

Not a Seed Goes to Waste at Josmak International (U) Ltd. Teaching Note

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Synopsis

Joyce Kyalema, founder of Josmak International (U) Ltd., wants to make significant improvements in her small pumpkin product manufacturing and distribution company in Uganda. She faces the same challenges that all Ugandan entrepreneurs face: a difficult economy, lack of access to international markets, an infrastructure that does not support her work, and machinery that is insufficient to increase production. She needs a plan to help her access the financial resources and markets she is seeking to expand her social enterprise.

Key Words

Social enterprise, woman-owned business, Uganda, agriculture, expansion, project management

Suggested Audience

Executive training programs, upper level undergraduate and graduate students in project management or social entrepreneurship. Students should understand the basics of project management and project planning before undertaking to analyze this case.

Learning Objectives

Students will indicate ability to:

- Structure a general plan for growth
- Practice estimating resource needs
- Design timelines
- Create realistic expectations

Thought Questions

1. What additional information do you need in order to design an implementable action plan that addresses the goals that Kyalema has established for herself?
2. What are realistic expectations for the development of ten new pumpkin products within a six month period?
3. Create a draft charter for Kyalema's development project.

Theory

The instructor will focus on theories of social entrepreneurship, coupled with basic commercial entrepreneurship models to address the first and last learning objective. Project management

techniques can be used to address the two central learning objectives. Coupling the three sets of theories will provide a rich environment in which to analyze this case.

Pedagogy

- **5-minute self-test** is attached as Exhibit TN_1
- **Editable powerpoint presentation** is attached as Exhibit TN_2
- **Methodology #1:** Application of the case to the UN Sustainable Development Goals.
These goals can be downloaded directly at <http://www.fao.org/3/a-i5499e.pdf>. An overview of the 17 goals can be found on page 9 of the booklet and are reproduced here as a handout (Exhibit TN_3: Sustainable Development Goals). Talk about which of the goals are reflected in Kyalema's endeavors.
- **Methodology #2:** Video
Show in class the following video about Josmak (LINK HERE) and compare it to the video found here: <https://www.youtube.com/watch?v=Hft-zbqxeLM&nohtml5=False> . Discuss the differences between Josmak's processing and the more advanced processing shown.

Using Exhibit 1 from the case (organizational chart), divide the class into four teams, each team representing one of the following groups: agricultural strategy; finance; production; sales and marketing.

Have each team develop a plan for its own area that will meet the goals that Kyalema has established within a realistic time frame and on a manageable budget. Once planned, the teams should reconvene as a class and present their plans to the rest, determining the best possible way to combine them in one workable overall plan.

- **Methodology #3:** Thought Questions and Abbreviated Responses)meant to encourage additional discussion)
 1. What additional information do you need in order to design an implementable action plan that addresses the goals that Kyalema has established for herself?

In order to design an effective action plan, I need to know more about the Josmak production process: How long does it take for pumpkins to go from field to packaging and from packaging to market? I need to know more about the financials: What does

production cost? What percentage of production cost is labor? What is the product ROI? How does Josmak get the products to market?

2. What are realistic expectations for the development of ten new pumpkin products within a six month period?

Product development is dependent on research of both production methods and demand for potential products. Does Kyalema already know that there is demand for new pumpkin products? Has the research on how to manufacture them already begun? According to the UN, Kyalema's program fits well within their goals for sustainable development. She could interface with representatives of the SDG project to determine a reasonable length of time it might take her to research and refine her new proposed products or decide if it might be preferable to simply move straight to her other proposal—that of working with other vegetables and fruits for her expansion efforts.

3. Create a draft charter for Kyalema's development project.

The answer to this question will take as many various forms as the groups that work on it. As a minimum, the charter must include a preliminary delineation of roles and responsibilities, outline the project objectives, identify the main stakeholders, and define the authority of the project manager. It serves as a reference of authority for the future of the project. The terms of reference are usually part of the project charter.

Based on the limited information at our disposal, a great many assumptions have to be made. These should be listed in the charter and should include everything we do not know for certain, such as assumption of available resources (financial and human), indicators of success/achievement, and risks/constraints.

Epilogue

At the time of this writing, Kyalema had not yet designed a plan to go forward with her growth strategy.

Resources:

<http://www.fao.org/3/a-i5499e.pdf> (accessed April 12, 2016).

Exhibit TN_1

5- Minute Self-Test

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1. How would you prioritize Kyalema's goals? Number from 1 (most important) to 5 (least important).

Pumpkin Processing Plant

Sell US\$15,000/monthly within one year

Diversify into processing other vegetables

Develop 10 new pumpkin products within one year

Acquire irrigation systems

2. Why did you number them in this order?

3. Now number her goals from 1 to 5 in terms of what you think is most achievable.

Pumpkin Processing Plant

Sell US\$15,000/monthly within one year

Diversify into processing other vegetables

Develop 10 new pumpkin products within one year

Acquire irrigation systems

Exhibit TN_2 Powerpoint

[Sample PPT for Josmak.pptx](#)

SAMPLE ONLY - NOT FOR DISTRIBUTION

Exhibit TN_3 United Nations Sustainable Development Goals

THE 17 SUSTAINABLE DEVELOPMENT GOALS (<http://www.fao.org/3/a-i5499e.pdf>)

- ①: End poverty in all its forms everywhere
- ②: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- ③: Ensure healthy lives and promote well-being for all at all ages
- ④: Ensure inclusive and quality education for all and promote lifelong learning
- ⑤: Achieve gender equality and empower all women and girls
- ⑥: Ensure access to water and sanitation for all
- ⑦: Ensure access to affordable, reliable, sustainable and modern energy for all
- ⑧: Promote inclusive and sustainable economic growth, employment and decent work for all
- ⑨: Build resilient infrastructure, promote sustainable industrialization and foster innovation
- ⑩: Reduce inequality within and among countries
- ⑪: Make cities inclusive, safe, resilient and sustainable
- ⑫: Ensure sustainable consumption and production patterns
- ⑬: Take urgent action to combat climate change and its impacts
- ⑭: Conserve and sustainably use the oceans, seas and marine resources
- ⑮: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
- ⑯: Promote just, peaceful and inclusive societies
- ⑰: Revitalize the global partnership for sustainable development