



Name of social enterprise: Grassland Cameroon LTD

Mission statement: Investing in solutions that improve farmer productivity each season

Webpage: www.grassland-africa.com

GSBI 2018 business plan presentation

https://www.youtube.com/watch?v=oyCfV_EcUJM

Operational headquarters: Yaoundé, Cameroon

Location of research: Cameroon

Background: Upon independence in the early 60s, Cameroon's economy was highly dependent on agricultural productivity, and home to large plantations of export crops such as cocoa, coffee as well as local staples like maize & cassava. With the discovery of oil in the 60s, the agricultural sector was largely abandoned, and is now terribly under developed. Today, about 80 percent of 24 million Cameroonians still depend on agriculture for their livelihood. These farmers remain underserved. In an effort to diversify the economy and boost local production, the Government of Cameroon recently mandated agro-processors to locally source at least 60% of their inputs. Expectedly, there are not enough players across the value chain to organize, train, support farmers and also meet the post-harvest quality standards for most agribusinesses. As the premier fully integrated aggregator with industrial machinery, Grassland-Cameroon seeks to expand its farmer base, while improving farmer productivity year on year to continue to distribute grain to corporates across multiple market segments.

The challenge: Grassland Cameroon (GLC) seeks to scale its impact by reaching more farmers while increasing farmer productivity and reducing unit costs of service delivery and grain production. Through its corporate partnerships, GLC has a pipeline of 6,000 farmers waiting to join its outgrower model. However, its current costs of service delivery exceed \$200 per farmer, the bulk of which occurs during production. Grassland would like to improve service delivery efficiencies, as well as production cost efficiencies for farmers, which eventually leads to higher farmer incomes per season as well as better profit margins per season.

Action research products needed:

1. Define & identify unit service delivery costs per farmer.
2. Recommendations to reduce service delivery costs and streamline production.
3. Provide economic analysis of service delivery efficiency, and reduced production costs on farmer income per season.

Student skills needed: Business analytics, streamlining operations, value chain analysis.

Keywords: African agricultural economics, grain production, operational efficiencies.

Special features of this GSBF placement: Cameroon is officially a bilingual country, but a minority of Cameroonians speak both languages. The functional language of the Grasslands Cameroon office is English, but most of the farmers themselves speak neither English nor French but instead local languages. Most of the research with farmers would be conducted in translation.



Miller Center for Social Entrepreneurship