

Volunteer Report

1.1. Assignment Information:

Volunteer Name:	Robert Weinberg, USA
Host Organization:	HomeVeg Tanzania Ltd.
Assignment: TZ31	Develop a Marketing Strategy.
Dates of Assignment:	8-24 January 2015
Days Worked	12

1.2.1 Objective 1 - SWOT Analysis

- a) Progress: New SWOT analysis completed.
- b) Expected Impact: Should alert owners to new and different opportunities and challenges. Will hopefully let them adapt a somewhat different mindset regarding this business.
- c) Recommendations: Review and accept new SWOT

1.2.2 Objective 2 - Facilitate Development of Business and Marketing Plans

- a) Progress: Completed a full business plan review and recommendation and developed a marketing plan/strategy with numerous recommendations.
- b) Expected impacts: If even some suggestions followed, should result in significant business improvements.
- c) Recommendations: Growing sales to more markets and countries. No way to quantify at this time since financials were not shared and these are not figures that can easily be quantified. See attached report for numerous detailed comments and recommendations.

1.1.3 Objective 3 - One Year Action Plan

- a) Progress: Completed. Drafted a proposal with 11 specific Year 1 objectives
- b) Expected impacts/results: Mirrors 1.1.2b)
- c) Recommendations: See 1.1.2c)

1.3 Action Plan

Each statement below is a recommendation with associated actions. All must be implemented by HomeVeg's two owners, Mussa Mvungi and Machel Tarimo. Suggested timing is in [].

1. Register existing HomeVeg brand names and logos to be sure they are legal for use throughout the EU and beyond. Get legal advice to implement. [Timing: 90 days]
2. Identify which countries Home Veg should target first for expansion. Base decisions on market size, consumption of exported vegetables/fruits, weakness of competing exporters, and other factors mentioned in this report. [Timing: start within 60 days. This recommended activity is ongoing; it should never stop.]
3. Build a list of potential buyers in these countries based on size of company and known ability to purchase and distribute exotic fruits and vegetables. [Timing: start within 60 days. This recommended activity is ongoing; it should never stop.]
4. Gather benchmark numbers on mark-ups and selling prices typical in world markets for crops grown by HomeVeg. Use this information to establish fact based margin goals. Base margin calculations on costs **exclusive** of freight. Make sure margins more than cover fixed overheads like executive salary, rent and electricity. [Timing: start within 60 days; obtain bulk of answers needed within 6 months though some activity must be ongoing.]
5. In the short term, pursue opportunities to grow and process produce for large Kenyan exporters. [Timing: within 1 year.]
6. Identify and prioritize 3-5 additional crops for HomeVeg to develop for export over the next 1-3 years. Decide based on market size, forecasted growth in demand and the relative strength or weakness of competition from other countries, which crops to make the highest priority. [Timing: start within 60 days. This recommended activity is ongoing; it should never stop.]
7. Establish a cost effective way to also export thru NBO. Successfully completing this task will impact decisions made under #2 & 3 above. [Timing: Less than 1 year]
8. Implement a basic marketing report tracking sales and volume by crop, by week and by buyer. [Timing: Start of next growing season]
9. Develop and register new fruit and vegetable names/logos and a company tagline. [Timing: Ideally < 6 months but 1 year at most]
10. Fix and improve problems found in your web site. [Timing: 30-60 days]

11. Accept and adopt suggested new mission statement when evaluating any future proposed activity. [Timing: Immediate acceptance, then ongoing as stated]

1.4. Number of people assisted

- a) Formal training - 0
- b) Direct technical assistance: 24
- c) Host staff: 3
- d) Training by field: 0

Category	Total	Males	Females
Members	24	13	11
Owners	2	2	0
Employees	1	1	0
Clients/suppliers	0		
Family members	0		
Total	27	16	11

1.5 Gender:

- a) Gender did not play a role in this assignment. Farmer/suppliers have a significant number of females.
- b) How might CRS or the host organization improve opportunities for the women in this host or host community - NA

1.6 Value of volunteer contribution in \$.

- a) Hours volunteer spent in preparation: 25
- b) Estimated value of material contributed to host: \$15

1.7 Value of Host contribution

- a) Meals \$0
- b) Transport 220KM in Company vehicle @\$.90/KM = \$198
- c) Lodging \$0
- d) Translation \$0
- e) Other - \$0

1.8 Host Profile Data:

SOW very accurately described host needs and wishes. There was no modification or addition to these needs. Nothing I learned contradicts anything in the data provided about the host operation. The only modification I would make is to note that passion fruit exports are expected to begin in Feb. 2015. They plan to plant 10,000 trees and there is a strong desire to

expand fruit production to varieties that grow all year so as to provide a year round activity. Currently, vegetable exports are only possible from roughly Aug-Dec.

Recommendations for CRS

HomeVeg is run by two smart, diligent owners. I recommended that many actions suggested in this report be implemented within a year. If HomeVeg requests and it is possible, if CRS follow-up sees this happening, offer additional support. My concern with HomeVeg is the owners' seeming disinterest in this project. Though we worked together most days, they asked few questions, showed little curiosity, had limited time to meet and made no effort to extend themselves to the volunteer. As a for profit company (though they apparently have yet to make one), they should be required to make a much higher host contribution on any future project.