



AGRI-BUSINESS MARKETING

AUG 2022

MOCK EXAMS

Time: 1:00 PM – 4:00 PM

Date: NOVEMBER 12th, 2022

Three hours duration

The Mock will be 3 hours in duration

The mock has **TWO** Parts.

Task 1 is worth **40%** of the total marks available

Task 2 is worth **60%** of the total marks available.

You are required to give your answers in the GSM answer booklet provided. Do not repeat the task in your answer, but show clearly the number of the task attempted on the appropriate pages of the answer book. Please start each task on a new page.

Rough work and notes **must** be written in the answer book or on supplementary sheets and **must** be clearly identified.



PART A – (Compulsory) Answer ALL Questions**CASE STUDY****CASE TITLE – Desewu Agro-Enterprise Organizational Downturn.**

Desewu Agro-enterprise is a limited liability company that is involved in the production and sales of mango juice in Ghana. The company has been in operation since 2016 but in recent times, its operations have dwindled with a lot of problems. There are serious setbacks with its business strategy that specifically includes deficiencies in its financial, supply chain, production, and market access. For example, their primary production of mangoes has not been consistent due to improper management of their input supply chains and out-grower schemes. There has not been any properly laid out structure and strategy in terms of the organization of its out-grower schemes to ensure effective monitoring and efficiency.

The production of juice at their factory has also had its fair share of production inconsistencies that has affected product consistent availability at retail points. It is however observed that management has attempted several strategies in terms of the firm's competitive strength in specific areas of the mango value chain. There are mixed opinions at the supervisory level in terms of what specific strategy to adopt in terms of focusing on specific areas of the value chain of strength to the organization. Another section of the supervisory management believes that despite the current problems, Desewu Agro-enterprise should still focus on all areas of the business operations in order to effectively control the finished product from the farm to the end consumer. In the midst of all the confusion lies the implication of the limited budget available to the organization.





On a few occasions where the company made some significant profit, key stakeholders, including out-grower farmers, consumers and others have never benefited or supported in any way. The inhabitants and traditional authorities at where the factory is located do not also proper relationship with the company. There has been little effort from the organization to ensure or make such steps previously and currently. The turbulent nature of issues confronting the company raises questions about any periodic potential organizational risk assessment conduct. There is significant risk potential which the organization has failed to address and may result in dire consequences in the coming months.

Despite the deplorable economic situation in Ghana currently, Desewu Agro-enterprise is determined to make resolve some of its challenges in 2023. The supervisory board has therefore strengthened its management through new recruitments and also intends to provide further technical support by way of consultancy. The board is very much interested in resolving or mitigating the issues from the basic root causes by focusing on both the internal and external work environmental issues that potentially confront the company. As part of its marketing effort, Desewu Agro-enterprise has been engaged in the production and sale of Desewu Natural Mango Juice. It has not added any dimension to its portfolio of products or businesses. The company also does its own marketing and sales activities and currently engages in sales activities in Kumasi, Accra, and Takoradi. Their sales records show declining sales impact over the years, while product visibility is quite limiting as most potential consumers are not aware of the product.





Required: As an **Agribusiness Marketing Consultant**, you have been approached by the supervisory board of Desewu Agro-enterprise to assist their management to provide solutions. You are to submit a report to the supervisory board that sought to suggest mitigating solutions to their problems by answering the below questions;

Q1. Advance an argument in terms of what should be the idle coordination and integration strategies that Desewu Agro-enterprise should be pursuing. Your argument should not be limited to only the internal facts of the company **(10 Marks)**.

Q2. Critically assess how the company can strategise in terms of their responsiveness and competitiveness to the facets of key stakeholders who matter in their operations **(10 Marks)**.

Q3. Succinctly describe a thorough framework for the analysis of the potential management risk facing the company and suggest specific solutions with examples of the agribusiness risks faced by Desewu Agro-enterprise **(10 Marks)**.

Q4. On the basis of the competitive advantage theory, illustrate how Desewu Agro-enterprise should approach the management of its key value chain actors **(10 Marks)**.



PART B :

Essay Type Questions – Answer any **THREE (3)** QUESTIONS.

As an Expert in Agribusiness Marketing, you are required to provide solutions to the below questions:

Q1. Briefly explain the three (3) types of competitive advantage theories. Using the Desewu Agro-enterprise as a reference point, demonstrate the practical differences between them **(20 Marks)**

Q2. Explain how the 4Ps concept can practically be applied in the case of Desewu Agro-enterprise in order to improve their marketing strategy **(20 Marks)**.

Q3. Briefly explain the agency theory and how it can be used in the Desewu Agro-enterprise case **(20 Marks)**.

Q4. The African Continental Free Trade Agreement (AfCFTA) will serve a positive interest for Small Medium Enterprises (SMEs) Agribusinesses in Ghana. Discuss **(20 Marks)**.

Q5. Discuss the component industries of an agri-food system and how they interact with each other **(20 Marks)**.