at under-5 mortality rate in the world. Under -5 mortality rate in 2012 is 9.8% (male 7.8% and female 6.8%), infant mortality rate (under-1) 4.9%, and neonatal mortality rate 2.7%. Among children under-5 in Kenya, 35.5% stunted, 6.7% wasted, 4.7% overweight, and 5.6% of infants are born with low birth weight. At present in Kenya, an estimated 2.1 million children are stunted which is a serious national development concern as these children will never reach their full physical and mental potential. The Global Nutrition Report 2015 stipulates that the returns to scaling up nutrition interventions falls at a benefit cost ratio of 16:1 (Global Nutrition Report 2015)

The Global Alliance for Improved Nutrition's Community of Practice (CoP) therefore unites businesses and other interested actors in creating a space in Kenya for nutrition-enhancing innovations. Through in-person convening's, online networking and knowledge sharing. The CoP creates connections that will strengthen local businesses with the skills and tools they need to move their ideas forward, resulting in sustainable businesses and markets full of nutritious and affordable foods in order to address the nutrition deficiencies in the country.

In partnership with the African Inception for Agribusiness Research (AIAR), which is a private firm that aims at bridging the gap between academic research and developmental outcomes in Africa's agribusiness sector, a simulation training was designed and carried out to GAIN's Community of Practice (CoP) group. AIAR which is keen on commercializing research results by providing business opportunities to youth and women led microenterprises, designed an agribusiness simulation training package for nutrition entrepreneurs. This was a three-day training that simulates the agri-nutrition sector including developing concepts for a fundable business plan, creating a five minutes' elevator business pitch and group discussion on product differentiation with a customer centric approach. The ultimate goal was to;

- Help participants acquire the modern concepts and practices of entrepreneurship and product development,
- Help participants explore tested and innovative strategies for marketing and promotion of their goods and services.
- Help participants acquire knowledge for improved human resource management and customer oriented strategies for growth.

OBJECTIVES

The main objective of the program was to conduct a three-day agribusiness simulation training to a maximum of twenty businesses within the Community of Practice, with specific deliverables to include;

1. To develop a detailed training program for validation before training
2. To deliver a three-day training
3. To share a detailed report on the training outcomes discussions and photos.

AGRI-NUTRITIONAL BUSINESS SIMULATION TRAINING

The simulation training took place on 8th, 9th, and 10th, February 2017 at Jacaranda Hotel Nairobi. A three-day agribusiness simulation training materials were validated and approved by GAIN to ensure emphasis on delivering and availing quality but affordable foods for the low-income market, marketing and distributions channels for nutritious foods. The target group were producers, processors, and entrepreneurs who are packaging and selling various nutritious foods such as dairy, composite flours among others, for the mass market. The main goal of the training was to;

- Help participants acquire the modern concepts and practices of entrepreneurship and product development.
- Help participants explore tested and innovative strategies for marketing and promotion of their goods and services.
- Help participants acquire knowledge for improved human resource management and customer oriented strategies for growth.

The training participants were recruited from GAIN's Community of Practice group following a call for interested trainees. The training materials were reviewed and validated by AIAR and a training schedule developed and approved (see appended program). Four groups were formed from 18 participants, to represent Agri-nutrition businesses that would be competing against each other during the three-day's training. (List of participants and their locations are appended). Each group consisted of 4-5 members with the following group names; Afrigreen, JIT Enterprises, Briners and Green Tedare.

So, what is agribusiness simulation? This is a carefully constructed business skills development tool masquerading as a game. It simulates real market conditions and business scenarios in the training room. The process got participants to weigh up information, make decisions and react to the consequences. Participants saw the results of their actions and experienced the thrills and spills of real life business activity. The materials were also designed to ensure the agri-nutrition entrepreneurs were aware of counterfeit products in the market. They were also sensitized on ethical issues such as selling products to customers with the actual nutrition value as written on their products. A case study was also used to reinforce the business planning concepts and growth strategies for an agribusiness enterprise.

The modules covered were;

- Introduction to Entrepreneurship
- Customer Service Investment
- Product Differentiation
- Marketing and Promotional Strategies
- Group Dynamics/Staffing within an agribusiness enterprise
- Business Concept Development and Pitching to Potential Investors

The simulation exercise mainly involved decision making of participants with direction and support from the facilitators, discussions and debrief sessions. This helped participants to share collective insights and to draw from the diverse experiences of other fellow entrepreneurs. The case study was also used to bring out the learnings from the simulation and members were instructed to read and discuss for the formulation of their business concepts and finally, they made presentations of the dummy business plan.

DAY ONE: 8TH FEBRUARY 2017

The session kicked off with an exercise on communication to ensure that there is effective communication between the facilitators and participants and to set the pace of the business training which would culminate to how participants communicate with their customers and employees. This was followed by formation of four groups which would serve as agri-nutrition businesses competing against each other during the 3 days training.

When asked what their main challenges are during a brief focused group discussion, the entrepreneurs stated the following as the main gaps to be addressed in their businesses;

- The need to gain knowledge in marketing their products,
- The technical knowhow on presenting and branding of their products and services,
- General business concepts in the agribusiness ecosystem,
- Value chain development and growth strategies.

To help facilitators assess the entrepreneurship understanding of the participants, a brief baseline survey was carried out ([see appended questionnaire](#)). From the survey, 94% of the participants responded to have a desire and passion for entrepreneurship however only 38% were confident of their business knowledge and problem solving skills while only 31% were confident of their market awareness. This reflected a critical need from the participants to get coached during the sessions.

When asked what the main reason for starting their business was, 53% stated that they 'have a passion to be an entrepreneur', while 41% indicated that having a great idea or innovation was the main reason to set up an agribusiness and only 6% stated that they wanted to be their own boss. Financing was by far the biggest perceived obstacle in their businesses, at 94%, while 24% of participants mentioned 'finding the right partners' and 12% lack of proper business training. The top-three topics that participants expect to benefit most from was market awareness (65%), financial management (53%) and business planning (35%).

DAY TWO: 9TH FEBRUARY 2017

The participants were taken through a module on customer service and investment strategies. The main objective was to train the participants on the importance of investing in strategies that are geared towards attracting and maintaining customers. The facilitators also addressed the importance of product differentiation to cater for different customers' needs and understanding the customer requirements. During the debrief session participants were encouraged to take a customer oriented approach in product development and in businesses operation as this would guarantee a demand for the goods and services they provide.

The participants also carried out an exercise of increasing their customer loyalty by working towards moving their customers from bronze level to silver level and finally to gold level. The different groups noted that once they increase their customer loyalty, their sales increase and thus the need for increasing their stock. This was a reality that hit them during the trading period and most appreciated the fact that they were able to pay all their expenses and make profits from the dummy loan given. The major outcome for this session was the need to reinvest in systems that can protect the entrepreneurs' business and help attract and retain their customers.

DAY THREE: 10TH FEBRUARY 2017

An exercise exploring group dynamics was carried out between the teams. The goal of the exercise was to assess the leadership capabilities of each team leader and highlight key effective communication strategies. The exercise also helped emphasize the importance of synergy within an organization, ability to influence, power of informal networks within a business & sharing the vision of the organization to all members.

Participants were then taken through a marketing and promotional strategies module whose objective was to ensure the enterprises position themselves for growth and are aware of the market dynamics in terms of legal and ethical issues that may arise during trading. Each team was given start-up capital, dummy customers, stock and loan to trade with through a five-week trading period. The module focused on various investment options available for an agribusiness enterprise and the rewards that come with the investments. Also, brought out was the potential risk that a business may face when it doesn't invest in critical aspects

of the business such as losing customers, due to poor customer service or losing stock due to poor stock management systems. The facilitators then led the trainees through the debrief session to assess their experience during the five weeks' trading period. The major outcome for this session was the need to ensure their products were well packaged with an emphasis on nutritive products that go a long way to adding value for the customers.

AGRI-NUTRITIONAL BUSINESS SIMULATION OUTCOME

The 3 major outcomes that were actualized during the three days are;

1. The participants formed business networks and linkages amongst each other for growth.

The networks and linkages formed brought the realization that the participants needed strategic partnerships for growth. This could be seen from one of the participant whose core business is to process apple jam. He marketed his products to his fellow participants and was able to make sales. Two other participants brought their products to showcase in order to gain new customers and business partners. One other entrepreneur was able to sell her Tamarind juice to her fellow participants.

The participants appreciated the importance of working together as business partners and supporting each other's businesses. This could be seen from the discussions initiated by the producers to supply raw materials to the processors in the team.

2. The participants demonstrated the ability to borrow from financiers and pay back with interest, make profits, satisfy their customers' demands and pay all their expenses.

Each group was given dummy start-up capital, a loan, customers and stock to begin their business. The teams were to trade for five weeks in order to make profits, pay all their expense and meet the customer demand. During the debrief session, each team gave their experience during the five-week trading period. The session gave participants an awareness of the importance of recording keeping, cash flow management, stock management, supply & demand, ability to cover business expenses, strategic partnerships (in internal and external environment) and a structural approach to their business operations as opposed to an informal approach without much planning. Risk and financial management were discussed at length. Participants were then given a business plan template from which they got guidelines on how to write a business plan.

A case study was used detailing the history and management of the enterprise to challenges faced and its future plans. The participants therefore discussed the journey of the enterprise, while highlighting the key learning outcomes for their enterprises.

3. The participants were able to establish dummy business concepts and make a five minutes' pitch for possible funding.

From the four groups formed during the 3 days training, they each selected a business name and traded as an enterprise. The following are the businesses developed and pitched during the pitching session;

Afrigreen: The business was established to ensure all children and pregnant mothers receive the required nutrients from porridge flour. The business model was then to receive various types of flour such as cassava, maize & sorghum from other entrepreneurs. The business would then process and precook the porridge which will then be supplied to schools, supermarkets and individual customers. The pitch had a social enterprise angle which would sell to most potential investors.

JIT Enterprises: The business was established to provide tamarind juice to the community based on its nutritive value and good taste. The pitch was more centered on the urban consumer who tends to be more sophisticated and prefers variety. In this case, the tamarind juice would provide options based on its nutritive value and good taste. This would be a great indication for success as the group had surveyed and narrowed down to a specific customer.

Briners: The business was based on processing coffee for sale to the local and international markets. The business model was based on supporting local farmers as well as the community in accessing markets. The pitch was more focused on the amount of money to be invested versus the returns. This would be captivating to any potential investor since most financiers would be keen on their return on investment.

Green Tedare: The business was established to process tomato jam so as to minimize post-harvest losses. The business models focused on buying tomatoes from local farmers which is a direct market and processing to form tomato jam hence providing options for the customer and increasing its shelf life and profit margins. The pitch emphasised on minimizing post-harvest losses and providing market opportunities for the farmers. The group also indicated the number of farmers to be reached by the initiative which would be a catchy for investors.

The pitching exercise was a success as two participants were inspired to pitch to Jacaranda hotel which had hosted the training. One participant presented his business to process and supply apple jam to the hotel while the other presented her tamarind sauce as supplement of the other available sources.

AGRI-NUTRITIONAL BUSINESS SIMULATION EVALUATION

At the end of the training sessions, participants were asked to evaluate the training in terms of relevance and effectiveness of delivery as well as whether the training met their objectives and expectations.

Below are the evaluation questions presented to the participants;

1. Were the training objectives, requirements and expectation made clear at the beginning of the course?
2. Was the training content relevant to you as an entrepreneur?
3. Was the facilitator well prepared, organized and had thorough knowledge of the subject?
4. Did the facilitator use relevant examples to help you to understand the training?
5. Were you motivated to participate in sharing views
6. Have you learnt any new skills that will help you improve your business?
7. Were your expectations for the training fulfilled?
8. Was the time allocated for the training sufficient?
9. Would you recommend this training to other entrepreneurs?
10. Please list in the space below areas of the training that need improvement and any other general comments

Eighty eight percent of the participants rated highly the quality of modules trained in the three days, preparedness and punctuality of the facilitators, clarity, appropriateness and achievement of the training objectives. While 94% stated that they would highly recommend the training to other participants as highlighted in the figure below:

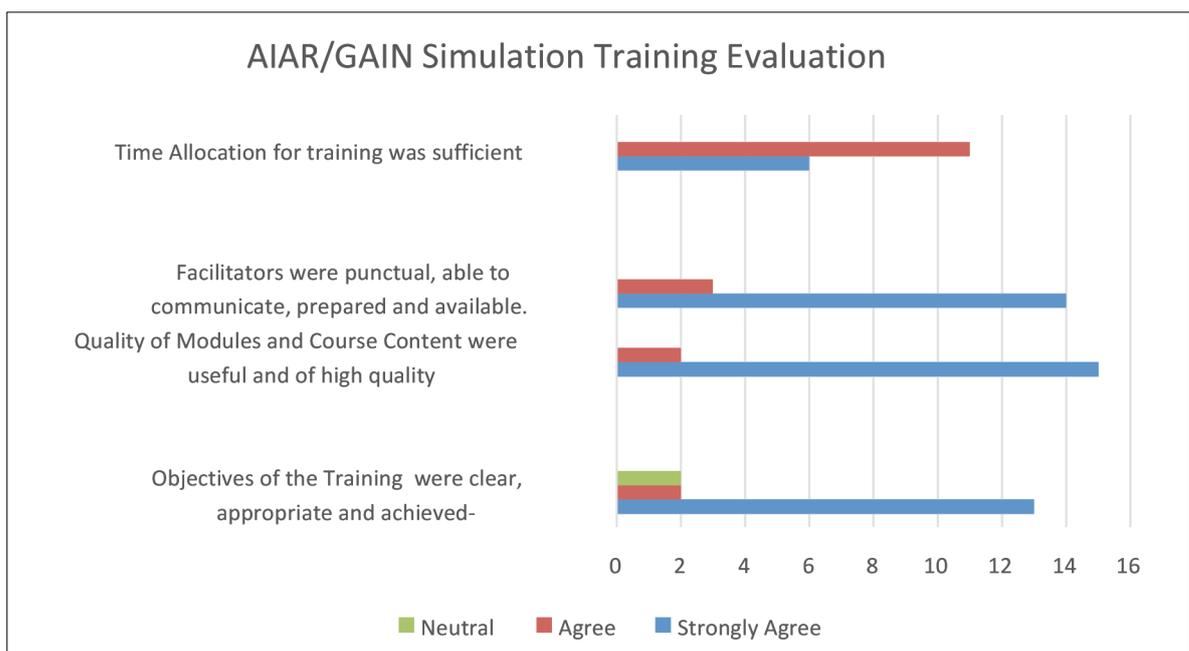


Figure 1: Graph Showing the Evaluation Feedback from CoP Participant

Feedback received from the participants highlighted the following as the key areas they found most helpful;

1. The teaching methodology was very practical and applicable to participants' actual business operations.
2. The knowledge and skills acquired was invaluable
3. Great interactive learning.
4. The facilitators were quite knowledgeable and skilled
5. The linkage between the objectives of the workshop and the expectations of participants was well done.

The following is the feedback given by the participants during the evaluation exercise.

Participant 1: The training was useful in bringing out the various dynamics of an agribusiness enterprise

Participant 2: The trainers handled the class simulation well, the exercise looked simple on the first day but progressively became harder by the trade. It simulated the real-life situations

Participant 3: The facilitators are knowledgeable and have been able to impart the required information, skills effectively. This team is well informed and the time well utilised and the program was quite exciting. Trainers need more time. Well done and keep up

Participant 4: Reference materials should be available for future use

Participant 5: To the best of my knowledge the training offered was over beyond the best approach to training experienced so far

Participant 6: The entire facilitation is excellent

Participant 7: The training model should be replicated in other areas of business e.g financial management and business operations management

Participant 8: The training is very practical and in the process, reality hits you where you realize mistakes you made

CONCLUSION

The outcome from the exercise has given an indication that business training yields better results when linked with opportunities for advising as well as other topics like accessing markets, meeting production/services standards. AIAR therefore recommends that follow up should be made to gauge the impact of the knowledge and skills acquired in the agribusiness simulation training among the businesses of the participants. This will be crucial to capture the gaps and trends in the market to help improve the training for future participants.

From the success of the training as testified by the participants' feedback, the agribusiness simulation training has proved to equip entrepreneurs with the much-needed business skills for their firms. AIAR however acknowledges that this is not a one-shoe-fits-all kind of training and therefore recommends that a customized simulation curriculum to be designed specifically for entrepreneurs who are in business and have a keen eye on nutrition. Every African agricultural entrepreneur both smallholders and SMEs thus needs to have the opportunity to be imparted with this practical tool, as nutrition is an angle that has not been dealt with in depth and is critical for sustainability and food security in the continent.

The evaluation of the participants indicated that the workshop was successful. To a large extent, the objectives of the workshop and expectations of participants were met. The experiences, skills, knowledge and interactive mode of presentation made facilitation friendly and lively. All participants expressed the view that the training was very relevant to their work. It is highly recommended for the exercise to incorporate value chain upgrading and financing, as there are opportunities for collaboration with other partners to develop a solid follow up program for business advising and to ensure actualisation of the concepts learnt.

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APPENDICES

Case Study

FAULU AGROVET

NAME: John Doe

NATURE OF THE BUSINESS: Agro vet

NAME OF THE BUSINESS: Faulu Agrovat

LOCATION: Kisumu

History of the Agribusiness Enterprise

John was formally employed prior to 2011 when he and his friend decided to venture out and start their own business. After a study on the market opportunities available they decided to open an agrovat business within Kisumu city as there were not many such businesses and the demand for the service was high. When starting up, they were met with a few challenges like getting an affordable and well located premise for their business enterprise as well as capital. However, since they were formerly working in the agrochemical industry, it was easy for them to acquire stock from the main suppliers on credit and their market were the farmers that they had interacted with before.

John learnt of the Agribusiness program from one of his suppliers who had attended the training and recommended that he attends and helped him apply for the course that he claims it really helped his enterprise greatly.

Agribusiness Development after Training

The business was also very manual as all their records were hardcopies and they were not tax compliant. All this changed after John went through the program and currently he can proudly say that his enterprise is fully tax compliant which was one of the requirements for a tender he won.

They also formulated an IT system for all their records and books that has helped to keep track of the business and helped them grow. It's easier for him to see where they started and where they're going as they had started with a capital of Ksh. 400,000/- with one branch and have now grown the business to be worth Ksh. 3.5million with 3 branches.

Management of the enterprise

He began with a staff of three but currently has five as they have an employee who operates the computers and field agents who link the business with potential customers. He claims the training helped him on staff management and also on public relations as he's now more able to deal with customer complaints and also formulates incentives that attract and retain customers. He has expanded their

customer base and has increased his turnover by 12.6%. John has also applied for an m-pesa paybill number which will help in cashless payment of goods enabling them to service customers who cannot reach either of their shops or agents.

He saw the need to insure his stock in order to reduce on the risk of loss by fire or theft that in the event this happens without insurance, it would be a devastating blow to their business. He was also able to acquire 2 loans from Jamii Bora and Equity bank that he used to increase his stock and able to serve his client better.

He has managed to keep contact with fellow trainees around the country and he has started a dairy farming project, an idea he got from one of his cohort partners. These supplements his income as he sells the milk produced within Kisumu town as well as he can be able to consume any spillage from the agrovet.

Challenges still faced

The space they operate on is small but they have plans to expand it in order to accommodate more stock and serve clients with ease. The business is capital intensive and acquiring capital is also a challenge especially from banking institutions as they ask for security which is not always available. Competition is also rife as there are more and more people venturing into the same business within the town.

Future plans for the business

He therefore plans to expand the business by having another branch in a strategic place within the town which will serve the growing town. Also, having their own business enterprise rather than renting one would give them room to expand much more as well as acquiring a vehicle to transport their goods to their branches and customers. He also plans to participate in more tenders as this is very profitable and indirectly markets his enterprise to other institutions and farmers.

Conclusion

The program helped him develop a blueprint for the enterprise that would help them achieve their target goal and it inspired him to diversify to dairy through the interactions of other class members. He also learnt how to treat his customers well from the program that has seen his customers increase.

ENTREPRENEURSHIP SURVEY QUESTIONS

Are You an Entrepreneur?

1. Desire and Passion:

I have a fervent drive to succeed and zeal for the tasks required.

- Strong
- Average
- Needs improvement

2. Energy:

I have stamina to tackle problems.

- Strong
- Average
- Needs improvement

3. Ability to Thrive on Uncertainty:

I can prosper in an environment with many questions and few answers.

- Strong
- Average
- Needs improvement

4. Determination and Resiliency:

I can hang on in hard times and recover quickly.

- Strong
- Average
- Needs improvement

5. Accountability:

I take responsibility for my own success.

- Strong
- Average
- Needs improvement

6. Persuasiveness:

I Convincingly communicate with others—bankers, vendors, employees.

- Strong
- Average
- Needs improvement

7. Self-Discipline:

I can do the tasks necessary to succeed, whether pleasant or unpleasant.

- Strong
- Average
- Needs improvement

8. Self-Confidence:

I believe that somehow, I can solve whatever problems arise.

- Strong
- Average
- Needs improvement

9. Social Responsibility:

I am passionately motivated to share success and wealth by giving back.

- Strong
- Average
- Needs improvement

10. Ethics:

I deal with others with honesty and integrity.

- Strong
- Average
- Needs improvement

11. Ability to Value Appropriate Control Systems:

I value the management and control systems necessary to run a business.

- Strong
- Average
- Needs improvement

12. Problem Solving:

I have an ability to anticipate and troubleshoot problems.

- Strong
- Average
- Needs improvement

13. Networking:

I connect with others and build strategic relationships.

- Strong
- Average
- Needs improvement

14. Market Awareness:

I can scan the marketplace and assess potential needs and gaps.

- Strong
- Average
- Needs improvement

15. Low Support Needs:

I provide for my own needs with little support from others.

- Strong
- Average
- Needs improvement

16. Business Knowledge:

I have a basis for making effective, profitable business decisions.

- Strong
- Average
- Needs improvement

17. Good People Judgment:

I can pick the right people to help execute my vision.

- Strong
- Average
- Needs improvement

18. My primary reason for wanting to start a venture is:

- I have a passion to be an entrepreneur
- I want to be my own boss
- I have a great idea/innovation
- I can't find a job
- Other

19. The biggest obstacles I see in starting my venture are:

- Knowing where to begin
- Financing
- Too little time
- Training and education
- Finding the right partners
- Fear of failing
- Other, please specify

20. The three (3) topics I think I will benefit most from in setting up my venture are:

- Value Chain Analysis
- Stakeholder analysis
- Marketing
- Product definition
- Financial management
- Resource mobilization
- Business planning
- ICT & Recordkeeping
- Rearing technologies
- Farm management
- Cost price reduction strategies
- Value addition strategies
- Human Resource Management

List of Trainees

	LAST NAME	FIRST NAME	BUSINESS TYPE	COMPANY NAME	LOCATION / TIME
1	Musango	Alfonce	Horticulture (grafted Avocado)		Nairobi
2	Mumo	Caesar	Honey & bee products		Nairobi
3	Muhia	Daniel	Horticulture (grafted Avocado)	Green Serve	Nyandarua
4	Okello	David	Food packaging & processing	Hand Kraft Foods	Nairobi
5	Ndwiga	Eugene		Farm Share K Ltd	Kiambu
6	Omoke	Fred Okemwa	Jam Production		Kisii
7	Mwenda	Gacheri	Milling	Green Milling Savannah	Nairobi
8	Machanule	Hannington Yosi	Agribusiness		Lumalanda
9	Teyle	Innocent	Horticulture		Kakamega
10	Mumo	Irene	Honey		Nairobi
11	M.	Joseph	Fishing		Kakamega
12	Amimo	Margaret	Banana value addition		Serem Vihiga
13	Wanjiku	Nancy	Agribusiness		Kiambu
14	Moturi	Nasho	Horticulture		Kisii
15	Kariuki	Peter	Maize milling		Oloitoktok (Kajiado)
16	Ngumba	Rahab	Business Advisory		Nakuru/ Nairobi
17	Thuku	Tabitha		Asili Foods	Nairobi
18	Mbeere	Teresiah	Potatoes		Nyandarua

Training Program

DAY & TIME	ACTIVITY	IN CHARGE
DAY 1 : 8TH FEBRUARY 2017		
8:00am - 8:30am	Arrival and registration	GAIN
8:30am - 10:45am	Introduction to Entrepreneurship	AIAR
10:45am - 11:00am	Health Break	GAIN
11:00am - 1:00pm	Case Study Discussion	AIAR
1:00pm - 2:00pm	Lunch Break	GAIN
2:00pm - 3:45pm	Agribusiness Simulation orientation module	AIAR
3:45pm - 4:00pm	Health Break	GAIN
4:00pm - 5:00pm	Customer Service Investment Module	AIAR
DAY 2 : 9TH FEBRUARY 2016		
8:00am - 8:30am	Arrival and registration	GAIN
8:30am - 10:45am	Marketing & Promotional Strategies module	AIAR
10:45am - 11:00am	Health Break	GAIN
11:00am - 1:00pm	Case Study Discussion & Simulation debrief	AIAR
1:00pm - 2:00pm	Lunch Break	GAIN
2:00pm - 3:45pm	Business Plan development (Marketing) & Venture Concepts	AIAR
3:45pm - 4:00pm	Health Break	GAIN
4:00pm - 5:00pm	Business Plan Development (Operations) concepts & Venture Concepts	AIAR
DAY 3 : 10TH FEBRUARY 2016		
8:00am - 8:30am	Arrival and registration	GAIN
8:30am - 10:45am	Business Plan development (Human Resources) & Venture concepts	AIAR
10:45am - 11:00am	Health Break	GAIN
11:00am - 1:00pm	Business Plan development (Finances) & Venture concepts (Group Assignment)	AIAR
1:00pm - 2:00pm	Lunch Break	GAIN
2:00pm - 3:45pm	Group Business Plan presentations	
	AIAR	
3:45PM - 4:00pm	Health Break	GAIN
4:00pm - 4:30pm	Closing Remarks	GAIN & AIAR

Pictorials



Participants pose for a group photo with representatives from AIAR, GAME Center and GAIN



A customer purchasing stock from the supplier



Team members' reaction to a reality that has hit their business



Team members' reaction to a reality that has hit their business



A business selling products to a customer



A participant showcasing and explaining his product to a customer during the training

