

# Appendices

# Appendix I

Interviews with experts for initial research

## Appendix I.1: Norbert van der Straaten

### Norbert van der Straaten

*CEO horticulture company*

#### Overview

Norbert van der Straaten is the co-founder and CEO of the Dutch agriculture product and service company Holland Greentech, aiming at developing the next step in African horticulture to improve. According to their website, "Holland Greentech offers an integrated portfolio of the best horticulture products and services with Dutch knowledge, skills and technology". Holland Greentech works together with the Delft University of Technology to improve horticulture in Ghana. At Kwadaso Agricultural College they teach students practical horticulture skills. According to Norbert, the leadfarmers who participate in the Holland Greentech program own about 0.5 acres altogether.

#### Challenges between North and South

Farming challenges differ greatly between Northern Ghana and Southern Ghana.

Fig. XX:

#### Farming in Northern Ghana

The infrastructure is relatively bad in the Northern part of Ghana. It is a lot more underdeveloped compared to the Southern part. The farming itself is easy. This essentially means that it is easy for farmers to grow their crops, but it is hard to actually sell them as their farms tend to be less accessible.

#### Farming in Southern Ghana

Compared to the North, the infrastructure in the Southern part of Ghana is quite developed. This is probably because the 'Golden triangle' is located in the South. The farming itself is quite hard. The reason for this can be traced back to the ecological zones of Ghana.

It is relatively humid in the Kumasi region and there are lots of diseases in crops when farming them there. It is mostly a rainforest zone, while the North can be defined more as a Savannah zone.

#### Go-to-market challenges

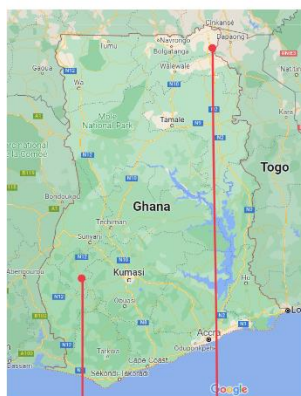
According to Norbert, there are three main challenges when farmers are going to market:

1. Financial system does not work for farmers: Farmers are not granted loans from a bank which makes it increasingly difficult for them to invest in their farms if there's no access to credit.

2. Infrastructure and logistics: The infrastructure in Ghana differs widely from region to region. In some regions, specifically in the North, it is hard to transport your produce due to bad roads and connections to farmers.
3. Climate change: the farmers face major climate change challenges. As the weather becomes increasingly unpredictable, farmers can not rely on their intuition anymore, nor can they use methods that previously worked well. Farmers rely on rainfall for irrigation purposes, but some years, rainfall is inadequate and can wipe away an entire harvest season.

### Markets tapped into

When farmers cultivate their crops, there are several channels through which the produce gets sold. These are the most common ones in Kumasi: 1) The local markets in Kumasi, 2) Local markets in Accra, 3) Send the produce to Melcom and 4) Process the fresh produce further so it comes with a longer expiration date.



*Desert-like landscape*



*Rainforest-like landscape*



The Northern part



The Southern part

## Appendix 1.2: PhD Student Ghanaian Horticulture

### Overview

This PhD student, with an engineering background, focusses on irrigation challenges smallholder farmers have in West-Africa. The interviewee points out that a lot of people are living in a difficult condition in West Africa due to food insecurity. The current situation of smallholders in Ghana can be perceived as a wicked problem.

### Challenges that smallholder farmers in Ghana face

Ghana has a relatively dry climate and crops are usually rainfed. 95% of the horticulture currently is rainfed, but this also means that in a year without rain, no farming can be done and there will be no food. Ghana has a unimodal rain season, from May to October. Annual rainfall is between 500-1100 mm.

It is risky for farmers to plant seeds directly after the first rains, because the crops can be exposed to dry peaks. However, planting early offers a high return on the market. If you are the first on the market, you can get a higher price for your produce.

According to this interviewee, smallholder farming in Ghana is a 'wicked problem' because:

1. Planting early offers a high return on the market
2. Planting early exposes the crops to dry peaks
3. Banks are reluctant to give loans to farmers
4. Farmers have no access to insurance

## Appendix 1.3: CEO of nutrition company

### Overview

This interviewee has its own company that aims at improving local diets in several African countries. The interviewee follows the following four principles, nutritious, delicious, affordable and local food, to guide his work across sectors and geographies to eventually work towards the Sustainable Development Goal of Zero Hunger. The interviewee aims at building low-cost food systems through his own social enterprise and several other partners.

Two important questions were raised during our conversation:

1. How do you connect smallholder farmers to local food companies to more nutritious foods more accessible?
2. How do you support smallholder farmers that are more difficult to access?

### Branding

Smallholder farmers are challenged by industrial farmers. It is hard to compete for smallholders when they lack the financial means, and sometimes expertise and knowledge to brand their products and package them. Unpackaged and unbranded produce has no competitive advantage.

### Family business

It is not always just one single person who operates a farm. A farm is oftentimes regulated by multiple people. Generally speaking, about 3 people work on a farm. If there's 3 people working on the farm, one could be in charge of farming, one in charge of finding consumers and another one in charge of regulating a nearby shop. Depending on the amount of work, more focus can be put on finding consumers and sometimes more on the farming tasks. Usually, farming is a lot of work right before and during the harvesting season.

### 2nd generation

As multiple individuals tend to be involved, often these individuals are part of the second generation. However, this generation usually doesn't want to support knee-deep. Employment opportunities need to be created for the next generation. Farming needs to be perceived differently, from being a low development job, to an entrepreneurial business. Usually, the commercial smallholder farmers are located near roads or in cities which is already beneficial to the 2nd generation. In urban areas, there are more employment opportunities available for families in comparison to rural areas.

## Appendix 1.4: Deborah Anobil

Deborah Anobil

*Agronomist Holland Greentech*

### Overview

Deborah works for the Ghanaian office of Holland Greentech. She is an agronomist and she often works together directly with farmers.

### Road to local market

The route to market for rural farmers is as follows: The rural farmers harvest their cultivated crops and the market women of the local markets are in contact with transporters. The transporters, usually truck-owners, go by the rural, far off farms to collect the crops that the market women have asked for. The farmers provide the requested crops in sacks and these sacks get loaded onto the trucks. Once the crops arrive at the local market, the market women are in charge of these crops. The market women are in charge of deciding how much the vegetables can be sold for.

For urban farmers, the process is relatively similar. The one difference is that the market women directly come by the farms and there are no middlemen involved with transport.

The local market does not require produce to be weighted, supermarkets however do. Sometimes it also happens that consumers buy directly from farmers, but this only happens in large quantities.

### Financial security

The urban farms are mostly rented, small land, about 200 square meters. This land is rented on a monthly basis. This land is more expensive to rent in comparison to rural farmland and due to the monthly rent it comes with some financial insecurities. These farmlands are usually under development, which means they can be used for other purposes any month. In urban areas it also happens quite often that landowners are squatters.

The rural farmers usually have their own land, but when it is rented, it is rented on a yearly basis. This gives them less risk and more financial security as they are relatively sure for a longer period of time that they are employed. Rural farmers own between 1 to 10 acres of land.

### Farmers in Ghana

About 40% of all farmers work part-time and 60% work full-time as a farmer. The 40% usually are employed elsewhere besides their own farm. The farms are often run by 1 or 2 people. It could be a husband and wife or two friends. When it involves a husband and a wife, the wife is often in charge of talking to the market and the husband is in charge of farming.

## Appendix 1.5: Inclusive Agribusiness Advisor

### Overview

This interviewee is a BoP market specialist within a consultancy aiming at improving nutrition within Ghana. This consultancy is particularly involved within the poultry, seitan and sorghum sectors.

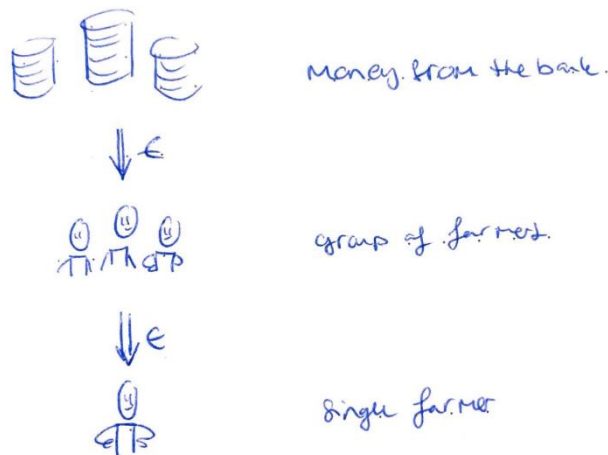
#### Focus on women

The women that this consultancy works together with form an association, called COWA. This association already existed and is mostly present in Northern Ghana. A certain association like COWA might be present in the Kumasi region as well.

Ghanaians are migrating from the North to the South to get a better job.

#### Financial security

In order to establish a feeling of financial security, linkages are created between the farmers groups and other players such as input dealers. Financial services are invited to these sessions. Communities get together and create a cluster together.



### Appendix 1.6: Regional Director Consultancy Firm

#### Overview

This consultancy firm does not work directly with the farmers, but they mostly work with the Agribusinesses. The agribusiness already has a market. This firm tries to integrate the value model within the business model of the agribusiness.

#### Financial Security

In order to reach a level of financial security, most farmers choose to group together. In Kumasi alone there are about 3 farmer groups. Such a group is formed when farmers put trust in each other and usually they start from communities. The advantage of such a group is that these groups serve as savings and loans associations. This means that there are a few farmers within the group who save and a few who have loans.

#### Money is not the only problem

*“Besides the financial insecurities, what might even be a bigger problem is the amount of land that the farmers have.”*



There are a lot of smallholder farmers who own just a little bit of land. teaming up to eventually form a franchise would be beneficial to the farmers. They could work together to become a cooperative. Instead of the current road, working B2C, they should look into B2B. The capacity and the level of farming should be taken into account when teaming up. It is important for the farmers to be on the same, preferably high, level.

Even though it is good to minimize the amount of middlemen, if the farmers eventually want to work with bigger volumes, it's necessary to have an organization in between.

## Appendix 1.7: Tannor Kwabena

Tannor Kwabena

*Finance Manager Holland Greentech*

### Overview

Tannor works for the Ghanaian office of Holland Greentech. He is the finance manager and he often works together directly with farmers.

### Middlemen are important

There is not so much traction for the smallholder farmers from the market and it is one of the factors that is holding the smallholders back. When looking at the market, it is not structured. The farmers need to rely on the middlemen. However, every middleman that is added also adds a certain margin to the final consumer price. The market women are a lot of times also the market queens and they decide the price that consumers need to pay for the produce.

However, the high end farmers do not sell to the market women, they sell to Melcom or Shopright. They deal with the more elite middlemen.

*“When talking about high end farmers, we refer to the farmers who only deal with good inputs, the right seeds. They might be the ones who sell directly to the consumer, to church for example (Horticulture org, 2023).”*

Success is measured in terms of income. HGT deals with farmers in the Kumasi region, the Accra region and the Volta region.

## Appendix 1.8: Celestina Danso Arhin

Celestina Danso Arhin

*Management Holland Greentech*

### Overview

Celestina works for the Ghanaian office of Holland Greentech. She is the manager of the office and also often works directly with the Ghanaian farmers.

### Crops

What kind of crops farmers grow, depends highly on the climate. In the Kumasi region, farmers usually cultivate crops as leafy vegetables, lettuce, onions, cucumbers and tomatoes. In the urban areas, farmers also often cultivate with the use of greenhouses. Greenhouses are usually used when farmers want to grow high value crops such as tomatoes, sweet peppers and cucumbers. These crops are also very expensive for consumers.

### The local market

When looking at the local market, a difference can be made in the consumers that visit supermarkets, from local supermarkets to more high end supermarkets, to the consumers that visit the local bazaars and weekly or sometimes daily markets.

The indigenous people or the people who can be specified as the low income class, visit the local bazaar and the local market. These markets are located all over Kumasi. From the more rural areas, to the areas in which the informal settlements can be found, to the urban areas.

#### Grocery shopping

The mother or the first born of the household is usually in charge of buying the groceries. They are in charge because they know the food and they want to buy what they want. However, what's on for dinner is usually a household decision. Even though the women would like to decide what to get for dinner, the man of the household decides what to eat for dinner. The dinner will be prepared by the mother or the firstborn child.

#### Income class levels

One way of dividing the people of Ghana is by income level. Three income levels usually are defined: the BoP (Base of the Pyramid), the MoP (Middle of the Pyramid) and the ToP (Top of Pyramid). Their monthly income, or money to spend, looks as follows.

- BoP: <50 euros per month
- MoP: 50-200 euros per month
- ToP: >200 euros per month

## Appendix 1.9: CEO plant-based meats producer

### Overview

This interviewee is the CEO of a big plant-based meats producer in Australia. Recently, they have started branching out towards Ghana. This company saw huge sales potential after an assessment was conducted regarding various social, political and economic variables in Ghana.

### Finding a favorable market

The market entry assessment that they have conducted is interesting if a B2B strategy is to be considered for the Ghanaian smallholder farmers. The results of the assessment are as follows.

1. Culture and language: highly favorable, the Ghanaians have a warm and welcoming culture.
2. Urbanization and wealth: both favorable and challenging, more than half of the population lives in urban areas and is reachable.
3. Economy and currency: quite challenging, due to some structural issues the stability is impacted.
4. Strength of banking and legal systems: relatively challenging, the banking sector is good, but the legal part is more challenging.
5. Social Licence and networks: on track, Ghana is very acceptive of global and new and upcoming brands.
6. Growth enablers: very favorable, Ghana has a good pool of talent to draw from.
7. tech savviness: very favorable, Ghana has a high uptake of mobile technology.

## Appendix 1.10: Business Strategist Branding

### Overview

This interviewee is the business strategist at a company who expertises in branding and marketing of African brands aiming at making nutritious foods more accessible to those living within the BoP segment. The company works together with several local brands that are available in several African countries. Certain marketing techniques were discussed and techniques to make new entrants more accessible.

### Work with already established brands

Quite some farmers are looking at new ways to go to market. Farmers are very likely to want to cultivate new types of crops if there is a proven market segment for new products. As smallholder farming is inherently a business that is risky, teaming up with a business that already has an existing client base minimizes the risks. Farmers must be sure that they can sell their crops and that the initial investment of cultivating new crops pays off and is a multiple year investment. Already established brands can be defined as brands that have a high turnover, but more importantly, brands that are well-known.

### Work with multiple farmers

From the business side it is important to put their trust into multiple farmers to ensure enough harvest. If one farmer falls through, at least there will be other farmers who can provide. Companies also prefer to work with established farmer groups. Farmer groups already have some sort of a structure and are perceived as more reliable.

### Make your products available to those with low income

The problem of malnutrition is enormous at the moment and it will only become bigger as food prices are going up. It is important that nutritious and healthy products are becoming more available and accessible to those living within the BoP segment. Affordability is key. In order to increase affordability it is necessary to think about packaging. Smaller packages make it more affordable and a lot of people within the BoP lack access to cooling facilities. Therefore, it is also important that it is not necessary to cool the produce. However, due to a small budget, most families within the BoP do their groceries daily. Doing daily groceries makes it less necessary to have access to a fridge. Produces that don't need cooling facilities do make it easier to transport the products over longer distances and it elongates shelf-life.

### Family hierarchy

It is also important to look into family hierarchy when creating a strategy. Usually it is the women of the household who cooks the dinner, but she is not the one to decide what to get. The man of the household is the main decision maker, following the mother, the eldest son and the children. In urban households, the mother and the father are often the joint decision makers. It depends highly on the location of the household, the traditions within the family and how forward thinking the family is.

### Appendix 1.II: Strategist and planner

#### Overview

This interviewee is the strategist and planner for one of the world's biggest producers of processed foods for the European market as well as the American market. They recently branched out into the South East Asian market and are exploring opportunities within emerging markets in several African countries including Ghana.

#### Challenging market

The interviewee explains how the market within Ghana is relatively challenging for this company as the type of products they produce are new to market within a lot of African countries. One of the things proven to be vital for new players with new products is a behavior change strategy or campaign. Awareness is key for new products and marketing plays a deciding role whether a product will be successful. Marketing however, should not be treated similarly to marketing in Europe. Word of mouth is proven to be crucial as trust plays a big role when deciding to buy or try out a new product.

#### Trying out is key

When a new product is introduced to the Ghanaian market it is key for people to be able to try it out. There are several ways to have people try out your product. It could be to introduce the product with a lower price to make the barrier a bit smaller to buy it for the first time. The product can also be offered to the people for free, for example, a stand could be created where

people can try out smaller bite-sized portions of the product. The stand could be placed close to a local market, inside a bigger supermarket or on busy places where people meet together.

# Appendix 2




Daily diets of Ghanaians

Below, the daily diets of Ghanaians are visualized.

**Typical day in terms of food for Ghanaian people**

Breakfast

**A light breakfast**

Cereal or porridge	Bread	Tea or cocoa drink
<p><i>Cereal, maize or millet, or porridge is the main staple when it comes to a typical Ghanaian breakfast</i></p> 	<p><i>The cereal or porridge is often accompanied with any type of bread.</i></p> 	<p><i>Breakfast will be accompanied with tea or a cocoa drink</i></p> 

**Typical day in terms of food for Ghanaian people**

Breakfast

Lunch

Lunch is prepared around noon, this meal is served for lunch as well as for dinner. For dinner, sometimes more rice will be prepared

Rice or soup	Vegetables	Optional: fish and chicken
<p><i>Lunch will consist of rice or soup</i></p> 	<p><i>The rice or the soup will be accompanied with vegetables like boiled yam, plantain or cassava</i></p> 	<p><i>Lunch can be accompanied with animal-source protein</i></p> 



## Typical day in terms of food for Ghanaian people

Breakfast

Lunch

Dinner

Lunch is prepared around noon, this meal is served for lunch as well as for dinner. For dinner, sometimes more rice will be prepared

### Rice or soup

*Dinner will consist of rice or soup*



### Vegetables

*The rice or the soup will be accompanied with vegetables like boiled yam, plantain or cassava*



### Optional: fish and chicken

*Lunch can be accompanied with animal-source protein*



## Typical day in terms of food for Ghanaian people

Breakfast

### A heavy breakfast

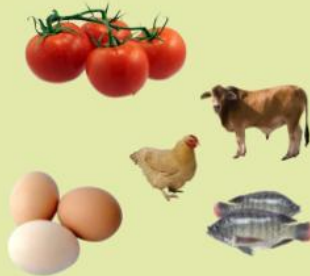
### Waakye or Kenkey

*Traditional dishes such as waakye or kenkey are often consumed during breakfast*



### Accompaniments

*These dishes are accompanied with tomatoes, gravy and animal-sourced protein*



### Tea or cocoa drink

*Breakfast will be accompanied with tea or a cocoa drink*



# Appendix 3

## Interview transcripts

### Part 1 - Introduction

**Charlotte** *All right. Thank you very much. So, yeah, my name is Charlotte and yeah, we're both here for graduation research looking at vegetable and fruit farmers and we're asking slightly different questions but we're both concerned with what comes after the harvest. So basically how to get the plants to the market that best benefits the farmer, right. So, perhaps you could first tell us a bit about you and your farm.*

### Part 2 - Farming

**Farmer** *Yeah. I am the lead farmer of the Archipelago program and I've been farming now for almost 20 years. So this is the area that I found. And the place of the size of the farm is four acres for agriculture. And I grow vegetable vegetables like cabbage, lettuce, spring onions, tomatoes, cucumber, chili pepper, beetroots, cereals, maize and rice. I have 3 different pieces of land, one here at Joseph, which is 5 acres, one at Trideth which is 1,5 acres and the one we are at now which is 4 acres.*

**Charlotte** *Have you ever grown other crops than you are growing right now?*

**Farmer** *Yes. Yes. I used to grow pineapple, but there is no market here, Getting a customer is difficult. Growing pineapple is only a good business if you sell to companies who produce fruit juice.*

**Charlotte** *Any other?*

**Farmer** *Yes I also used to grow potatoes, but I also stopped growing them. For the same reason as pineapple, there is no real market for it.*

**Charlotte** *Are you thinking of growing any other crops than you are growing right now?*

**Farmer** *Not for now. But it is good to farm multiple different crops. If the market changes and people want to buy different fruits or vegetables, you should make sure that you can still sell some of your produce. Also, it is better for your land to grow different things. Fertilizer will destroy the soil.*

**Charlotte** *thank you. So you do this entire farm by yourself or do you also have other people to help you?*

**Farmer** *Yes, I have workers. Yeah, I have one permanent workers and two temporary ones. It's hard labor. So I give the word to them in contract. So if they place them they will provide a permanent address*

**Charlotte** *How much of your current harvest goes to sale right now and about how much goes to waste? Maybe you can make an estimation.*

**Farmer** *I would say about 10 to 15% currently goes to waste. A few because of pest. You try to sell everything, but sometimes a market women disappoints me and then I can not sell everything.*

### Part 3 – Business

**Charlotte** *Could you tell me how you currently sell your produce?*

**Farmer** *I sell my produce to restaurants, students, food joints, the local market place and campus workers.*

**Charlotte** *and how did you get the contacts to these different consumers?*

**Farmer** *It was due to the Archipelago project. I am an alumni of Archipelago.*

**Charlotte** *Yeah that's very nice, did they gave you the contacts to the restaurants or did they set up the connection for you?*

**Farmer** *No, it's not only the education, it's the connections. Some, they gave me some and the rest, I go to the field and do my researching. And then I connect with the customers.*

**Charlotte** *So it's always you who contacts your customers, if you want new customers?*

**Farmer** *Yeah, I go to the market and search for the customers.*

**Charlotte** *Has it ever happened that, euhm, a restaurant or a company came to you directly to ask for your produce?*

**Farmer** *yes, some of them have come. From Accra, and also other regions. And now they have even bought seeds for me to grow for them. We are negotiating to.. I'm preparing to do a project for them. And also, I want also to do eh, to do a project with a house garden. In case some of my customers want to do a garden in their yard. So I will just bring them the seeds and go to their house and prepare the garden for them and plant the vegetables for them. These are things that ehm.*

**Charlotte** *Okay, do you already work with any companies outside of restaurants?*

**Farmer** *yeah, that's what I said, because I'm a green label farmer. We have often people who come to take our produce but for some time now, they are not loyal to our farming so, I've been stopping giving my produce to them. In terms of paying they were not faithful to me.*

#### **Part 4 - Marketing**

**Charlotte** *Okay, ehm, do you make use of marketing? Like making advertisements for your farm or for yourself?*

**Farmer** *eh, for that one it is in my plan but it has not started.*

**Charlotte** *it is in your plan, but you have not started, okay okay. What kind of ways of marketing are you looking at?*

**Farmer** *Radio and television advertisements, that one.*

**Charlotte** *Radio and television, and why would you choose these channels?*

**Farmer** *Because what I know is that people listen to radio much and also television and the next one is the social media. Social.. I am planning on doing these three eh marketing and advertisements. Yeah.*

**Charlotte** *Okay, so*

**Farmer** *Because, the reason I have not started is because I have not registered my farm yet. It is under the association. It is registered under the association. I want to register my farm personally, before starting that. If I start, they would still be thinking that it is the association, that's why I want to register my farm personally, before starting the radio and the social media advertisement.*

**Charlotte** *Because now you're registered with the peace and love vegetable association?*

**Farmer** *Yeah*

**Charlotte** *What would happen if you would register personally? Would it mean you would drop out of the association?*

**Farmer** *No! I would not drop out of the association, but eh, in times of getting financial support and the rest, especially if somebody, if I need an investor and it will not be the association, because I would like to also do my own thing. So maybe investors will be coming and I need support from them so that I can contact them directly, not through the association. That would help me to enlarge my farm.*

**Charlotte** *Okay, okay, that makes sense. So you mentioned that you want to do radio, tv and social media, what kind of social media channels would you prefer?*

**Farmer** *Facebook*

**Charlotte** *Facebook? Is facebook most common in Ghana?*

**Farmer** *yeah, much so*

**Charlotte** *Do you have any idea if it's expensive to market through radio, tv or facebook?*

**Farmer** *Hmmmmm, I hmmm, some of the radios eh, for a month I think it is.. eh, they charge I think is.. ten thousand cedis a month. A month or so.*

**Charlotte** *Radio is ten thousand a month?*

**Farmer** *Radio and Television*

**Charlotte** *Television as well?*

**Farmer** *Yeah*

**Charlotte** *And do you have any idea how much social media would be?*

**Farmer** *For that one I don't know. It is in my plan that I go and do that search before doing that. And youtube.*

**Charlotte** *And youtube as well?*

**Farmer** *[nods]*

**Charlotte** *And how have you heard about these ways to also market your produce? Is it something that other farmers also do?*

**Farmer** *Yeah I have only some farmers who have been advertising their farm on the radio. Especially poultry farmers and eh.. one or two vegetable farmers that I know have been doing their radio announcements. So, that is why I also go and do my advertisement. Because in Ghana, people listen to radio more.*

**Charlotte** *Hmm It's on everywhere, in all of the trotros we've been haha*

**Farmer** *hahaha yeah*

**Charlotte** *Okay, ehm, and then I'd like to know, are there any other ways of selling your produce that you're thinking of for the future?*

**Farmer** *Ehm, my next thing is to do exporting, to export my produce from Ghana to.. that is why we go for the green label.*

**Justice** *the vision is big*

**Charlotte** *I can tell*

**Farmer** *hahahah, so that.. the green label will help me to do the export.*

**Charlotte** *Where to?*

**Justice** *it's an association, the green label is an association*

**Farmer** *yes it's an association*

**Charlotte** *So it's another association then the peace and love farmers*

**Farmer** *Yeah, that is why I said this area, we farm well, we have a lot of association. The green label is a certified thing, that you are qualified to sell outside of your own country*

**Charlotte** *So you qualify to produce for?*

**Farmer** *Other countries. The green labels they will give you a certification that you are able to export your product. Because you can not export every product*

**Charlotte** *So the green label is only for export?*

**Farmer** *It is not only for export, it is internal and external*

**Charlotte** *Ahhh*

**Farmer** *It will give you a certification. SO every farmer who is green label has a certificate*

**Charlotte** *So you said you want to export from Ghana to which countries?*

**Farmer** *Other countries*

**Charlotte** *In Africa?*

**Farmer** *Not only Africa, in Europe*

**Charlotte** *Okay, that is a big vision. And what are the main challenges you see now in that?*

**Farmer** *The challenges is what I said, financial and also, it is all about the money that will help me to. I could train and I know how to qualify to produce to..*

**Charlotte** *Okay, ehm, let's see. I was also wondering for marketing strategies, is it common to market your produce together with other farmers? For like maybe if you're in the same association that farmers try to group together to market all of their produce together? Or does that not ..*

**Farmer** *yeah, yeah, yeah, yeah. We've been doing that because we are all trained. So it's only those who practice what we've been trained. We come together and we will sell our produce together. Recently, we had a market at the.. we have been taking our produce to the market for other people to come and buy from the market over there. And they've been saying it is our produce, it is very good, the packaging is very good as well. And they encourage us to move on, especially the regional director of our group encouraged us to.. he's been coming to our field and motivating us. That boosts us and it also encourages us to work hard. So that our exporters who we want, in our vision, that we can do the export.*

**Charlotte** *Okay.*

**Farmer** *Because we produce good quality vegetables*

**Charlotte** *So you would only market your produce together with people who have the same*

**Farmer** *Standard*

**Charlotte** *Practices*

**Farmer** *Standards yeah*

**Charlotte** *So you would only market your produce with other farmers within peace and love but only if they have the same standards?*

**Farmer** *Yes, not everyone has the same standards*

#### **Part 5 - Finance**

**Charlotte** *Okay, okay. Ehm, let's see. And then I have a few questions about finance, these are my last set of questions. Ehm, what kind of financing methods do you use to finance your farm?*

**Farmer** *It is personal.... We don't get support from the banks so, because our produce, the banks, the financial institutions think that it is highly perishable. So if you go for a loan it is very difficult for you to get the loan. They have been asking and trying that a lot. So I have been financing my farm with my own personal income that I get from the farm.*

**Charlotte** *Okay so you buy all of your things, you invest in your marketing strategy if you want, and in your seeds, all with income from your own harvest?*

**Farmer** *Yes*

**Charlotte** *So you've never had a loan from a bank?*

**Farmer** *No*

**Charlotte** *And has it ever happened that you had a year of bad harvest?*

**Farmer** *Once*

**Charlotte** *Only once? What happened then?*

**Farmer** *That one it was because of the weather, the climate weather, it affects the crops that makes me lose a lot.*

**Charlotte** *So because of the climate change?*

**Farmer** *Yes*

**Charlotte** *And if I could understand that if it's a year of maybe not a lot of rain, that a lot of your crops go to waste, but what did you do in that year to still fin-- finance your food, your house*

**Farmer** *Hmmm, because I read the weather every day to do my production*

**Charlotte** *Good*

**Farmer** *The type of crops that need... that takes a lot of water. If you plant in the rainy season it will not affect. Some crops don't need much water, so I make sure I study this for a while and I know the type of crop that I plant in the dry season and the type of crop that I plant in the rainy season. So these are the things I can give.*

**Charlotte** *So, does that mean that you sustain yourself, and your family if you have, with just farming?*

**Farmer** *Yeah. The source of income for the family is the farming.*

**Charlotte** *Okay... nice. Is there anything I haven't asked you yet that you would still like to talk about?*

**Farmer** *hahahahah, no*

**Charlotte** *Maybe we can go and see your farm?*

**Farmer** *Okay.*

[Farm visit]



### Part 1 - Introduction

- Charlotte** *Where are we now?*
- Farmer** *KNUST*
- Charlotte** *This is still KNUST campus?*
- Farmer** *Yes, in Gineasi*
- Charlotte** *Okay, thank you. What kind of farm do you have?*
- Farmer** *We plant mostly eh, spring onion, lettuce, sometimes cabbage, cucumber*
- Charlotte** *Spring onion, lettuce, cucumber*
- Farmer** *Cabbage, and some but not frequently*
- Charlotte** *Okay, so this is all your farm?*
- Farmer** *Yes from this side [points] down*
- Charlotte** *And do you own it together?*
- Farmer** *Yes together, and also the upper side up to the road*
- Charlotte** *Ah okay, so also from here to the road. Wow, so this is someone else's land?*
- Farmer** *Yes [points]. Mine is almost 3 acres.*
- Charlotte** *Is it close to your home?*
- Farmer** *Yes, our house is just there [points]*

### Part 2 - Farming

- Charlotte** *Okay, very nice. And so, you just explained the kind of crops that you are growing now, have you ever grown other crops than you grow now?*
- Farmer** *Okay, beetroot, I have tried raddish and green pepper, black beauty that is also a vegetable. Also aubergine. And the cauliflower, the market was not good. We tried four times, the market was not good.*
- Charlotte** *But when you say the market was not good, do you mean that the people did not buy?*
- Farmer** *The price was not good. For spring onions you get more than the cauliflower*
- Charlotte** *So you earn more*
- Farmer** *Yes*
- Charlotte** *So you choose your crop based on what you earn and what people want*
- Farmer** *Yes also what people want.*
- Charlotte** *And do you have any idea how much of your current harvest goes to waste and how much you sell? Could you maybe give an estimation?*
- Farmer** *Hmmm Monthly?*
- Charlotte** *Yeah, monthly*
- Farmer** *[calculating] a month about 12000 cedis of cost. For a month you need to buy a lot of fertilizer, you need to pay your workers and you need to pay the water that you use. It is a lot of costs. If you can lower the costs it would be very helpful.*
- Charlotte** *So how much goes to sale and how much goes to waste?*
- Farmer** *12000 of costs*

**Charlotte** *And does it ever happen that you can not sell your produce because people don't want it or because it has spoiled?*

**Farmer** *Yes, we do lettuce less because there is more problem. We have more attention to harvest it. If the rain and the climate affects Some of the crops we weigh and some go in sacks.*

**Charlotte** *Do the market women ask you to do that or do you do it by yourself?*

### **Part 3 – Business**

**Farmer** *They are the ones who ask, we have to do it like they ask.*

**Charlotte** *So they pay you based on*

**Farmer** *Kilos, on the weight*

**Charlotte** *So how does it work?*

**Farmer** *The market women come to the farm and they buy directly from the farm. We follow the system and the market women decide the price, but it is a negotiation.*

**Charlotte** *Do you sometimes also supply to your consumers directly?*

**Farmer** *Yes sometimes, with cucumber*

**Charlotte** *Do you also sell to restaurants?*

**Farmer** *Cucumber, to the house people, if they come we will sell it to them.*

**Charlotte** *And have you ever worked together with companies to ehm, sell your produce? Like supermarkets or restaurants?*

**Farmer** *No*

**Charlotte** *Would you be interested in doing that?*

**Farmer** *Yes!*

**Charlotte** *And why are you not doing it now?*

**Farmer** *Hmmmm, we don't have time to do the research first. You have to go around with the product to go and try. It takes times*

**Charlotte** *So if you want your product... at Shoprite for example, you would go to the supermarket with your harvest so that they can try it first?*

**Farmer** *Yes*

**Charlotte** *Is that how it works?*

**Justice** *Yes! But it is very difficult, but for example, there is one other lead farmer, she is in charge of Melcom so she gets the produce from the farmers and gives it to the supermarket. But for this farmer, going to the supermarket, you can not compare. They say that go to this person, this is the one bringing us the produce to sell.*

**Farmer** *Because of that now, the peace and love association is now 5 groups together, we are preparing to visit the Shoprite and Melcom. We are registered, we have green label, we have all these things. We almost have everything so we will prepare and visit them. Last time they went, I was not there, they said that people in Kumasi like buying fruit on the market. The most of the vegetables they put in the supermarket, it will spoil, the market is not big.*

**Charlotte** *And do you use any method of marketing for selling your produce? Like advertisements?*

**Farmer** *No, because I know most of the customers who come. To maintain them, I make calls, sometimes when they are buying I would say, add this one the product.*

**Charlotte** *So, would you be interested in having more customers?*  
**Farmer** *Yes*  
**Charlotte** *And you would also be interested in working with companies?*  
**Farmer** *Yes*

#### **Part 4 – Marketing**

**Charlotte** *And in order to do that would you think of marketing or is that not something you would like to?*

**Farmer** *I would like to, last year, the government tried to open a vegetable market. I was the one for peace and love sending goods to the main market, but it was not sustainable. When we send vegetables, if other items did not come, like plantain or cassava, people don't come to the market. Most of the time I was sending the vegetables back. But if there's a market then I would come.*

**Charlotte** *What kind of marketing methods would you prefer to use?*

**Farmer** *the advertisement, maybe radio, maybe make some pamphlets to give to people. We also have a van with peace and love. We could go around with all the vegetables from the farmers within the association.*

**Charlotte** *So you have your own van?*

**Farmer** *The van is for the association*

**Charlotte** *But can you also use it to transport*

**Farmer** *For personal? No. But to transport to send somewhere, yes, but we have to come to that decision.*

**Charlotte** *So if you give your produce to the market women, do you have to bring it to them or do the market women come to your farm to pick up the produce?*

**Farmer** *No they will come to pick it up, yes.*

**Charlotte** *So you never have to worry about transport?*

**Farmer** *No*

**Charlotte** *And have you ever been in contact with other farmers regarding your strategy? Do you team up with farmers to sell your produce? ..... Because I know you're in an association right? What are the benefits?*

**Farmer** *The benefits is the knowledge. Most of the time people come to teach us how to maintain this... from the next week, to harvesting, workers, health, we have learnt a lot. Packaging. Now what I am expecting from the association is the market size, it is a big challenge.*

**Charlotte** *Okay*

**Farmer** *I was thinking personally maybe to have maybe more local places, I'll be sending vegetables to see if people want to buy.*

**Charlotte** *So you would want your own shop?*

**Farmer** *yes*

**Charlotte** *Somewhere close to the farm?*

**Farmer** *Yes, maybe to the roadside*

**Charlotte** *There is a road over there?*

**Farmer** *Yes*

**Charlotte** *Is it common for farmers to sell their own produce in a shop, owned by the farm?*

**Farmer** *No, some people only buy at market, but around some people come to buy small quantities, but you can not expect farms because of that.*

**Charlotte** *And if you would do that, do you have enough people working with you to help you with that?*

**Farmer** *Now we are two, we have 2 workers, two boys at our farm. And we are trying to get one more.*

**Charlotte** *So you hired them?*

**Farmer** *Yes*

**Charlotte** *Are you all farming?*

**Farmer** *Yes*

**Charlotte** *So it could be the case that if you go into marketing, that maybe one of the boys or one of you would do the radio?*

**Farmer** *Yes, among us, it would be one of us [of the two sisters]*

**Charlotte** *Okay cool.*

#### **Part 5 – Finance**

**Charlotte** *So then I have a few questions about finance*

**Farmer** *Sure*

**Charlotte** *Have you ever had a loan from a bank?*

**Farmer** *Yes*

**Charlotte** *Yes? .... Do you still have the loan?*

**Farmer** *Yes ...*

**Charlotte** *... because I heard that it is quite difficult for farmers to get a loan from a bank*

**Farmer** *It is the system, we were there trying trying trying, some people just came by. It is the sixth time we tried. The opportunity bank is the one. It is a private bank*

**Charlotte** *Do you know any other farmers who also have a loan?*

**Farmer** *Most of us here now are taking from the Opportunity Bank, yes.*

**Charlotte** *Okay, and you have it for yourself, for the farm*

**Farmer** *Yes, but we form a group of 6-7 people*

**Charlotte** *And they are all within the peace and love association?*

**Farmer** *Some peace and love, some others, there are different associations. But we are farming at the same area*

**Charlotte** *Do you work well together with different associations?*

**Farmer** *Yes, but you have to join the association, in this area, the association is Farm Well. There are 5 groups who come together and they form peace and love. So 5 different associations they formed together and they form peace and love.*

**Charlotte** *So... the smaller groups came first*

**Farmer** *and they formed the bigger group. You will be going to the chairman.*

**Charlotte** *Okay, cool!*

**Farmer** *hahahaha*

**Charlotte** *and the smaller groups that you are in, are they all close to here?*

**Farmer** *yes*

**Charlotte** *And how can you join as a new farmer*

**Farmer** *You buy a form, you fill it in, and you start paying. We have a collective farm also. It is just 10 cedis. We have a collective farm for peace and love, we plant maize and we just harvested it.*

**Charlotte** *Okay nice. Is that close to here?*

**Farmer** *It is a bit further away*

**Charlotte** *So, your big association, peace and love, do they also have contacts with companies or restaurants that you could use to sell your produce?*

**Farmer** *No, some individuals have contacts, but it is not enough for the whole group*

**Charlotte** *You don't share the contacts with the group?*

**Farmer** *No only if my contact wants something I can not supply, then I will source it from other farmers*

**Charlotte** *Do you sustain yourself through farming alone? Or do you also have any income sources?*

**Farmer** *Okay.. not only farming alone, normally going to other farmers with loans..*

**Charlotte** *Would you be interested in selling to more consumers directly?*

**Farmer** *Yes, then we can sit down and talk about it with the people, if they are interested.*

[Farm visit]

**Part 1 - Introduction**

- Charlotte** *Thank you very much for having us. Is this your farm where we are now?*
- Farmer** *Yes yes*
- Charlotte** *Is this all yours, this land?*
- Farmer** *No, we are 5 individual farmers*
- Charlotte** *All over here?*
- Farmer** *The bigger part is outside the wall*
- Charlotte** *Hmmm*
- Farmer** *If you don't mind, after the questions we can go there*
- Charlotte** *Yeah, nice*
- Farmer** *Outside is bigger, than what is inside here*
- Charlotte** *Eh, what kind of farm do you have?*
- Farmer** *Vegetable farming... Is eh, lettuce*
- Charlotte** *Hmmm*
- Farmer** *spring onions, beetroot, squash, cabbage, chili. We have mono mono cauliflower around the edges of this. We also have mint here*
- Charlotte** *That's nice, that's very nice*
- Farmer** *Very good for you*
- Charlotte** *You also make tea with the mint?*
- Farmer** *Yeah we do*
- Charlotte** *How big is your farm, do you know?*
- Farmer** *It was 20 acres, but now because of asset development it is 18 acres now.*
- Charlotte** *Do you actually rent this place?*
- Farmer** *Yeah I rent it, yearly basis*
- Charlotte** *From KNUST or from somewhere else?*
- Farmer** *No this one is management for people development institute, MPDI. It is one of the government institutions. They own here as a... resident, but they are not yet to put on the structures. That's why we are here now.*
- Charlotte** *So it could be that next year they start building houses?*
- Farmer** *Ehh, we have a 5 years agreement, so if they need it, they need to give us the information for 5 years ahead, before they can develop it.*
- Charlotte** *And do you work here by yourself or do you have other people for farming here?*
- Farmer** *I have workers, 5 workers*
- Charlotte** *And the people that work with you on your farm, do they all do farming or are there also people who maybe have contact with the market women?*
- Farmer** *No, we have farm workers, the farm workers only do production side, they work on the production, they are not into the seeds or the production side*
- Charlotte** *Do you do that yourself?*

**Farmer** *For the marketing, we have another person who also come and patronize the product. They buy it from us. For them also, we have the workers who help them to harvest and transport to the market. But for us, the production side, so watering, transplanting, those 5 workers I have, that is the activity that I usually do.*

**Charlotte** *The person who comes here, is that a market women or is that a intermediary person?*  
**Farmer** *It is a market women*

## **Part 2 - Farming**

**Charlotte** *Where there any crops that you have grown before that you are not growing anymore?*

**Farmer** *Here, we do crop rotation, all this crops, we have different areas so we move around. We harvest lettuce and cabbage. If you harvest cabbage, you can bring spring onion, so you rotate it.*

**Charlotte** *You rotate on your own land?*

**Farmer** *yes.. Everyone here rotates it, because in case of any disease outbreak, it could affect all of us, so we all practice crop rotation.*

**Charlotte** *That's very good, ehm, are there any crops that you would like to grow in the future, that you are not growing yet?*

**Farmer** *We grow for demand, anything that the consumers demand, we will grow. For now, we haven't had any crop that the consumers need, we don't have it here. All the crops that the consumers need, is what you have it here.*

**Charlotte** *And how do you know what consumers need?*

**Farmer** *Usually the request is through the middlewomen, when they come to town, people come to town and come to market and request maybe beetroot, why would you grow beetroot? Then we would grow if people want it. So for us, the farmers grow for the consumers if they demand it. But if you grow things that you don't need, definitely you will lose everything, we don't have storage facilities.*

**Charlotte** *So the consumers, do they ask now already for next year, or how does that go?*

**Farmer** *Eh, here, we grow all year round, so maybe, next week when the middlemen comes, he said now, cabbage is very expensive in the market, and for us because we are growing for so many years, we have the calendar. Because we know every May, cabbage is very expensive. So we know what particular crop we are supposed to grow in what particular time. I have in farming years, more than 23 years, all these years I have the records, the prices and everything.*

**Charlotte** *If I understand you correctly, if there is a special need from the market, if consumers want a different type of crop, they will ask in the market and then the marketwomen know and they will tell you?*

**Farmer** *yes, that is how it works*

**Charlotte** *Have you ever encountered a case when a consumer came directly to you to ask for specific crops?*

**Farmer** *Farmers around here, we don't know our consumers, maybe 2-3% you know who come directly, the rest go to the market and buy from there*

**Charlotte** *So the middlewomen are quite crucial for you to understand what you should grow?*

**Farmer** *Hmm*

**Charlotte** *But they also sell certain margins to your crops, they make it more expensive right?*

**Farmer** *That is a secret between us and them. What you know is how much you can buy from the farm and for how much you are going to sell it, we don't know.*

**Charlotte** *You don't know that?*

**Farmer** *We don't know.*

**Charlotte** *And from your current harvest, do you have any idea how much of your produce goes to sale and how much goes to waste?*

**Farmer** *Well, in Ghana here, the demand for vegetables is very high on the dry season, so from February March April and May, vegetable demand is very high. So whatever we sell then, we are not going to lose much there. What I grow then, I am able to get to market. But when we get to September, October, November, when the water is very low, that time, low market.*

**Charlotte** *Is that because people buy less?*

**Farmer** *The production is very high then, it is easier to produce. When the temperature is very cool, most consumers don't prefer to go into vegetables. In that time, most of our staple foods, we have corn, yam, cassava and plantain as our staple food. All these crops are ready for consumers. People prefer to go into that side rather than rice with vegetables. The rest of our production is.. that time consumer prefers to eat yam, plantain or cassava than eating rice. This time, those staple foods is very expensive, so everyone prefers to eat rice. The demand to eat rice and vegetables to add it as a side dish.*

**Charlotte** *Okay, so, does all of the produce that you grow, do you sell everything or..*

**Farmer** *Within this month and the next two months, about 98% we can sell. But when we get to October, November, we can sell maybe 75%, the rest goes to waste.*

**Charlotte** *It stays in the field until it is not good anymore?*

**Farmer** *Some will be wasted in the market, some will stay here. When we harvest it, they don't pay cash, they credit it from the farm. Once they sell everything in the market, they will pay for it. So when they are not able to sell everything in the market, it will affect the farmer.*

**Charlotte** *I also read that there's quite some people in Ghana who have a little piece of land near their house to cultivate their own crops. Near their house, is that true?*

**Farmer** *As a backyard farm? For domestic use? There is a few, just a few, maybe 2-3 percent. We prefer to grow flowers.. Nicer in our garden. But when you go to some other place, they prefer to grow for domestic use.*

### **Part 3 - Business**

**Charlotte** *Then I have some questions about your business, your farming business. How do you currently sell your produce?*

**Farmer** *We bargain with the middlewomen*

**Charlotte** *So it goes to the local market?*

**Farmer** *Yeah local market*



**Charlotte** *So, eh, the market women, do they come here or do you go to the market?*

**Farmer** *No they come here and harvest by themselves.*

**Charlotte** *They harvest themselves?*

**Farmer** *Yeah*

**Charlotte** *You don't harvest for them?*

**Farmer** *No*

**Charlotte** *So the market women they come here, they let you know what they want..*

**Farmer** *Every farmer here has its own customer.. so when the customer comes, usually they come here on Sundays and then Wednesdays. They harvest it and then transport to the local market. When they come then we discuss the price with them. Maybe we say, I pay 20 cedis, then they say nooo... 20 cedis... too high, maybe 10 cedis. Then when the understanding comes, they start harvesting and transport it to the market. After they sell it then they bring the money to us. If they couldn't sell it, it would affect the farmer. If they couldn't sell it, then you don't get all of the money for the produce.*

**Charlotte** *So if they don't sell it, you don't get the money?*

**Farmer** *No*

**Charlotte** *So if they don't sell it, they don't pay you when they come here?*

**Farmer** *No they credit*

**Charlotte** *So how do you know whether they actually sold it or not, do you just trust them?*

**Farmer** *We trust them.. and sometimes we know this.. the good season and the bad season. So when the time of the good season, you can't tell me that you couldn't sell it. If they start behaving like that, I will find another person.*

**Charlotte** *Okay. Do you also sell through restaurants, hotels, or companies?*

**Farmer** *I have two restaurants and one hotel, but most of the farmers don't have it.*

**Charlotte** *How did you get those connections?*

**Farmer** *I sent a questionnaire to them, what kind of vegetable do you need, how often do you need it? How many kilos? Or quantities? And they fill it out and now we send it.. through the questionnaire I started to supply them.*

**Charlotte** *So but you reached out yourself to the restaurants and the hotel?*

**Farmer** *yeah, we send it to them directly. We harvest it and then we transport it.*

**Charlotte** *Has it ever been the case that a restaurant or a company contacted you?*

**Farmer** *If you have any emergencies. Sometimes the hotel can get more visitors and then they call me that they need more, and then they will receive it. We have direct contact with them.*

**Charlotte** *Okay.. but you are the one who reached out to the restaurants or hotels in the first place?*

**Farmer** *Sometimes me, sometimes through the workers. If I'm available I also can send it*

**Charlotte** *Okay, have you every thought of selling your produce to local supermarkets.*

**Farmer** *Shoprite. Shoprite in Accra, I do supply them, but when they come to Kumasi, they cannot buy a lot of vegetables as I mentioned, beetroot, cauliflower. People don't prefer to buy it from shops, they prefer to buy it from the market. The market price is very low compared to Shoprite. In Kumasi In particular, we have just a few middle income. But*

when you go to Accra there are a lot of middle income people, in Accra they prefer to buy it from the shops. But when you come in Kumasi they prefer to buy it in the local market.

**Charlotte** *Okay.. Ehhm.. and have you ever.. because you're in peace and love vegetable group right? Are you selling your produce together with other farmers?*

**Farmer** *Yeah we have a few, even this year, our agric minister established a market for us. That time peace and love, every member who has interest in working together can do it. We have a distribution an, so everybody will bring the produce in the van and we sell it in the market. We have practiced that.*

**Charlotte** *So you only do that with people within the peace and love association.*

**Farmer** *90% of the members do that*

**Charlotte** *So you team together and put all of the produce you have together in a van?*

**Farmer** *And we send it to the market. We also have a representative person to sell it for us. We have something like telecard, we list your name and the quantities that you brought and how much you want to sell it for. We put the names on the paper so that after the market, we know who gets paid what. We list all of the names, we ask for how much everyone wants to sell, so after the market is over, through that plce you go by the contact and they come for it.*

**Charlotte** *So if there are two farmers who put in the same crop, eh, do you keep them separate so you can distinguish which is which in terms of quality?*

**Farmer** *Because of the paper.. the list.. the telecard, it doesn't matter maybe four or five people will bring cabbage, we sell all of them together. We add up all the kilos and we add up. If we couldn't finish, we will share the income percentage wise.*

**Charlotte** *So you also trust each other that the quality is similar?*

**Farmer** *yes*

**Charlotte** *is that why you keep it in the association?*

**Farmer** *yeah*

#### **Part 4 - Marketing**

**Charlotte** *And have you ever used any methods of marketing, like advertisement?*

**Farmer** *Well sometimes, the farmers do farmers day. They have a special occasion in which the government of Ghana want every farmer to sell it and that day is the 5<sup>th</sup> of December, every year, we do that celebration. During that celebration, individual farmers from different communities.. if we want to exhibit some of you farming produce, you can bring it to their ground. It is a matter of advert. People will come and see how you produce and how your quality is. Many visitors will come. That is another strategy. Sometimes, I in particular, because I am the leader of the association, I will exhibit some of our produce.*

**Charlotte** *And about the farmers day, what kind of people visit that?*

**Farmer** *People from different institutions, education, health, from different countries.*

**Charlotte** *But it's almost always companies who visit? Never the customers?*

**Farmer** *The consumers? Ehh.. for those institutions, if they use a representative to go and visit, that one is a consumer*

**Charlotte** *Right.. but it's part of the institution*

**Farmer** *yeah*

**Charlotte** *Because do you also sell to consumers directly?*

**Farmer** *yes.. on the farmers day, if people want it, we can sell it. Some people also come here directly outside of the farmers day. But consumers don't prefer to come here, they prefer to go to the market. When you go to the market, you get get everything there, unlike here, you get maybe cabbage, lettuce, but no tomatoes, no onion, no garlic, but when you go to the market, you can get everything there. You don't want to waste the time, you go to market and get everything from the market In order to save time.*

**Charlotte** *I also heard from another farmer who sometimes sells their produce with consumers directly, that it only happens if the consumers want large quantities.*

**Farmer** *Ehh.. that is the perception, but it is not true. If we sell it directly, no transportation, you don't waste time to transport. If we want to harvest the market, we need to packaging, material to packaging, time to put it maybe cleaning.. you waste a lot of time, so you need to add it to the product. But when we sell it for the farm, we just give it to the person, the person will collect it themselves. When we sell it here at the farm, it is better, the farmers benefit a lot. But when you sell it to the middle women, they will add their profit and everything to it and the produce will become more expensive. In the market, vegetables are expensive... it is a side dish. They don't want to spend a lot of money on a side dish, so why not go directly to the farmer. If the consumers come here directly, they can buy it for the cheaper price. We.. the farmers.. sell it for a cheaper price.*

**Charlotte** *Before, you mentioned that you also sometimes market through tv, right?*

**Farmer** *[nods]*

**Charlotte** *How does that look like? Do you have an ad?*

**Farmer** *We have a program on the television. We have some special airtime for farmers. It's a talk show. So bring some that you produce, we show it, and some of the farmer practices, we show it to them. They will ask for the location. Sometimes we get calls after the program if they can buy it from you.*

**Charlotte** *ahh okay*

**Farmer** *But it is very expensive, not easy to afford. One hour costs around 4000+... not less than 4000 GHS.*

**Charlotte** *Have you done this on your own or as an association?*

**Farmer** *For that one.. usually people donate money for us to go and do it. We have some sponsorships. As you have been here, and you have interest in farmers to do it, people donate money.. Most of the institutions around this community, sometimes they also give money to do that.. but it is not common.*

**Charlotte** *You've been on this airtime?*

**Farmer** *yes. I marketed for the association, not my own. Because all the members have the same practices.*

**Charlotte** *is that also how you select new farmers? To have the same practice?*

**Farmer** *If you join the association, all the trainings and experience we have will be shared with you, so that we shift from our old practice to the practice we have now.*

**Charlotte** *Do you know if other associations have the same structure as you have?*

**Farmer** *No.. we are the leading association in the Ashanti region.... Last year government had a program called Ghana Agriculture value chain project. Across the country they chose just 3.. out of all three we are the number 1, then they chose one from greater Accra and from the Volta region.*

**Charlotte** *So the other two associations, they are completely different?*

**Farmer** *For them.. I don't know their practices, minister of agric has the upper hand. Through their research they will chose this association as a leading association. As a farmer level I don't know the practices.*

**Charlotte** *Is it important for market women that you are part of this association?*

**Farmer** *yeah because our produce does not perish easy. The shelf life is very long. Sometimes, almost about 70% of our produce is organic, so they prefer. And our prices are very moderate. We have everything all year round. We don't do seasonal farming.*

**Charlotte** *Would you like to try out other ways to market your product?*

**Farmer** *Yes, but it is not easy to afford*

**Charlotte** *Is it mostly affordability that is a challenge?*

**Farmer** *Ehh, I want to use something like.. I want to have an app. Where to buy. When you enter, you get to know peace and love. So you can place an order. You get an app and if you want any vegetables you can place an order and we can deliver it to you.*

**Charlotte** *I do know there are certain WhatsApp groups in which the consumers can place an order.*

**Farmer** *We do not practice it*

**Charlotte** *Are there other ways to sell your produce?*

**Farmer** *We need a refrigerated van to sell. Here in Kumasi there is traffic jam, it is very high. Most of the community members don't have time especially taxi drivers, office workers, they don't have time to get vegetables. So I want to prepare everything, keep it in the fridge van and sell it within the streets. If you need vegetables.. you don't need to wash it, clean it, just open it. We have that idea, but for that one if you prepare everything and you don't have a refrigerated van to keep it in, it will easily spoil. So last year we tried to do the marketing, but because the refrigerated van we stopped. It's something we would like to do in the future.*

**Charlotte** *Any other ways you consider? To sell your produce?*

**Farmer** *These are the two things now we are thinking. Other two are website.*

#### **Part 5 - Finance**

**Charlotte** *What are the main challenges in finding a new way to sell?*

**Farmer** *It's finance, and technical skills*

**Charlotte** *because when you finance your, your farm, what kind of ways do you use? Do you, for example, have a loan from a bank?*

**Farmer** *Most of the farmers have it, but I don't. At the beginning of my farming I grow corn that doesn't require a lot of capital. So through that, I start with a small portion. and I used to*

*pay myself the rest of money I keep in the bank. So every month I have a bonus money and adding that bonus money to expand my family. And I'm okay.*

**Charlotte** *You don't need the loan.*

**Farmer** *I don't need it now. Only if it has very low interest. Currently Ghana most of the loans, the interest rate is 30%-35%. I use my own capital.*

**Charlotte** *But have you ever experienced a year of bad harvest*

**Farmer** *Bad harvest? Just this year, last month, January-February, disease outbreak.. and not me alone, but across the country. We imported from Togo.*

**Charlotte** *So what happened when you had a year of bad harvest?*

**Farmer** *The plant couldn't grow, some of them bent.*

**Charlotte** *So you also did not have anything to sell.*

**Farmer** *For me, when I see that, when I observe it, I shift from lettuce to grow onions. Onions is around 7-8 weeks good. It doesn't affect me 100%*

**Charlotte** *So during a year of bad harvest, you still have enough income to sustain yourself?*

**Farmer** *I do, because I have a bank account. Every month I do pay myself, I can use that to pay myself. The income will go down, but it doesn't collapse.*

**Charlotte** *And why did you have a year of bad harvest?*

**Farmer** *Weather, climate change, it was too hot. The temperature was around 40 plus.. we couldn't grow, everything bent.*

**Charlotte** *And it could of course happen that this starts happening more often in the future. If climate change gets worse Yeah. Is that something you worry about?*

**Farmer** *Yeah, you do worry about it. But for us that situation. It's all about fertilizer pollution. Because last two years and last three years, fertilizer was a little bit affordable for financing. Most of them use it too much so that had a negative effect on those who who grow under virgin land. So it is climate change and too much synthetic fertilizer. When you use a lot of organic materials. If you continue to use a lot of synthetic ones, all the soil will die. The soil becomes more weak.*

**Charlotte** *I was still wondering about the peace and love association. Does this association also have connections with companies that they share with all of the farmers or with restaurants or hotels, stuff like that, is that something you do?*

**Farmer** *Yeah, we have a youtube account, we have facebook accounts. We do a lot of adverts and people see it from there.*

**Charlotte** *So if people see your, your YouTube or your Facebook ads, and they reach out to you,*

**Farmer** *We have a lot of vegetables pictures, we share with them our agricultural practices. They will see it is good and they prefer to eat our produce. That practicing will struck people to buy.*

**Charlotte** *So then you would share contacts also with all of the farmers that are in your association*

**Farmer** *Yes*

**Charlotte** *So if a company reaches out..*

**Farmer** *I'm the father of all the farmers, so everything I have, I have to share it with them*

**Charlotte  
Farmer**

*That's very nice, thank you very much. Any questions from your side to me?  
Not really*

[Farm visit]

## Farmer interview 5

Focus group style: 9 participants of which 4 active, with interpreter  
Kumasi, Ghana

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### Part 1 - Introduction

- Farmer** *Mr. Hugo and Charlotte, you are welcome*
- Charlotte** *Medaase*
- Farmer** *Our colleagues have gathered us here to have a short discussion on how we can sell our produce and also how we can store our produce. We are here to greet you here and to see what you also have for us. From what he told us, it seems like you have something to tell us. So they are students from Netherlands, TU Delft, so they are here for their research questions. So Charlotte is here for her research.*

### Part 2 - Farming

- Charlotte** *So what kind of crops do you all grow on your farms?*
- Farmer 1** *We grow cabbage, lettuce, spring onions*
- Farmer 2** *Also cucumber and pepper*
- Charlotte** *Is it possible for you all to say how big your land is?*
- Farmer 2** *We have no idea how big the land size is*
- Charlotte** *You have no idea?*
- Farmer 1** *[Discusses with farmers].... I would say everyone here has about 2 acres of land.*

### Part 3 - Business

- Charlotte** *And how does everyone currently sell your produce?*
- Farmer 3** *Okay... we have market people, who come to the field to buy our produce. At times they call us before they are here to collect the produce. We all sell our produce at the local market*
- Charlotte** *So it is all for the local market?*
- Farmer 2** *Yes for the local market. We sell with the market women.*
- Charlotte** *And do they collect your harvest here by themselves?*
- Farmer 2** *yes the market women come here, they ask for certain amount of vegetables and then we will harvest it for them and they will sell on the local market.*
- Charlotte** *So does everyone here sell with the market women? Or are there also people who sell in a different way?*
- Farmer 4** *I have a pepper farming.*
- Charlotte** *Okay, very nice*
- Charlotte** *So is there anyone who sells their produce in another way than the local market?*

[Farmers discussing]

**Farmer 1** *Actually, I want to sell... have my produce for exporting. Because the local market is not that big*

**Charlotte** *And did that work out for you?*

**Farmer 1** *I have just started, so not yet*

**Charlotte** *Ah you just started*

**Farmer 1** *Yeah.. I just started*

**Charlotte** *But you want to export?*

**Farmer 1** *Yes*

**Charlotte** *Just not doing it yet..*

**Farmer 1** *Yes, because I just started, I am now learning much.. diving into it because I don't have much knowledge*

**Charlotte** *And what are the main challenges that you all face? When selling products.*

**Farmer 2** *I have tried selling to the restaurants, but that one is very difficult. The restaurants usually want everything from one place and we do not grow everything here. We tried selling with them but it didn't really work out. They only want to buy from one source because it takes time to get the produce and transport and fuel is expensive. What they do is they will buy from farmers who have everything or they just go to a place where they can get everything they need. It saves them time and money. So it is a real challenge for us to sell to companies.*

**Charlotte** *So they only want to buy from farmers who have everything?*

**Farmer 2** *Yes.. yes*

**Charlotte** *Have you tried any other ways?*

**Farmer 2** *No.. not really*

**Charlotte** *I understand, how many farmers here have tried?*

**Farmer 2** *[discusses with farmers]... I would say about 2 of us have tried that. The rest of us usually go*

**Charlotte** *Are there any other challenges you face when selling your produce?*

**Farmer 3** *yeah.. the lettuce.*

**Charlotte** *The lettuce?*

**Farmer 3** *See, the market women.... The consumers they do not always come on time. Sometimes they call you before they come here and they let you know what they need and when they will come.. It does not always mean they will be here at the time. This sometimes means that the customers come a few days later. That is very unlucky, because the produce is perish. We do not have storage facilities so whatever we harvest should be sold right away. If it is not sold, it perishes... it goes bad.. Then we lose our harvest and we can throw it away. We also lose our money... See, it is challenging. Especially during the rainy season, the farmers will have post-harvest losses.*

**Charlotte** *So when the market women don't come, you have no income?*



**Farmer 3** *yeah.. see it is a challenge. But when we deal with these people we cannot trust, we don't do business with them. We only want to work with the people that we trust.*

**Charlotte** *So if something like that happens to you, what do you do?*

**Farmer 3** *We do not work anymore with the market women and look for a different consumer.*

**Charlotte** *Okay, I understand. And are you part of an association?*

**Farmer 1** *yes we are*

**Farmer 4** *It is not active.. the association is not active*

**Charlotte** *What is the name of this association?*

**Farmer 1** *[Discusses with other farmers]... We do not know*

**Charlotte** *You do not know the name of the association?*

**Farmer** *Yes, we don't know*

### Part 1 - Introduction

- Charlotte** *Nice to meet you!*
- Farmer** *Nice to meet you.*
- Charlotte** *Where are we right now?*
- Farmer** *We are at Boydi, KNUST*
- Charlotte** *This is still part of KNUST?*
- Farmer** *Yes*
- Charlotte** *So, you're a farmer from KNUST?*
- Farmer** *No, I just farm on the land*
- Charlotte** *So.. can I ask for your age?*
- Farmer** *I'll be 49... Saturday coming*
- Charlotte** *Are you the only one who farms here?*
- Farmer** *Actually, on this particular plot, I am the only one*
- Charlotte** *So you have one...*
- Farmer** *Two people working with me here, on this field*
- Charlotte** *So what exactly is your part?*
- Farmer** *Actually.. its is about 4 acres. From the palm trees here.. to over there.*

### Part 2 - Farming

- Charlotte** *That's a pretty big piece of land that you have. What kind of crops do you farm?*
- Farmer** *We normally do lettuce and spring onion, but sometimes we do bell peppers, cabbage, but for bell pepper, we do it on particular moments, for the lettuce and spring onions we always do. Sometimes... the bell pepper and the cabbage. It depends on the market.*
- Charlotte** *A particular season?*
- Farmer** *Yes we plant them for particular seasons, then we will be able to get a better price.*
- Charlotte** *Are you thinking of growing any other crops than you do right now?*
- Farmer** *At the moment.. with our market, the spring onion and the lettuce normally purchases much than the others, sometimes... I have tried cucumber before.. and broccoli and cauliflower*
- Charlotte** *Okay nice.. when you look at your harvest, do you have any idea how much of your current harvest goes to sale and how much you don't sell?*
- Farmer** *For the spring onions, we don't use the seeds to plant, we always use the mature ones to replant. So we don't have the seeds here, normally they say the seeds are from Burkina*

Faso. We sometimes buy the seeds from them, from Burkina Faso, or we replant them. So for instance if you plant a few, you need to sell some but you also need a few to replant to sell again.

**Charlotte** So you sell everything you harvest?

**Farmer** For the lettuce, we sell everything. For the spring onions, we use 1/3<sup>rd</sup> to plant again. It also happened that I planted and had to throw it away, but that was a first. But those losses are no longer.

**Charlotte** So are you just a farmer or do you also do other activities?

**Farmer** Farming is my full-time job. Catfish I also do in the pond, that is a side job, I am not majoring in that.

### **Part 3 - Business**

**Charlotte** Could you explain us how you currently sell your produce?

**Farmer** Actually.. we have the aggregators, they come in here, we bargain and they buy. The aggregators

**Charlotte** The aggregators.. is that the same as the market women?

**Farmer** Yes.. they come here and they buy from the farm. They will go and sell it. When they come, we bargain for the price for the bag. It depends on the quality of the goods and the bed. If the quality is up to standard, the price will also meet this quality standard.

**Charlotte** Okay, have you also sold your produce through restaurants.. or shops..... hotels... other companies?

**Farmer** No actually.. now I'm only selling to the market women

**Charlotte** Only market women. So have you ever tried selling it in a different way?

**Farmer** No, I have not.. eh, no, we must always be here to maintain the crops, we give that part of selling to the women. We have no time to do that.

**Charlotte** But you also have two other workers right?

**Farmer** I have two workers, who I pay, we have an agreement

**Charlotte** Would the two of you ehh.. you still don't have enough time to also go out?

**Farmer** For that part, for the restaurants and the hotels, they are sometimes demanding. We have to go into a contract with them. But we are dealing with seasons. We can not always plant much, but if you should go for that undertaking and you are not able to fulfill it, it will give you some problems. I have left that to the market women to do.

**Charlotte** SO you are worried that if they ask you for something that you can not give it to them

**Farmer** Yeah

**Charlotte** Fair, have you ever tried to reach out to hotels

**Farmer** Actually, no

**Charlotte** Is it something that you would be interested in doing in the future?

**Farmer** It depends, I think, for now what my experience is if I should get somebody, I think for the spring onions, I can supply.

**Charlotte** You're certain you can meet the demand with what you grow now?

**Farmer** Yes, I am sure

**Charlotte** So you want certainty? That's what I understand?

**Farmer** Yes

**Charlotte** And do you also sometimes work together with other farmers to..

**Farmer** We are into an association, farmer based organization. I am the vice chair of the association. We normally meet

**Charlotte** And the farmer organization that you're in, are the farmers all around?

**Farmer** Yes, they are all around. We are quality vegetable growers, it is the name of the organization

**Charlotte** And in what way are you similar? The farmers?

**Farmer** They are in a different municipal, we are in a different municipal, each municipal has a different organization, depending on the area.

**Charlotte** You said the name is quality vegetables, do the farmers that are in this association also farm similar crops, or similar methods... or just close? What makes you a group?

**Farmer** Actually, we all plant similar crops. The reason we are planting these crops is the proximity to the market. They are easily bought. If you plant it far away, it is difficult to get the women to come and buy it. Sometimes they come early in the morning, or late in the evening, so we always want them to have the crops near to the market so that if they should be going late in the evening.. it is not too much. And also for the morning, they get the time to reach. So we have taken advantage of that and that's why we also plant lettuce and spring onions. The market women buy from different farmers. Everybody has its own sizes of beds, we don't plant at the same time, so dependent on when it is ready, they will go for it.

**Charlotte** Do you make agreements on how you sell?

**Farmer** We are not in agreement with other farmers on that. We have left that to individual farmers to decide.

**Charlotte** So how does it work? If I would become a farmer here, how could I join your association?

**Farmer** You just apply

**Charlotte** Where do I apply?

**Farmer** With the executives, you say you want to be a member and they will give you a form to fill in. So there are n rules, we have liberalized it in such a way that we want every farmer to be able to apply.

**Charlotte** Is there also competition between the farmer associations?

**Farmer** No, not actually, but sometimes it happens naturally. Every year we get awarded from the municipality. We want the organization to win the award, so every organization tries to organize themselves well.

**Charlotte** So you want to win the award?

**Farmer** Yeahh, I have won the first runner up for the municipal in 2019 and I am looking forward to be the borough best, so we have to work hard.

**Charlotte** That's cool. Do you also work together with other companies for.. maybe

**Farmer** *Only Holland Greentech, I get my seeds from holland Greentech, and I am also an alumni from the Achipelago project.*

#### **Part 4 – Marketing (and some more business)**

**Charlotte** *Do you also make use of marketing? Like advertisement*

**Farmer** *As I said, our marketing is with the market women, they get it where we need it, that is the only way we sell our products. So you always have to call them in advance.*

**Charlotte** *What are the main challenges right now when you think of selling your produce?*

**Farmer** *For the sales part.. eh, sometimes you call the ladies and they maybe buy from other areas so, they don't come here on time. If you are not able to monitor your crops well, then you may.. there are some diseases, fungal disease and some other. When the ladies delay, it can go bad.*

**Charlotte** *Any other?*

**Farmer** *We have problems with pests, but now not anymore, I have learnt a lot from what I am doing.*

**Charlotte** *When the market women come here, do they take the crops from you, or do you need to transport it somewhere?*

**Farmer** *No, they transport it by themselves, sometimes the transport comes here, like from the way we passed. They have their own taxidivers and other transport places, they call them when they are ready. I never have to worry about transport. Sometimes the drivers ask if you can help.*

**Charlotte** *Do you ever.. in the association that you are in.. do you also share knowledge?*

**Farmer** *Yes we share knowledge, I like sharing what I've gotten from my experience with others, because you can not feed the whole market alone so, others must got advantage of what you have heard and help the association and add to the quality of produce. I like to share what I have learnt with other people.*

**Charlotte** *So if, for example, you would start selling to a restaurant, you have a very nice contact, they trust you, they want to buy from you, would you share that contact?*

**Farmer** *yeah*

**Charlotte** *Or would you maybe want to keep it to yourself, because maybe the restaurant likes the other supplies better than yours?*

**Farmer** *No, there must be a challenge to produce quality wise, I don't think I should keep it to myself. I should rather have to learn how to do it better. And now I do that with Holland Greentech.*

#### **Part 5 - Finance**

**Charlotte** *Just three more questions.. eh, do you have a loan from a bank?*

**Farmer** *Our association once were doing that, but myself I was not that interested. The interest rate was very high and I don't get problems with any financial institutions. I try to invest what I have, rather than going for a loan.*

**Charlotte** *Do you ever worry about money?*

**Farmer** *At first, I used to be worried about money, I was not having in-depth knowledge of what I was doing, but the past three years, I think that problem faded gradually.*

**Charlotte** *So now, you would say, you don't worry about money anymore*

**Farmer** *Not actually, I am not there yet, but the little that I have...*

**Charlotte** *Have you ever had a year of really bad harvest?*

**Farmer** *It depends on the weather, because the stream we pump our water from is not that big, it is a small stream. It just comes from that end, the head of the stream is just from that end, it is very small. It almost dries out in the dry season and we find it difficult to get water to plant. So when it comes to the dry season, we are only restricted to plant a little near the stream, we don't have enough to water everything*

**Charlotte** *So what happened when you had the year of bad harvest?*

**Farmer** *You have to manage with the little that you can plant. When the rain comes, you can start again.*

**Charlotte** *So then would you worry about money?*

**Farmer** *We have some little problems, but it depends on how much you have planted before.*

**Charlotte** *Okay.. ehmm. Thank you*

**Farmer** *Thank you*

[Farm visit]

### Part 1 - Introduction

- Charlotte** *Nice to meet you [name]!*
- Farmer** *Nice to meet you as well Charlotte.*
- Charlotte** *So, where are we right now?*
- Farmer** *This is still Kumasi, but not central Kumasi*
- Charlotte** *Okay, and this is your office?*
- Farmer** *Well, this is my shop*
- Charlotte** *You have your own shop?*
- Farmer** *Yes, I sell all sorts of things to other farmers. Things like feed, fertilizer and I also give advice to farmers.*
- Charlotte** *Okay, that's very nice. Is your farm here as well?*
- Farmer** *No, actually, my farm is far away from where we are now. After the interview if you want, we can go visit my farm. But I first need to go by my house to drop the seedlings.*
- Charlotte** *Is your house close to your farm?*
- Farmer** *It's on the way to the farm, but it is not close.. Some of the production does happen at my house. I have a cleaning and packaging place for my crops. From there I bring all of my produce to the local Melcom stores. I also have a place where I make my own chicken feed. I have lots of plants in my garden as well.*
- Charlotte** *For yourself or do you also sell it?*
- Farmer** *Most of the crops at my place are for my own consumption.*

### Part 2 - Farming

- Charlotte** *Ah okay. So what kind of crops do you grow at your farm?*
- Farmer** *I have planted some crops, but I have primarily a poultry farm.*
- Charlotte** *Do you farm all by yourself?*
- Farmer** *No, I have 3 workers for my vegetable farm. Sometimes I hire one or two extra farmers when I need more help. This is usually during the harvesting time.*
- Charlotte** *Have you ever grown certain crops that you do not grow anymore now?*
- Farmer** *Yes, yes I have, I have grown pepper and tomato... lettuce, cauliflower and cabbage.*
- Charlotte** *And why are you not growing them anymore?*
- Farmer** *There was not really a market for it.*
- Charlotte** *And are there any crops you are thinking of growing now or in the future?*
- Farmer** *Yes, for that one I am, I am thinking of ginger, turmeric or mint.*

**Charlotte** *Any reason why those in particular?*

**Farmer** *Yeah, I have found that there is quite a market for spices, especially the ones of which you can make tea, like mint and ginger. There is a huge demand from the market, but there are only a few farmers who actually grow these crops. I realized there is a huge market for these spices. So I think I can grow these crops and supply to the market.*

**Charlotte** *And are you experiencing any challenges or difficulties with growing them?*

**Farmer** *Not really, I have not experienced any obstacles so far.*

**Charlotte** *Are you currently able to sustain your family with farming alone?*

**Farmer** *Yes I am.. My business is actually doing quite good. I am supplying to all the Melcom stores in Kumasi and I have quite a big market. I do not need any other jobs to provide my family. I am lucky I think, but I also worked hard and got all the sufficient training. I now try to also teach other farmers what I have learnt.*

**Charlotte** *And how come did you get all the sufficient training?*

**Farmer** *It was mostly through the Archipelago project, though I was already a farmer before that. I already had some training and knew my farming well. Through the project I have even more knowledge and Holland Greentech supplies me with the high quality seeds. I see a real difference there, So I am happy with how it is going.*

**Charlotte** *Good to hear.*

### **Part 3 - Business**

**Charlotte** *Could you tell us how you currently sell your produce?*

**Farmer** *People come by to pick it up. I also sell to regular open air markets, friends and family members, the church, the supermarkets... Melcom is also one. The church is my family hahaha*

**Charlotte** *The church is your family?*

**Farmer** *Yeah, church is family.. but a lot of it goes to Melcom.*

**Charlotte** *And have you contacted Melcom to supply to them?*

**Farmer** *No, Melcom actually contacted me*

**Charlotte** *How did they find you?*

**Farmer** *Well, a while ago I went to Melcom to show them the poultry that I farm. Unfortunately, they were not interested in getting that. I guess they kept my contact because a couple of years later they contacted me regarding supplying them vegetables.*

**Charlotte** *Did you leave your number?*

**Farmer** *Well, I showed them my website the first time I came to Melcom. I have my own website on which people can place orders for vegetables. They found my website again and contacted me for the supply.*

**Charlotte** *Okay, so you already had your initial application with Melcom with your eggs, but that application fell through and then they found you again later on?*

**Farmer** *yes, yes*



**Charlotte** *And what is the name of your website?*

**Farmer** *It's [website name]*

**Charlotte** *Ah okay, very interesting, I will look it up after the interview*

**Farmer** *Yeah sure, thank you*

**Charlotte** *Did you make that yourself, the website?*

**Farmer** *Yeah, I did it myself*

**Charlotte** *Cool!*

**Farmer** *hahahaha*

**Charlotte** *I think you're the first farmer that we've met who has their own website*

**Farmer** *Heyyy.. nice!*

**Charlotte** *How did you learn to like.. make your website... through the Archipelago program?*

**Farmer** *Hmmm.. I had the website before I joined actually.. I did. It also added a lot more knowledge. My facebook page is more active than my website.*

**Charlotte** *So you also sell through your Facebook page?*

**Farmer** *Yes, yes*

**Charlotte** *Do you also sell through whatsapp groups?*

**Farmer** *Yeah I sell*

**Charlotte** *That's a lot of different channels.. Ehm, okay, ehm, do you work together with any companies to.. to get your produce on the market?*

**Farmer** *Hmmmm.. no, maybe I don't understand how*

**Charlotte** *Are there any companies that help you to get your products at the church, at the... like you already mentioned you don't work together with any associations*

**Farmer** *Yeah, I do direct sales. If you call me, make your order, we will package it.*

**Charlotte** *Do you also transport everything?*

**Farmer** *Yes, I try, but sometimes when I am busy, I outsource that to some drivers that I know*

**Charlotte** *Do you make use of marketing? Like advertisements*

**Farmer** *yes, I do. For instance I grow chicken, so I will post it.. the photos for the people to see. Vegetables when we are planting, I will post it for people to see. So, ehh, mostly on whatsapp I will put the benefits of that veggies and then I will post it and people will read it. So these are some green peppers, squash tomatoes [shows pictures]*

**Charlotte** *So you take pictures of your produce and you send it in the groups that you have?*

**Farmer** *yes, yes, this is my brand [shows picture] it is called [brand name]*

**Charlotte** *Do you outsource the packaging or do you do it yourself?*

**Farmer** *yeah I outsource the packaging and the stickers from an old friend. I just pay for it, they will bring it to my house and then I will package it.*

**Charlotte** *So if I would go to Melcom, would I also find your stickers?*

**Farmer** *Yes, normally I send things on Tuesday, so right now if you go, you will see the packaging.*

**Charlotte** *And have you ever tried getting your produce at any restaurants or hotels?*

**Farmer** *No I have not tried it. I wanted to but, I didn't have the time to do it. So for instance, these are all things that we are packaging and we are ready to sell [shows picture]. So this is where I do the packaging mostly. This is the cold room, I do the packaging here, I weigh it, the air-conditioning is there, the fridge is there.*

**Charlotte** *Has it also sometimes happened that maybe a customer of yours want a certain amount of tomatoes or cabbag and you don't have it?*

**Farmer** *Yes, then I will outsource It from other farmers. If I don't have it, I will outsource it.*

#### **Part 4 - Marketing**

**Charlotte** *So you mentioned that for marketing you mostly send your pictures to group chats, right? Are there any other ways of marketing that you are looking into right now?*

**Farmer** *I do facebook, I do linkedIn, I do whatsapp*

**Charlotte** *Are you thinking of any new ways to sell your produce?*

**Farmer** *Hm... online. Online is something that I wish I could do but I have not seen it yet. That you go there, you place your order*

**Charlotte** *On your website?*

**Farmer** *Yes*

**Charlotte** *Okay*

**Farmer** *But I have not started, it is something that I would like to start doing.*

**Charlotte** *Yeah it would be cool if that is possible. What is the big challenge you see now in achieving that?*

**Farmer** *the online? I have not just started, that's it, I have not..*

**Charlotte** *Because of time.. or?*

**Farmer** *Time.. or to even do it, you have to know technical skills. I can't do it on my own, I need somebody who can help me with writing the scripts.*

**Charlotte** *yeah, I could see that. So you mentioned that you are not in a farmer association, but does it happen that you work together with other farmers? For example with the website? To share some knowledge?*

**Farmer** *Yes, if I would know then I would, but I don't know anyone who could [help me with the website]*

**Charlotte** *So have you reached out to other farmers before to ask questions*

**Farmer** *yes*

**Charlotte** *How do you find the farmers?*

**Farmer** *We also have.. after meeting with farmers you have to authenticate what they say with your own research*

**Charlotte** *Okay, so how did you find the farmers you contacted?*

**Farmer** *They have a lot here, a lot of information*

**Charlotte** *Which farmers?*

**Farmer** *A few of them through the Archipelago project.. one of them..*

**Charlotte** *So you share your information with mostly lead farmers?*

**Farmer** *not really, I have some few farmers around who come and go here. One of them for instance has been helping me a lot so we share the information. But I do not share information with everyone, and I also do not share sensitive information. Those are there, I do not share with everyone who I sell my produce to. I would not open up everything to everyone, because the competition is there, so that one is true.. you don't get everything, but the basic information is that.. in terms of disease control, in terms of farming practices, we are willing to share, but not things that have to do with the marketing.*

**Charlotte** *So you share farming practices, but not that much..*

**Farmer** *Not how we sell*

**Charlotte** *Okay*

**Farmer** *Not how we make our money, we do not share that.*

**Charlotte** *I have one last question, so my research is mostly about designing the go-to-market strategy for farmers So if you are a farmer and you have some difficulties with getting your produce on the market, what are ways that you could support that process. I was wondering, because you seem to be quite successful, with selling your produce, with Mdlcom and everything, so if I was a farmer and I would want my produce to be sold at Melcom or at restaurants, hotels.. so more looking at business to business right, not directly at consumers, what kind of advice would you give to those farmers?*

**Farmer** *Well.. the days of traditional farming is over. You can't just produce without having a target market. Whilst you have your mind that your want to produce this, this and that, you don't wait for the produce to be ready, you should look for people to sell it to. The moment you decide to produce, you have to.. you have to think of the whole package, so how you are going to sell. So you start going around, do your survey, do your contacting, sometimes I can take the whole day just for marketing, I take my car to place where I think we can assess marketing. We need to talk... talk, talk. We have to spend time, energy and resources, to be able to.. we live in a country where people are not really enthused about vegetables. Yeah, we want heavy food. We eat banku, fufu. It is not everybody who... sometimes I post some vegetables, I look for the benefits, why people must eat it, because some people only see it for the first time. It is quite a challenge. So if you can see, I have a lot more in terms of purpose. They other ones they grow the key vegetables.. the common ones. Somebody has not eaten these before, they don't know what it is used for. But they are all in the market. So that is the challenge, we are not a vegetable eating country. We eat it, but we do not eat it much.*

*So if you want to grow them, you really have to do a lot of marketing to be able to sell them. Because of that, those who sell, I think it is a challenge with the prices. When we visit some of the vegetables in the market, they have increased their price from the side. It is not attractive for the common Ghanaian to buy it. If sometimes the price is high... for 25 cedis you can feed the entire family. Sometimes they put the price high. If I sell to Melcom, I make sure the price is low. If you go and make sure the price is high, not everyone buys it. Sometimes, I they do that there are a lot of damages, even in the shop, we go and we have chillis or.. after a few weeks, some will go bad, so I told them if I give you 10 cedis, you will not sell at 30 cedis. They expect me to portion of the damage, I am not going to get. We reduce it.. make it a little lower for everyone to access. Before I sold vegetables because.. Just.. one piece of something.. for a very high price. That was even*

*killing the poor getting to eat vegetables. So if you want to be a vegetarian, Ghana is the wrong place. It is very expensive to be a vegetarian in Ghana.*

**Charlotte** *Yeah I have noticed..*

**Farmer** *Because the prices are very high*

**Charlotte** *yeah*

**Farmer** *So that's the challenge, you need to do your marketing*

**Charlotte** *Okay*

**Farmer** *Also.. last year I had a lot of chilis.. and they don't keep forever, so I decided to make a sauce out of them.. a Ghanaian sauce. I sold the bottles of sauce and people really liked it. That's how I -try to keep my post-harvest losses to a minimum.*

**Charlotte** *you make the sauce yourself?*

**Farmer** *yes it is very easy.. I just make it and I sell it*

**Charlotte** *Cool. Anything else you do?*

**Farmer** *Last year I also had a lot of habaneros.. more than usual. I put them in the freezer so I could sell them whenever I had a demand for it. It kept very long in the freezer*

**Charlotte** *That's really nice.*

**Farmer** *yeahh..*

**Charlotte** *Anything else you'd like to talk about? Or any question for me?*

**Farmer** *No not really, thank you*

[Visit to the cold room]

### Part 1 - Introduction

- Charlotte** *Shall I start? So you work here?*
- Marketeer** *Yeah, in marketing*
- Charlotte** *You're ...?*
- Marketeer** *I work in marketing, at the greenhouses*
- Charlotte** *Are they owned by KNUST?*
- Marketeer** *No, separate*
- Charlotte** *It's a separate thing...*
- Marketeer** *Yes*
- Charlotte** *So what is your day to day job?*
- Marketeer** *I work with the greenhouse, we have the production team and the marketing team. Whatever the production team will produce, we will market it. We will sell it for them. We weigh everything, everything is based on weight. Weight is important for the customer. Each kilo, we sell for..*
- Charlotte** *So you're not a farmer, right?*
- Marketeer** *No*

### Part 2 - Farming

- Charlotte** *So what kind of crops are grown here in the greenhouse?*
- Marketeer** *Cucumber, tomatoes, bell pepper.. let me say bell peppers, we do red and green, sweet pepper, we have the green yellow and the red. We also started with habanero pepper, the hot pepper. We do cabbages. So that's what we grow. Cabbage, and also lettuce.*
- Charlotte** *Big list*
- Marketeer** *yeah.. these are some of the crops that we have. And they are all grown in these different greenhouses.*
- Charlotte** *Do you know how big the greenhouses are?*
- Marketeer** *This is 30x10 meters, and we have about 10 here and we have 15 in other places, just somewhere else. So what the driver is doing, he transport the produce here. Here is the marketing center, but we do production in different places. Everything is sold from here.*
- Charlotte** *So you have.. just to understand correctly, you have 15 other in a different place.. and these are 10, so you have 25 in total?*
- Marketeer** *yeah 25.. that is for the Ashanti region, but when we go to Accra, there are more greenhouses there, same in Cape Coast campus, 25 in each other place. This is just a branch.*
- Charlotte** *And are all the crops here for Ghanaian use or do you also export?*

**Marketeer** *Initially the company wanted to produce a lot for export and some for here, but we cannot even meet the demand of the Ghanaian market, so we are not able to export. So in the future, we will go for export.*

**Charlotte** *So you're thinking of expanding?*

**Marketeer** *yeah also when we go to Accra, there is a lot there, but you have to study the market before you can start expanding. It takes time, because the houses are very very expensive. You have to manage what we have now, get a lot of profit, before we can do expansion. We we are trying with expansion,*

**Charlotte** *How do you measure the market?*

**Marketeer** *Based on the number of customers.. or? I don't know? I don't understand*

**Charlotte** *If you're thinking of expanding, and you want to know what the market is.. what kind of crops to grow.. if it is feasible.. how would you do that?*

**Marketeer** *Now I get it.. For now, they've not thought of expanding to a different region, but even in the regions we are now, we are not able to meet the demand, especially here, there is pressure on us. If we need to make any expansion, we have to consider, the market we have over here. We need to make sure we can meet this demand before we can think of another region. If we are not able to meet the demand here, you will not meet the demand somewhere else. Customers want what they need, if they come here and they can not get everything, then they will not come anymore. What we have now, we need to make sure we do it better, we should sustain them before we get new customers*

**Charlotte** *So what does [company name] do?*

**Marketeer** *the farmers over here they are people that the company has trained them. They all have agriculture background, but with the greenhouse, the companies have a something, they train the farmers before they give you a [green]house. Each farmer gets one greenhouse. Each house is allocated to about 1 to 2 farmers, so the farmers need to manage to work. We tell them what to grow, based on things. We want them to rotate the crops, it is a form of disease control, so we are able to control the diseases in the farm. So one house does belle pepper, the next house tomatoes, the next cucumber.*

### **Part 3 - Business**

**Charlotte** *Who do you sell all of your harvest to?*

**Marketeer** *Our veggies? Our customers, apart from those who come here, we have the individuals who drive here to buy. And we have eh.. shops and restaurants that we supply the vegetables to. For instance, the Accra mall, the Kumasi mall, we supply them. So we give it to the Kumasi people, and they will distribute it to the other stores. He is the production manager.*

[Production manager joins the conversation]

**Marketeer** *we have the wholesalers, the retailers and we go to various markets around Kumasi. We have a lot of vegetables in tables, we supply them.*

**Charlotte** *The local market?*

**Marketeer** *Yeah the Kumasi market, kejetia market.*

**Charlotte** *And you mentioned the Accra Mall and the Kumasi Mall?*

**Marketeer** *Yeah we give it to Kumasi Mall and they distribute it to various places around Kumasi and Accra. Anytime we give them produce, they will send a lot to Accra. The marketer over there will decide, this volume should go to Accra, this to Kumasi, this to Takoradi.. They will make the request, but we can not transport everywhere. So anytime the driver is coming and he will just call us that he is coming and we meet him at Kumasi mall. The driver will keep a huge volume of the produce in the van. Then we decide where everything goes... Kumasi, Takoradi, Elmina, Accra. But the request comes from Accra, they will distribute to the various market centers, that is what they do. They are one.. the Melcom too. So when you see the nice packages there, those are from us. You give some to the retailers too. So here is the main farm, here is least expensive. Whenever they transport it somewhere, it is more expensive.*

**Charlotte** *So you sell here directly?*

**Marketeer** *yes that is in here*

**Charlotte** *And this is more for the individual customers*

**Marketeer** *Yes the individuals who stay around. But who stay afar, they will buy from the Melcom and the Shoprite.*

**Charlotte** *And can you also just grab a few tomatoes, or does everyone buy in bulk?*

**Marketeer** *Usually they don't buy in bulk, they buy for their homes, those who buy in bulk they will request, then they make arrangements and then we will give it to them. If you buy in bulk, you have to make an advance request, for us to make sure we have everything. About a week before, based on the harvesting days we have.*

**Charlotte** *And how did your produce end up at Melcom and the restaurants? Who contacted who?*

**Marketeer** *We contacted them, we called them. Sometimes we take a sample and we give it to them to try and we will market it. Initially they will take a small volume, and now a big volume.*

**Charlotte** *So for, if I understand you correctly, for supermarket it is important to be able to try out your produce? They want to first try it?*

**Marketeer** *yeah, they want to be in charge, they want to try our produce to see how quality it is. They have also grown their produce, they take a sample, they try and when they say your veggies is full o chemicals... sometimes they take it to the lab to see if it is true or not.*

**Charlotte** *So what values would you say are important for farmers if they want to have their produce at Shoprite or Melcom? What kind of things are important?*

**Marketeer** *The qualities we need to consider.. First one is the shelf life of the produce, aha, let's say the customer who comes to the supermarket to buy.. if they see it rotting after a few days..*

**Manager** *We will sell it to the market, so the shelf life is very important*

**Marketeer** *The difference of produce and that of the local one is what I'm about to say.. the shelf life. We are committed to production. The number of days that the produce will last in the kitchen. What is produced in the greenhouse, can be in the kitchen for sometimes a week or two, even outside the fridge. What you buy in the local market, even if you put it in the fridge, it can rot. Based on that, they prefer buying from the greenhouse, that is where the supermarket, we supply to. The use of the chemicals is not bad.. but how you*

apply it. The farmers we have here, they are all educated, some even have masters. If you want to supply to stores, you need to follow the protocols. But not everyone can read, so then they can not follow the protocols and you can get sick. People prefer coming here because we have the organic aspect. The chemicals that are applied, it is safe to eat. So consider all those things before you harvest. But those over there, they spray today, next day they harvest. That makes our produce more quality, and safer. These are some of the qualities.

**Charlotte** So shelf life, chemicals, trying it out?

**Marketeer** And the hygienic aspect of it. You see a lot of people using water from the gutter and other stuff, how we do the packaging too. It is another factor. Sometimes we go to the market the produce we have here, over here, everything has been packaged or arranged. These are some of the qualities that the customers also consider.

**Charlotte** Right, so you have very high quality produce, I could see that it is maybe more on the higher side in terms of price?

**Marketeer** yes, because we produce quality. Our price is perfect, it is okay, it is manageable.

**Charlotte** So is there a specific customer you're targeting?

**Marketeer** Income level, I would say, they always agree for our produce, for that, they come here a lot. The income level is very high, our losses are very low.

#### **Part 4 - Marketing**

**Charlotte** Do you make use of any marketing methods?

**Marketeer** Marketing?

**Charlotte** Like radio messages or other?

**Marketeer** Ads?

**Charlotte** Yes

**Marketeer** We do facebook, twitter, Instagram, radio stations and some of the tv stations, GHI. They sometimes come over and interview them. KNUST focus FM. When I go to theirs, we have some video advertisements. They are advertising a lot of different produce.

**Charlotte** And were you thinking of maybe also exploring other ways of marketing?

**Marketeer** For now.. because we can't even meet the demand, we don't. We first need to meet the demand and make sure that if people come here that we can sell them what they need.

**Charlotte** So what is holding you back to expand?

**Marketeer** The cost of expansion, the greenhouses are very expensive.

**Charlotte** Okay, so this is not part of any farming association?

**Marketeer** No

#### **Part 5 - Finance**

**Charlotte** Do you also make use of the loans from a bank?

**Marketeer** there is a bank here, Exit bank, they sponsor us. The chief of the Ashanti kingdom, they control the subchiefs.



**Charlotte** *Do you own this land?*

**Marketeer** *We rent it, I don't know th details of the contract, we produce and they take a percentage of it. The schoolhouse also has a greenhouse that we do not control, that is the deal. Whatever they produce, we sell it for them. That's how it works.*

**Charlotte** *Okay, Anything you'd still like to talk about?*

**Marketeer** *No, perhaps we can walk around the houses.*

[Farm visit]

Hotel – interview 1  
Medium priced  
Kumasi, Ghana

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**Charlotte** *Well, thank you very much first of all for meeting me and taking the time. I'm Charlotte and I'm here in Ghana to do research about farmers and how the farmers currently sell what they grow. I'm not sure if you already told him that, so that's why I am today going by a few different restaurants and hotels here in Kumasi, to understand how and where they purchase their vegetables and fruits. So maybe, we can start by a little introduction of you. So.. your name again?*

**Manager** *[Name]*

**Charlotte** *And what is your occupation here, what is your job title?*

**Manager** *I'm the receptionist*

**Charlotte** *And where in Kumasi are we now?*

**Manager** *Denyami*

**Charlotte** *Ehm,.. So could you maybe shortly describe a little bit about the hotel that you have here?*

**Manager** *Okay... hmmm.. Like? Come again*

**Charlotte** *What kind of rooms do you have here?*

**Manager** *Okay okay.. so we have about 8 rooms that is 10, but it runs.. we operate with 8 roos, but the rooms are 10. But 8 is operating now.*

**Charlotte** *So you have 10 rooms available but you have 8 that are occupied?*

**Manager** *Yes, it's random*

**Charlotte** *So there's 2 that you don't use currently?*

**Manager** *Yes*

**Charlotte** *So how many people can stay here?*

**Manager** *That's 8, and in each room, 2 people can stay. So we can host about 16 people*

**Charlotte** *And is this the bar, or the restaurant where we are now?*

**Manager** *We call it the bar*

**Charlotte** *And in terms of food, what kind of things do you offer to your guests?*

**Manager** *Okay, okay, we do.. we can offer fried rice, jollof rice, plain rice, banku, salad, for now.. that's what I can give to you*

**Charlotte** *And is that breakfast lunch and dinner?*

**Manager** *Only breakfast*

**Charlotte** *So you serve this for breakfast?*

**Manager** *No this one is for the one who want to buy...*

**Charlotte** *Take-out?*

**Manager** *Yes, something like that. We serve breakfast, that's what we do.*

**Charlotte** *So you serve breakfast and all the rice types that is just for take-out, you cannot eat it here?*

**Manager** *You can eat it here, but it's like order. We serve it with the package on the accommodation.*

**Charlotte** *Ooh, I understand, so the breakfast is included in the accommodation and the other food is from the menu. But the breakfast you serve here and the lunch..*

**Manager** *We serve here at the same time and we do room service.*

**Charlotte** *And what types of food do you have for breakfast?*

**Manager** *Porridge... coffee... Tea mellow.. Lipton tea. That one is made out of coco.*

**Charlotte** *Okay! There are oats, for now what I can give you. And do you also serve any fruits?*

**Manager** *yes we do, we serve apple*

**Charlotte** *Okay, and what kind of guests do you get here?*

**Manager** *Guests? ... Many guests, like foreigners come to stay here near.*

**Charlotte** *Is it mostly foreigners or?*

**Manager** *Then the local people*

**Charlotte** *Do you also have a price list for the rooms?*

**Manager** *Yeah yeah yeah... The rooms are between 250 and 300 Ghana cedis, for the rooms*

**Charlotte** *Including the breakfast?*

**Manager** *Yes including the breakfast*

**Charlotte** *So 250 to 300 that's for 2 people right?*

**Manager** *Yes yes*

**Charlotte** *Okay, ehm, and who prepares the food here? Is it something you .. you have a kitchen here?*

**Manager** *yes we have a kitchen here*

**Charlotte** *And then you have a chef walking around here?*

**Manager** *We have a matron, some call it chef some call it matron*

**Charlotte** *Ah okay*

**Manager** *I thought chef is a man and matron is a lady*

**Charlotte** *Ohh maybe hahaha! I believe you.*

**Manager** *hahah!*

**Charlotte** *And can you also have dinner lunch or breakfast here if you are not a guest?*

**Manager** *Yes you can*

**Charlotte** *DO you sometimes have people here*

**Manager** *Yes it happens*

**Charlotte** *So you do sometimes have people here for breakfast lunch or dinner who do not stay here, but who just come here to eat?*

**Manager** Yes it happens.

**Charlotte** Okay. And then I have some questions about where you source your food from. So, the produce.. so when I am talking about vegetables and fruits.. do you have any idea where they come from?

**Manager** I remember hmmm...

**Charlotte** So where do you get your produce from?

**Manager** Our chef goes to the market

**Charlotte** The chef goes to the market?

**Manager** Yes our chef goes to the market

**Charlotte** So that is the local market, right?

**Manager** Yes, that's what we do here, we serve local food here.

**Charlotte** And do you also work together with farmers one on one?

**Manager** No we don't have that. So mostly what they do, the chef goes to the market and they get all the produce and they bring it back to the hotel

**Charlotte** And do you like this process? I mean I understand you don't do it yourself. Is it convenient for you?

**Manager** Yes it is convenient, but I don't do it myself. I can see that because..

**Charlotte** Okay so it's convenient. Have you also ever looked into working together directly with farmers?

**Manager** No

**Charlotte** Why not?

**Manager** Why not? I mean...for that question.. the answer maybe because I am no a researcher right, so some questions are for the chef uhuh.

**Charlotte** Is the chef around?

**Manager** She went to the market

**Charlotte** Ah she's not around, okay

**Manager** No

**Charlotte** I'm looking into if it would be interesting for hotels and restaurants to have a direct link with farmers. So the prices would be lower because there is no middlemen. Within the association you grow a lot more different types of crops. What do you think about when you hear this?

**Manager** Okay, for my opinion to let the farmer come to this place.. it is same as going to the market for.. let me give the reasoning, because the farmer will maybe take transportation and through the transportation the money that they use, you have to pay this amount. So going to the market is the same as the farmer going there directly. When you weigh the scale of rice of the farmer and then the market it would be less but when you add the accommodation from the farmer... the transportation.. it would be the same value. So why shouldn't you go to the market and let the person to have what... so for my opinion it is okay for you to go to market.

**Charlotte** Okay, I understand. And are you always happy with the quality of the produce you get from the market?

**Manager** *Oh yeah we have not have the challenges yeah..*

**Charlotte** *Okay. Ehhm.. yeah... ehm do you also grow any crops here yourself?*

**Manager** *No*

**Charlotte** *Let's see and do you also go sometimes go to the supermarket instead of the local market?*

**Manager** *Yes we do go to the supermarket, more often, because the things that we need from the local market, we go there, but things that we need from the supermarket, we go to the supermarket.*

**Charlotte** *SO what is the difference between what you get from the local market and what you get from the supermarket?*

**Manager** *Eh*

**Charlotte** *What kinds of food can you not get at the local market so you need to go to the local market?*

**Manager** *Like.. the rice for banku.. the corn dough, the supermarket will not get it, but unless you go to the local market you get it there. So for example if you want to prepare banku and you go to the supermarket you will not get that one and then you need to go to the supermarket. You have to go to the supermarket and at the same time go to the local market. So there are some products which you can not get at the supermarket, so you need to go to the local market and other way around.*

**Charlotte** *I'm still curious about the local market..*

**Manager** *Don't be curious*

**Charlotte** *Well I am wondering, it could also be the case that you call the farmers of the one person you are in contact with and tell them that you need this maybe tomatoes and this many carrots... it saves you a lot of time right if they can bring everything you need to your place right. I understand you need to pay for transportation, but you also have the same costs if you go to the market yourself. If you have a personal connection then maybe quality will play a role and you can cut the costs. So I still don't completely understand why you would not be interested.*

**Manager** *Well, then I will think about that for your research*

**Charlotte** *You don't have to do that for me, I'm not going to sell anything to you so it's just for my research.*

**Manager** *That's why I said, we will think about that and discuss about your opinion.*

**Charlotte** *Because has it ever happened that a farmer came here to sell.*

**Manager** *A few times yes.. but we don't work with them directly*

[Hotel visit]

Hotel – interview 2  
Medium - high priced  
Kumasi, Ghana

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**Charlotte** *Well, thank you very much first of all for meeting me and taking the time. So.. ehm what is your role here?*

**Manager** *I'm a receptionist*

**Charlotte** *Ah okay*

**Manager** *My role is three, but I mention this one for you, I am straight away from the director.*

**Charlotte** *And how long have you been working here?*

**Manager** *10 years*

**Charlotte** *Wow that's a long time. So just a little bit about the hotel itself, what kind of rooms do you have here?*

**Manager** *We have 5 different types of rooms, we have the standard single room, which is 1,5 beds, it's 300 Ghana cedis.*

**Charlotte** *The price list is over there right?*

**Manager** *Yes. And then we have a standard double room*

**Charlotte** *Okay*

**Manager** *We have a special glass room. We have the twin bed and then we have the family room.*

**Charlotte** *And what of hotel guests do you usually have here? Mostly Ghanaian people?*

**Manager** *No no no.. nationwide everyone can come here*

**Charlotte** *Do you feel like you have more internationals over here than local*

**Manager** *yes*

**Charlotte** *You're on booking.com as well?*

**Manager** *No no no no no, but the booking.com, ours is from the director straight away. So anytime you go there you make the advert. So when you are coming to the hotel, you mention the hotel*

**Charlotte** *So you have to know the director to be able to stay here?*

**Manager** *They come from all the countries, China, USA, Canada..*

**Charlotte** *So this is a chain of hotels?*

**Manager** *No, we don't do booking.com, the director itself... They have been connecting to this hotel that is outside the control. The director travels a lot so if people want to come here they will have the information from the director. So you just write to our email for the bookings.*

**Charlotte** *Okay, I understand it now, thank you. And what kind of food do you serve here?*

**Manager** *Yes we serve local and continental food here.*

**Charlotte** *Soo*

**Manager** *We don't do any Chinese food here, no no..*

**Charlotte** *And the food that you serve is breakfast, lunch and dinner?*

**Manager** *Yes, breakfast, lunch and dinner*

**Charlotte** *And do you also have guests in your restaurant who do not stay here?*

**Manager** *Yes, everyone can come, also non-guests*

**Charlotte** *Ehm, and do you prepare the food here yourself?*

**Manager** *Yes we prepare the food.*

**Charlotte** *And then I would like to know, if you have fruits and vegetables here, how do you get them, like where do you buy them.*

**Manager** *We order them from the market, we have some... we bring it.*

**Charlotte** *So what does it look like if you order from the market, do you go straight to the market, or do you call someone?*

**Manager** *We order, it is not only us, you need to write a new when you call. Sunday evening every week we will order to vegetables. If you don't like the Sundays we also do the Wednesdays. We are in contact with the market queens.*

**Charlotte** *How did you get that contact?*

**Manager** *We went to the farm, the cabbage you see.. if you buy the beds, today two days only, we will go for it. They are telling that the farmers can not give it to us, it is already sold. So if we need it, then we will call the person and the person will bring it to us.*

**Charlotte** *So the market queens sources form different farms, you give her the list of the items that you want to have, she sources everything and gets everything together and then she delivers it to you?*

**Manager** *Yes*

**Charlotte** *And do you go there?*

**Manager** *No the car will come here. They will put everything in the car, in the pick-up, so everything is fresh. So we were trying to have a direct link to the farmers, so when they go there they told here that everything was already sold out. They direct them to the market queens and then the market queen sources everything for you.*

**Charlotte** *Yeah I understand, you also don't want to go by several different farms to get everything you need. It takes a lot of time and money as well if one doesn't have everything you need, right?*

**Manager** *Yes so we don't work directly with the farmers, we work with the market queens.*

**Charlotte** *But you have been working with farmers in the past before you started working with the queens?*

**Manager** *No actually we only worked with one farmer, but he is no more farming again.*

**Charlotte** *And are you looking for new suppliers right now?*

**Manager** *Well actually we are okay now because we get everything we need from the queen.*

**Charlotte** *So the past few weeks I have visited a lot of farmer associations with farmers who grow crops close to each other with the same techniques, methods and tools and they also told me the same thing that it is difficult to go to companies to sell because they want to get everything from just one place. So what I have been thinking about is that these*

associations, they have good farming practices right, good fertilizers minimal pesticides and healthy farming. So I was thinking maybe it is interesting for restaurants or hotels or other types of companies to work directly with the farmer associations maybe to also get a better price, because then there's no one in between anymore who manages it all. And because you also know that the place you get your produce from, they have high quality, what do you think about that?

**Manager** Oh okay, I think, let me say tomatoes, when we go to the farmer to get the tomatoes but the queen mother who doesn't know the farmer will tell you no. I am already in contact with the queen mother and that makes it difficult to suddenly change. Because of small money, the farmer asks 400 cedis, the queen will ask 500, its commission, so if you go there then even if I go and buy the plantain with the hotel, the moment I meet the farmer one after the other, he will not allow me to go to the farm. So it is very difficult to go to the farmer straight away. They will redirect you to the queen mother. The queen will add some of the money.

**Charlotte** That's because you are already in contact?

**Manager** No, some of them we are not in contact with them, it may be that the vegetables are not around. The moment I see the vegetables fresh, who is in charge of the vegetables will tell you that he can not sell it to you. He will tell you to go to this person, before you can go to somewhere else. But the farmer is a lot cheaper, cheaper than the market.

**Charlotte** So the farmers they have these..

**Manager** Yes the farmer is very cheaper, but Ghanaian here, the farmers won't sell it to you straight away unless you go to somebody. If you want to meet the farmer one on one, unless you go early in the morning at 4 you can meet the farm. Because of small money, if the farmer will give us for 400 cedi the queen gives us 500, it's almost the same.

**Charlotte** So have you tried doing that?

**Manager** Yes, but I have a little kid so I can't go there that early

**Charlotte** But would you be interested?

**Manager** Only if it is an emergency, if not then every Sunday or Wednesday they bring out the vegetables, we have contact with them so at the end of the month they will come and pick their money.

**Charlotte** Do you think the prices are higher if you buy with the market queen?

**Manager** No it is not rainy, so the vegetables are very expensive. When it rains there are plenty vegetables and that would make it cheaper.

**Charlotte** So..

**Manager** The farmer is very cheaper than the market queen

**Charlotte** Yes but you can not buy with them because the farmer has a contract with the queen.

**Manager** Yes

**Charlotte** So imagine if it would be the case that farmers don't have the contract with the market queens and they can sell directly to you. It could get delivered to you, would it be interesting for you?

**Manager** That one it will not be very different for me, unless if I talk to the director. The woman of the hotel, if it is hotel from the farmers straight away from the hotel. I don't know the queen mother



**Charlotte** *So let's say that's not a problem right, the farmers are not in touch with the queen mother*

**Manager** *If you want to bring straight away from the farmers to the hotel, then I have to talk to my boss.*

**Charlotte** *Yeah,, but maybe it is cheaper, would that be something you're interested in?*

**Manager** *Well, the problem is, we have one farmer here, just around here they have been growing some vegetables straight away from Miklin hotel area, there is one and we went to have some lettuce, but someone told us, the water to water the vegetables is not good. Because of that they will not give it to use. Because my boss says the water is not always good.*

**Charlotte** *But If you buy from the market queen, can you, because I know there is also certain differences in quality right if you go to the market later on the day you may have some other quality vegetables than if you go early in the day. Can you choose for the vegetables?*

**Manager** *No you can not choose*

**Charlotte** *You just ask for a few kg of something?*

**Manager** *Yes we don't choose, we just get what we need*

**Charlotte** *Are you happy with the quality of the produce*

**Manager** *yes, I have been working 10 years and he has given me his telephone number so I can go . That is what he has been doing.*

**Charlotte** *Do you know if as a hotel to go together as a market queen, is it something that other hotels also do or is it unique to the hotel?*

**Manager** *I think what I know is I can link... most vegetables they will be on the queue, they will go for the vegetable and sometimes they will go and stand in line for the vegetables..*

**Charlotte** *You don't grow any crops here right?*

**Manager** *No*

**Charlotte** *Okay, I don't have any other questions anymore, do you have anything you'd like to ask me?*

**Manager** *No, thank you*

[Hotel visit]

Hotel – interview 3

Medium priced

Kumasi, Ghana

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**Charlotte** *Hi, good afternoon, how are you?*

**Manager** *I'm fine thank you.*

**Charlotte** *So today I would like to ask you a few questions for my research, is that okay with you?*

**Manager** *Yes that is okay, you are welcome.*

**Charlotte** *And ehm, what is your job here at the hotel?*

**Manager** *Yes eh, I am the assistant of the one who is in charge of the place*

**Charlotte** *Assistant manager?*

**Manager** *Yeah something like that*

**Charlotte** *Ehmm and this is still Denyami*

**Manager** *Yes, this is there*

**Charlotte** *Ehm, so could you maybe shortly describe what kind of a hotel this is, what kind of rooms do you have?*

**Manager** *We have different rooms, single rooms, double rooms, queensize, yes and then two rooms*

**Charlotte** *So single and twin rooms?*

**Manager** *Single, doubles and twin rooms*

**Charlotte** *Ehm, how many people can you have here in your hotel? How many people can stay here at the same time?*

**Manager** *Well, we actually have 16 rooms but we are renovating a few, so 14 right now, but I think around 70+ guests.*

**Charlotte** *So 70+ guests?*

**Manager** *Yes sure*

**Charlotte** *What kind of people stay here?*

**Manager** *Yes ehm, business and leisure*

**Charlotte** *Business and leisure?*

**Manager** *Yes*

**Charlotte** *And do you feel its mostly local Ghanaian people who stay here?*

**Manager** *No, we also have international guests.*

**Charlotte** *International and local... about half/half?*

**Manager** *eeeeeeeh, let me say 50 50*

**Charlotte** *Eh, and you have a restaurant here right? Is it just for the people who stay here?*

**Manager** *Actually whoever wants to come here for food can just get it. You don't need to stay here*

**Charlotte** *And do you prepare the food?*

**Manager** *We have the chef here who makes the food fresh.*

**Charlotte** *So you have your own chef here?*

**Manager** *Yes*

**Charlotte** *So.. you were already talking a bit about where you get your produce from, where you get your vegetables and your fruits from*

**Manager** *We get it from the market*

**Charlotte** *So you have your supplies from the market, are those market women or queens you're dealing with?*

**Manager** *Market women*

**Charlotte** *Market women.. So how does the process look like if you want for next week maybe 10 cabbages? How would you do that?*

**Manager** *So that.. we get it every Wednesday and Friday. We prepare for the market on Monday, we give them the programme, depending on when we need the food*

**Charlotte** *So on Friday you make the list of everything you want and you give them a call.. and on Monday*

**Manager** *On Monday everything is delivered*

**Charlotte** *Is everything transported here or do you need to go somewhere*

**Manager** *We get it delivered*

**Charlotte** *Do the market women deliver it or is it another company?*

**Manager** *The women*

**Charlotte** *So the women will source everything you're looking for and then they will bring it to you?*

**Manager** *Yes*

**Charlotte** *Have you also worked directly with farmers?*

**Manager** *Eh.... Not very.... Let me see... no*

**Charlotte** *Ehm, and why not?*

**Manager** *Well, actually, we have not been there to the area to see it. It's usually only farmers who farm chicken, poultry farmers, we do work with them*

**Charlotte** *So only the poultry you said?*

**Manager** *Yeah*

**Charlotte** *Do you like working with the market women?*

**Manager** *Why not. We are always looking for better and more efficient ways of doing business.. so any opportunity we are open*

**Charlotte** *Right, do you have any idea if it costs you more now that you work with the market women compared to if you would have worked with the farmers directly.*

**Manager** *I can look into it*

**Charlotte** *But you don't know?*

**Manager** *Not sure*

**Charlotte** *You're not sure?*

**Manager** No

**Charlotte** *Are you currently looking for new suppliers?*

**Manager** *Ehh, let me say yes.. yes*

**Charlotte** *Why are you looking for new suppliers?*

**Manager** *We have one supplier, supplying me, but if you have multiple, each can give you the best of what they have and what I want and be in business. So..*

**Charlotte** *So your looking for more efficient ways?*

**Manager** *Efficient, and affordable.. yes other alternative ways*

**Charlotte** *Are you actively looking into that now?*

**Manager** *Sure, sure*

**Charlotte** *What other ways have you found that you might be interested in?*

**Manager** *In fact, there's a .. I said actively, but honestly, I have not. It is usually the typical market women we are going to try and do business with*

**Charlotte** *So the market women would be looking for other ways and not you yourself?*

**Manager** *No, we do supply and we try to also source from other places. We are trying to look for another supplier*

**Charlotte** *But if you would be looking to do it in a more efficient and more affordable way, would you still be working with the market women?*

**Manager** *Eh, like I said earlier we claim to get any other ways*

**Charlotte** *Okay, ehm, yeah so.. do you also grow anything here yourself?*

**Manager** No

**Charlotte** *Eh, so my research is mostly into farmers, right, and how they can best sell their produce. What I've found also from previous hotels that we visited is that there is always someone in the middle who collects everything from the farmer. I have worked now together with a few farmer associations within Kumasi. These associations are groups of farmers who farm relatively close by to each other. They have to pay a small membership fee from which new expenses within the club will be paid. Also, they share knowledge by offering the farmers workshops and trainings. The farmers who are in an association together, they all farm different crops, right. One of the main challenges that I've found for companies when it comes to the decision of where to buy, is that they want to source all their vegetables and fruits from just one place. They don't want to be driving around all different places to get the different items that are on their list, they just want to have one place to go to buy all their produce from.*

**Manager** Yes

**Charlotte** *So what I was thinking, maybe it's interesting for restaurants and hotels to source directly from farmer associations, with like the head of the association. They are all in contact with the different farmers. Could be the case that there's also a cut in price as the middle men are removed. Is that something that you would consider? I'm not going to sell anything to you, so also if you don't feel free to just say that you don't. I don't mind, it's just for research*

**Manager** *I think maybe yes, maybe no. I'm looking for efficiency and cost effective way of doing business. So, sure, I'm open to anything, yeah*

**Charlotte** *Ehm, so what do you think so efficiency and effectivity are clearly on your list*

**Manager** *Cost effectivity*

**Charlotte** *Is clearly important to you, what other things you say are important when it comes to vegetables?*

**Manager** *Quality as you know*

**Charlotte** *Because if you get your produce from the market women, do you have any idea if the produce is grown with like the right seeds, or do you have no clue*

**Manager** *No, it is a guess, we are not very sure, it is also like I said is is is a .. we are concerned. Some of the farmers ..*

**Charlotte** *So if you would work together with the farmers, then you would know the quality fo the produce*

**Manager** *sure, sure*

**Charlotte** *Okay, let's see if there's anything else missing.. hmmm, do you also ask for your groceries in advance and you order on the weekend? How do you store them?*

**Manager** *We don't buy for the whole week, usually we buy for a few days. We do the budget for the week and then we see what we buy. Then we..*

**Charlotte** *During the days that you keep your vegetables do you store them anywhere?*

**Manager** *Depending on it we use the cold rooms, we use the fridge to keep it cool*

**Charlotte** *Have you ever had any problems with the quality of the produce that you think maybe it's not as nice?*

**Manager** *Occasionally, sometimes.. very often I have to tell them that it is not good.. it happens*

**Charlotte** *What happens then if you have a problem with crops?*

**Manager** *Yes sometimes we send it back. Usually if you are sure of the price.. we have to go back, it affects us in a way.*

**Charlotte** *Maybe just to sum this us, you're looking for efficiency and cost effectivity, and you do you also like that you get it supplied twice a week or is more necessary?*

**Manager** *Eh, we do twice a week*

**Charlotte** *That's okay for you? You don't need it more?*

**Manager** *Depending, one time there was too much, but very often that is what we do. Usually, we do three times a week*

**Charlotte** *So let's say, maybe one week you're extremely busy, then you just call again for another appointment.*

**Manager** *Yes, if we need more, we just give them a call. Also if we need less they can come by fewer*

**Charlotte** *So if a farmer would come by your office with their produce, would you accept it?*

**Manager** *yes I would*

**Charlotte** *So has it ever happened t you that a farmer came by to sell their produce?*

**Manager** *Ehh, not very often?*

**Charlotte** *But it has happened?*

**Manager** *Once in a while.. I don't remember the last time*

**Charlotte** *Have you ever accepted farmers here who came?*

**Manager** *[sigh].. of course yes, like I said we almost consider where ... yes*

**Charlotte** *So I wondered, other people have told me that they like to know where it comes from, trying out seems to be very important. Would you also go by the farm to see how it is cultivated. Because it is one thing to taste it, but the source might look different than you think*

**Manager** *Well... I don't have a lot of time in a day so I can't really go by the different farms. It is a concern, I understand that*

**Charlotte** *yeah, I know that it takes time right.. I understand that you don't do it*

**Manager** *We're working with one farmer and we come to where she sells it. We are dealing directly with this farmer. We go to Melcom, see the branch manager.. we're looking for that.*

**Charlotte** *Okay*

[Hotel visit]

## Restaurant – interview 4

Low - Medium priced

Kumasi, Ghana

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**Charlotte** *Hi, good afternoon, how are you?*

**Manager** *Good*

**Charlotte** *Where are we now?*

**Manager** *We're in Kliff*

**Charlotte** *So.. I work with Holland Greentech and I am here, from The Netherlands, TU Delft university, I am doing research concerning a go market strategy. For the past one month I have been in Ghana and I have visited farmers and now I'm visiting restaurants. I'm just passing by.*

**Manager** *Okay*

**Charlotte** *Thank you very much for taking the time. Are you the owner of this restaurant?*

**Manager** *I'm the food and beverage manager*

**Charlotte** *What is the name of this place?*

**Manager** *[Name]*

**Charlotte** *Where are we now in Kumasi?*

**Manager** *Denyami*

**Charlotte** *Okay, ehm, could you maybe describe a little bit what type of a restaurant this is?*

**Manager** *This type of restaurant.. ehh.... Hmm..... we are just a normal restaurant. We serve continental and local and Chinese dishes*

**Charlotte** *Continental, local and Chinese?*

**Manager** *yeah*

**Charlotte** *What kind of people do come here to have food?*

**Manager** *The officials, the government workers, the offices, they came for lunch for ou local food.. fufu, banku.. yeah. People also come here for lunch, but most of the time, for dinner we have more customers than for the lunch*

**Charlotte** *More dinner than lunch?*

**Manager** *yes, and more breakfast delivery*

**Charlotte** *breakfast delivery?*

**Manager** *Yes*

**Charlotte** *So you have breakfast, lunch and dinner, and you also deliver?*

**Manager** *yes we do delivery, for pizza, shawarma, rice*

**Charlotte** *Do you have your own delivery drivers?*

**Manager** *yes we do, we have two*

**Charlotte** *Okay, ehm, and do you make everything yourself here?*

**Manager** *yeah we make everything here*

**Charlotte** *And do you have any idea if you have your fruits and your vegetables, where do they come from?*

**Manager** *Okay, it comes from the farmers, we call them and they do delivery for us*

**Charlotte** *So you have direct contact with your farmers?*

**Manager** *Yes we do, we call them, they have some place in Bantima, they have some place there, we call them and they do the delivery for us*

**Charlotte** *Okay*

**Manager** *Also fruits*

**Charlotte** *Okay, do you work with multiple farmers?*

**Manager** *Just one*

**Charlotte** *One?*

**Manager** *No.. we have the one who is providing us vegetables, and the one who has our meats.. our meats we use to.. the cow meat. Healthy is very important.*

**Charlotte** *So you have one farmer for vegetable and one for meat?*

**Manager** *Sometimes we need more farmers to attach to our business so that you won't find it difficult. They are not always reliable, you have to take a car and go by your own stops. I also find it difficult sometimes.*

**Charlotte** *The one farmer you're in contact with do they have everything you need?*

**Manager** *Yeah, most of the time they give us all what we need, sometimes also we don't get it.. all that we need, they say we're sorry we don't have this package. Then you need to contact someone else*

**Charlotte** *Do you also work with market women and market queens?*

**Manager** *For the market we have one lady there, sometimes we call her and they buy our items for us and the delivery car will bring it, from the market, Bantima market, you have some ladies there and they bring it to us.*

**Charlotte** *Okay, so you have different sources, sometimes you work with market women, sometimes farmers*

**Manager** *Sometimes they fail us, we have to go there and buy our own stuff*

**Charlotte** *Who would you say do you work with most? Local market or the farmers?*

**Manager** *The farmers most of the time we don't get them, we work mostly with the market women and the market side*

**Charlotte** *Right, and how did you find the farmers that you're working with?*

**Manager** *Eh, they are good, they are good, sometimes they fail us, but we have been working with them for long*

**Charlotte** *And when you were looking for a farmer to work with, how did you search for them?*

**Manager** *We get another one?*

**Charlotte** *Yeah, so the one you're working with, how did you get his contact?*

**Manager** *Yeahhh... through someone that we get the contact*



**Charlotte** *A recommendation?*

**Manager** *Yeah somebody recommended it to us*

**Charlotte** *Okay, eh, and how did you eventually choose that this was the farmer you wanted to work with?*

**Manager** *The reason why I choose, before anything, you order from her, she promises she delivers for you, yeah, that's why it's ok, let's continue working with her because she used to deliver all that we need for us, but sometimes too, you don't get what you want.*

**Charlotte** *Right, did you also.. were you looking for new farmers to work with?*

**Manager** *Yes, it would make our business grow very fast for us*

**Charlotte** *How are you now looking for new farmers?*

**Manager** *Okay, I did not get one recommended for now, but in case I got, I will try the person and see how I like it.*

**Charlotte** *Has it ever happened that farmers came to you directly to ask if you wanted to buy?*

**Manager** *yeah if they come, I remember, there was one man who came here that has a lettuce farm around this area*

**Charlotte** *Yeah*

**Manager** *yeah, so he used to.. I used to call him and he would give me lettuce. It was very fresh and nice, but nowadays I lost the contact and I go there myself, they don't have lettuce there for now. So when he started coming I think he will bring it.*

**Charlotte** *So the only way you guys knew farmers to work with is when you hear from someone else that they work with the farmer*

**Manager** *Yes, only through recommendations*

**Charlotte** *You never go to the farmers to ask?*

**Manager** *No, I don't get the time to go there*

**Charlotte** *I understand that. There is also no website or anything where you can find farmers?*

**Manager** *Yeah, they have some websites but most of the time I was working at the previous restaurant before coming year, that place was way bigger than this place, for that place we have some big big farmers who used to supply us. But this place, it is not as easy as the place I was working before.*

**Charlotte** *What other things are important to you? So if you would be looking for a new farmer to work with together, what other things would you think are important that you look for?*

**Manager** *Eh, I listen to the person what he or she have, and then I know what I take it from him or her, because maybe I can get someone, he has all the vegetables, he has cucumber green pepper, tomatoes, he have fruits, then the person can combine to bring all those things for me, yeah, maybe he can get somebody he or she can get everything, if we get someone who can provide all things, then yeah... then we can work with them.*

**Charlotte** *So you like to just work with one person?*

**Manager** *One person who can provide all... or two, and they can divide it, one vegetables and one fruits*

**Charlotte** *And eh, what do you think is more important, the price or the quality?*

**Manager** *If you compare the price also.. we check the price also. I think most of the time from the farmers, we get fresh fruits or vegetables and they are price also is good, but most of the time they use only few things to your food, it will improve your work, than buy the cheap things outside.*

**Charlotte** *Eh, and if you eh, so the times now that you work with farmers or with market women, do you also sometimes have to go there t pick stuff up yourself?*

**Manager** *Yeah, sometimes we call them, they fail us and we have to go there ourselves, to buy our own stuff*

**Charlotte** *Do you have a van here or a car you can use?*

**Manager** *Yeah... only sometimes we send a delivery guy to bring the things we need*

**Charlotte** *How often do you actually get your groceries?*

**Manager** *You say?*

**Charlotte** *How many times a week do you buy groceries?*

**Manager** *We purchase every week. We do our purchases in the week, like yeah, we go and we buy all our things and we keep some in the fridge, do some in the normal fridge. The cold room*

**Charlotte** *the cold room*

**Manager** *yeah, so when it is getting lesser we do our purchases once every week, and throughout the week we have served more than.. we used to have, then we can order another before the week ended*

**Charlotte** *So you buy your groceries once a week?*

**Manager** *Yes, once a week. Sometimes once a week is not sufficient, so we can add, that's okay. I bought one bowl of vegetables but sometimes it is not enough, then we order more.*

**Charlotte** *Ehm, do you have any other questions?*

**Manager** *No*

**Charlotte** *Any other?*

**Manager** *Like eh, you also have some farmers?*

**Charlotte** *Yes*

**Manager** *Oh okay, are they around?*

**Charlotte** *Yes, some are around, some at Tech, some at adonsu,*

**Manager** *Okay, thank you*

[Hotel visit]

Restaurant – interview 5  
Medium – High priced  
Kumasi, Ghana

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- Charlotte** *Hi, how are you?*
- Manager** *Good, my name is [name]*
- Charlotte** *What is your role here?*
- Manager** *I'm the purchasing officer here, I heard you are looking for me. Welcome!*
- Charlotte** *Thank you. So what does that mean? You're in charge of..?*
- Manager** *Of all purchases around. Like my position is high hahahaha.*
- Charlotte** *What's the area called here?*
- Manager** *Bantima*
- Charlotte** *And Adum is next here?*
- Manager** *Yeah, kejetia is from here, then adum. It is intertwined, adum kejetia, bantima, if you don't take care you are at a certain place and you know that this is Bantima.*
- Charlotte** *This is the crowded part of Kumasi right?*
- Manager** *Yes*
- Charlotte** *Nice, well could you maybe shortly describe the [name] restaurant to me?*
- Manager** *Okay, ehh, this restaurant started real operations about 5 years ago, but the construction maybe started earlier, like 4-5 years ago. We wanted it to be local concept and then in a traditional way so our.... When we call it [name], we say culture at its best. Our mission is to serve local dishes with continental dishes at times. Actually we have a subsidiary in Atlanta, USA, Atlanta, Georgia. Our concept was to bring all Africans back to come and enjoy in their various countries. So even in Atlanta you will see, we serve local dishes.*
- Charlotte** *So you have a café here and you also have one in..*
- Manager** *Atlanta, it's the same company. It is the owner who brought the concept straight from Atlanta here. When he was around over there, we used to serve the Ghanaian community with local food from Ghana. Yam, cocoyam, kenkey, tise, red plantain, those kinds of stuff. He was serving it towards the .... And the people hey were loving it, the white. So he decided to bring the concept down.*
- Charlotte** *So it started in..*
- Manager** *Atlanta*
- Charlotte** *Do you have the same menu?*
- Manager** *We have slight different, but the majority of the serve we are providing over here, we are providing the same service over there. Some of the items can not be bought over. For that one, when you go there you can get some of it. But when you go here you you have everything.*
- Charlotte** *When do you serve?*

**Manager** We mostly do lunch and dinner, but breakfast only if it is a special order

**Charlotte** And you prepare everything here yourself?

**Manager** Yes, we prepare everything ourselves

**Charlotte** Ehm.. what kind of people do you.. how can you describe the guests, the people who are coming?

**Manager** Wow... various, all sorts of guests, from local, from international.. last few years we hosted the US ambassador to Ghana. Anytime he comes to Kumasi we host him. Last year, the same year, we hosted the president over here.

**Charlotte** The president?

**Manager** yeah, we host everybody. As soon as they come we will host them.

**Charlotte** And when you buy your fruits or your vegetables, where do you buy them?

**Manager** Okay, for the local vegetables, as times we go to the various Shoprites, those malls, when we don't get it, we contact some farmers, local farmers, who produce it, and we buy it from them. For example, red pepper for instance, the quantities that when I go to Shoprite and I can not get it, I have to call all the way to Volta region for a supplier who can supply me. They are farmers so that they will send it. Hot pepper, chili pepper, red one. Normally, when I want to buy in large quantities, I buy in large quantities, I buy maybe a full sack, two sacks or three sacks.

**Charlotte** How much is one?

**Manager** Chili is supposed to be 750 and cabbage and all those stuffs. One head currently they are selling it with 7 cedis. Most time we go to the shoprite to buy and pick it. When we buy at Shoprite and Melcom and it is not enough, I have to go to the farmer to get it supplied. We have markets around... the farmers will bring it there. When I'm in an emergency situation and I go there, I will lose market.

**Charlotte** But your main supply?

**Manager** Is shoprite, melcom, china malls

**Charlotte** So it's mostly shoprite, melcom, and then..?

**Manager** Palace mall, there's another mall. Santasi.then after we go to the farmers. Last resort is the market.

**Charlotte** I find it interesting, because most people go to the market

**Manager** Because of our client, the people come.. especially the US. So it's the quality of the clientele that we receive. We have about 4 departments, we have the continental bar, the local bar, the garden bar and we have the VIP. So the local bar, the people that comes around we scan them and we say okay, these people will be moving to the local bar. The food has to be special. When they come we have to check everything we are using for them, that's how we pick those places, that are the concepts.

**Charlotte** So it is more expensive in the VIP lounge?

**Manager** yeah, they have their separate menu. It's a different menu with a different price. The other sections are all one.

**Charlotte** Okay. And for the VIP you make sure you have high quality?

**Manager** yeah, high quality. It is mostly patronized by the expats. If you view around from here, you will see them. So as for them, we take a special look at them, because we know your

people, somebody will come here maybe for the same time, if you don't think about it, he might be sick. When they come around we make sure we serve them in a high quality standard.

**Charlotte** How did you find the farmers that you work with now?

**Manager** Okay, some of the farmers, it's like they come through themselves. Some come here to come and enjoy food. Then they will introduce themselves like hi I'm a farmer, I'd like you to purchase it. Then contact them and go to their farms.

**Charlotte** So farmers mostly come here?

**Manager** yeah, for now we have established about 5 years, now our name and brand is all over. All the farmers that are producing, from there they come and they want to offer it to you.

**Charlotte** How do you choose which farmers you work with?

**Manager** Okay, 1) quality, 2) price, those are the two main variables that matter... quality and price. All the time I'm doing an aspect of... We purchase it at the same time. All the time I have to see what you are providing is quality and it is affordable to us.

**Charlotte** Are you currently looking for new suppliers?

**Manager** All the time my doors are open, my philosophy is I open my door for competition all the time. As they are running here, they are running with some restaurants, competing on the same front, so when I'm competing somebody will also compete with them. So I open the channel for competition. You can come today, tomorrow I will just come to you and buy your stuff and start using it.

**Charlotte** Right, so if you look for new farmers to work with, they mostly just come to you?

**Manager** yes

**Charlotte** If you like it better than the ones you already have, do you stop working with them?

**Manager** No, our business is in such a way that you can not rely on them in such a manner. If you do that your supply might fail. I keep as many suppliers as possible. I just go to the person whose supplies are best. I tried to schedule myself so that maybe on Monday I take it from this person, Wednesday from this person.. and so on. That anytime I need something I can get it.

**Charlotte** So if you need certain vegetables, you need to make several phone calls with your different suppliers

**Manager** Yes

**Charlotte** Do you like this?

**Manager** Yeah, the nature of our work over here, it should be like, I would have preferred a reliable supplier who can give to me the whole year without the break. I would have preferred that then I would reschedule my time table, anytime I meet the farmers I would get. The way our system in Ghana is run, if you don't take care, you rely on one supplier, that will be the day that he or she will also be there. They will be waiting for something to eat. You can call 5 or 10 suppliers and none of them would be having your product. You have to get it. The way they are selling it to you, at the same time they are selling it to other people too. You get me? So if the other people are coming to him and he has only a short available, all that he would do is, he would just sell it for money. At times I would buy some of it. Some on cash and some on credit. If you are going then definitely you know that.

**Charlotte** *Do you also grow any crops here yourself?*

**Manager** *Currently no, but we are planning on it. We are getting a size somewhere now that we are preparing it. Maybe 2 or 3 years time. We are producing it ourselves, but not all of it. I have about 450 items that I purchase in terms of foodstuffs, anything that is related to food, about 450 items. Somebody has to also give it to it.*

**Charlotte** *Maybe a last question, so if you buy your produce from farmers, eh, or from the supermarket, do you go there to get it or is everything transported here?*

**Manager** *For the supermarket we do it ourselves*

**Charlotte** *Yourself?*

**Manager** *We just go and pick it from the shelves. We have our own car over here, we go there and pick it. Normally for the supermarkets, they sell it on credit. So we go with cars as soon as we pay for it. At times, as soon as we buy the vegetables and prepare it.*

**Charlotte** *DO you have the same menu all year long?*

**Manager** *No we keep on introducing things. If something gives us problems then we try and take it off. Certain items are seasonal. So when the season goes off, if you don't take it, somebody goes and need it. You don't have it, it's seasonal. We change it when we move around. We try to introduce new ones as soon as we get maybe one or two people who are interested in us.*

**Charlotte** *Maybe I can describe to you a little bit what I was thinking about. So for my research I'm working with farmer associations, they farm closely together, they have the same trainings and knowledge. They use the same tools and practices and eh what would be interesting what I think for companies, for hotels and restaurants, within the association there are a lot of different farmers who grow a lot of different crops. You could for example go to the association and ask for the list of groceries and then they will in their turn source it from all the different farmers within that association. What do you think when you hear this?*

**Manager** *Yeah it is brilliant, it is a brilliant idea. Even when we are having our meetings, that's how we want the system to be, because for instance am so much involved within so many activities that if had my own way, would get a group of people like what you're saying, give them the list every week, they will get it and transport it to my premises and will pay for it. I don't want to go around and pick it one item after the other, it is a brilliant idea. They are private people who want to go around the farmers, get it and then I would source it from them, but this one will be a little bit expensive, but when you go to the farmers directly it will be better. One of my challenges is that I am not able to do that myself yet. My storage capacity here, now we are going to extend it, so I have to wait for it to be extended and then I can go. Normally we project our purchases for the vegetables for maybe three days, but I'm thinking maybe if we are having a meeting with them if we can make it a whole week. As soon as they supply it on Monday then maybe the following Monday. The production here, I would love maybe one Holiday or one vacation to go around and maybe go and see them. So they are producing and using the items like drinking water, so all the time we meet the items will be coming in as fast as possible. So I would love your idea, I have to sit down to encourage this around the community, It is a very good idea, especially for the vegetables. To get all the vegetables from them, so I don't need to worry about where to get the onions, where the cabbage where the cucumber.*

**Charlotte** *I think the biggest challenge that I see is how do you know who to contact, because they have to come here tright, to tell you what they're doing and then you have to like.. O like sure we will work for you. There's not really a website or an app or something like that on which you can see people.*

**Manager** *I haven't looked into this, I haven't researched this myself. Normally we travel a lot so at times we are local people as you see.. we are local people, so when we are travelling around the hinterlands we get to some farmers and then we ask them and question them, so when we are moving around we are picking some of the numbers and then some of them also come to see us. So I have a whole list of my suppliers, their numbers, their full names and their... where they are located. I have it in my system, so if I need onion for example, I just go to my system.. onion, it will just pop.. okay this man for this thing, this women for this thing.*

**Charlotte** *So If you would be looking for something like this, like the chair of the association, how would you do that, how would you be looking for that?*

**Manager** *How... ehh.... First of all, maybe I have to use the internet.. if I put the internet aside, what I normally do is the client who comes over here, they might also be over there at the working class. So I pick my contacts from them, somebody will be coming from e ministries, so I just get their contacts and say iokay this is what I need. As you are working at the ministries I am saying can you give me what I need. That's normally with all the clientele. That's normally what I do. And I know one or two places over here because for example I used to go and see where they are having their meetings.one association.. those people, I know usually where they work so when I have my free time I go there and just...*

[Hotel visit]

Supermarket manager 3 – Large supermarket chain Ghana  
Kumasi, Ghana

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- Charlotte** *Okay, so you mentioned that you do not deal directly with the farmers, right, but do you have any idea what type of farmers [Supermarket chain] gets supplies from?*
- Manager** *We have to be careful.. Some other manager they.. ehh... there comes from Europe, some of the products is foreign based, you can't get it in Ghana, there is no way, because of the weather condition. It is local based Ghana.*
- Charlotte** *The products that are from Ghana, do you know if the farmers are also around Kumasi? Or is it more around Accra?*
- Manager** *It depends, here, we have a car that supplies us every two days. The car supplies us. So every.. sometimes everyday we will get.. they have the buying team. The buying team gets the suppliers, cabbage maize, sometimes some of them will bring the produce here. They bring the cold van. So they bring the product to Accra, they add value to it and they supply shops.*
- Charlotte** *Okay, so the Accra branch deals with the farmers?*
- Manager** *Yes, we have a sister company by name Fresh man. They are into the supply of products at [Supermarket chain] .*
- Charlotte** *So the vegetables are all coming here through Accra?*
- Manager** *No, it is not a branch, it is part of the [Supermarket chain] setup, so they deal with the farmers, they buy the product, do everything, import, do everything and they will supply [Supermarket chain] .*
- Charlotte** *I understand. The packaging of your product, is that something that [Supermarket chain] also does or does everything come packaged?*
- Manager** *no no no no, it is [Supermarket chain] that does the packaging*
- Charlotte** *Does it happen in Kumasi or Accra?*
- Manager** *All the shops in Accra, nobody can give it.. the packaging maybe, they supply the shops.*
- Charlotte** *So all your produce comes from Accra?*
- Manager** *Yes*
- Charlotte** *There's no local suppliers?*
- Manager** *Supplying from Kumasi to [Supermarket chain] , yes*
- Charlotte** *Okay and do all of your produce have the [Supermarket chain] logo on it? Or do some also have other logos?*
- Manager** *Maybe the farmers is often.. it goes through the fresh market and the fresh market will inform the marketing. This mango, that. The price they supply it to you it can go down. We bring our price down so the customer pays a fair price. The volumes...*
- Charlotte** *And maybe from my side one last question: How do you define your customer?*
- Manager** *They want value for money*



*We sell everything, to everybody, there are some things the price is cheaper than outside. For example grapes, we bring them in in large quantities. We buy from Spain, so the price will be cheaper than the ones from the roadside. So people can buy those. Then there are items and you see it anywhere, you see it outside. No local supply or shop will have the capacity to import and put it with the plain frozen.. even the storage, they don't have the capacity. There are some things, regardless of the price, those who like it, the prices are competitive compared to the outside. Like our bread, our bread is the cheapest. Everybody can come.*

**Charlotte** *Yes, your variety is big*

**Manager** *Yes you can see it. You can see the picture there with the farmer, we handle it well and we mostly sell the Ghana produce, the things that we source from locals, so the Ghanaians will also know that not everything is imported.*

[Supermarket visit]

### Part 1 - Introduction

- Charlotte** *Nice to meet you! Thank you so much for having us. What are your names?*
- Manager** *[name] and [name]*
- Charlotte** *So what are your role here in Melcom?*
- Assistant** *Assistant*
- Charlotte** *And you are the manager?*
- Manager** *Yes I'm mostly in charge of managing.*

### Part 2 - Suppliers

- Charlotte** *So, our research is mostly on farmers and how they grow crops.. how it can actually end up here in the supermarket. So the produce that you have here, where do you source most of your produce?*
- Manager** *Where we get it from?*
- Charlotte** *Yes who you buy it from, your suppliers*
- Manager** *Ah okay, we have some people that we work with. We have direct suppliers who supply directly to us.*
- Charlotte** *And those are farmers?*
- Manager** *yes*
- Charlotte** *What kind of farmers are your suppliers? So what type of farmers supply here?*
- Manager** *Actually, the type of farmers that we have, they're into a lot of .. I don't know how to put it but... she does almost all aspects except the animal produce.*
- Charlotte** *Only vegetables and fruits?*
- Manager** *Yes, no animals*
- Charlotte** *Do you have 1 farmer supplying here?*
- Manager** *From now 1, the others come from another place. The other suppliers come from the Melcom office.*
- Charlotte** *And the one farmer who supplies the vegetables here, is that farmer also from Kumasi?*
- Manager** *Yes*
- Charlotte** *Have you ever had multiple farmers who supply here or just one?*
- Manager** *Only one*
- Charlotte** *Just one?*
- Manager** *yes*
- Charlotte** *You think it's enough?*

**Manager** Yes, we get all that we need from her

**Charlotte** And you don't need more?

**Manager** That's what I am saying, we also have some other suppliers. From the other place, they are supplying us. The head office is supplied by other farmers and they will transport it to us. I don't know who those sources are, but the head office supplies some to the shop. We also have a direct supplier.

**Charlotte** Just to understand you correctly, you have one farmer who supplies you directly here, and you have the head office who also supplies you with the rest?

**Manager** yes. So the vegetables we have here are from multiple farmers. The head office is in Accra. The warehouse is over there.

**Charlotte** And, so you're not looking into collaborating with more farmers right now?

**Manager** That's only when we want items that we don't have right now. But now, all that we are having, is all supplied to us.

### **Part 3 – Process of getting into supermarket**

**Charlotte** Okay. And do you perhaps know what the process looks like of a farmer getting their produce here, in the supermarket? So if I was a farmer.. and I was growing my crops and I would want them to be sold here. What would I need to do?

**Manager** You have to pass the process. You go to the head office and you talk to them. You have to talk to the manager of the head office. You have to apply through the head office and not through the individual branches.

**Charlotte** Okay, and the type of farmers that supply here, are they smallholder farmers or are they more industrial farmers?

**Manager** I think they are more industrial farmers. Because they deal in large quantities. If you supply here you need to be able to supply in large quantities.

**Charlotte** So for example, at KAC, the students they learn how to cultivate crops without a lor or pesticides, so in a good way right, and then Holland Greentech supplies the right seeds, but the farmers that they work with are also smallholder farmers, so farmers with just small land, but the crops that they grow are good. Very healthy they are not industrial, would that be interesting for you?

**Manager** Even with our supplier, to clarify that, I think that she is in the business, she is also a smallholder, but the reason why I said that is ... I don't know the consistencies.. that's what I can say, but dealing with smallholders for us, if they are able to supply, then it's okay

**Charlotte** So quantity is important?

**Manager** It's a negotiation, so how many can you produce? So if, let's say you supply and you increase the production, I think we should be ... if you deal with small quantities, how are you able to deliver?

**Charlotte** So small quantity is expensive?

**Manager** Something like that yes.

**Charlotte** Okay, maybe you don't know, the farmers who supply to Melcom, what kind of criteria are important?

**Manager** *I can't say, they don't deal directly with us.*

**Charlotte** *Who does?*

**Manager** *The head office talks to the farmers directly*

#### **Part 4 - Packaging**

**Charlotte** *I was wondering, first of all, the vegetables that you have here in your supermarket, do you package them yourself?*

**Manager** *No*

**Charlotte** *They come here packaged?*

**Manager** *Yes*

#### **Part 5 - Advertisement**

**Charlotte** *And then I was wondering, some have logos on them or illustrations, do you ever also make use of marketing for your products? Like advertisement?*

**Manager** *If you're a company who produces, it is good you use your own advertisement. It is your product that we are selling, We don't have any logo to put on that. All that you see here are not our own products, so you can put a logo on here.*

**Charlotte** *But you never promote with that it's a Melcom product?*

**Manager** *Oh we have Melcom products?*

**Charlotte** *Also vegetables?*

**Manager** *No they are not our products. Some are brought from the Melcom, maybe you can see that as a Melcom product, but some comes from another source.*

#### **Part 6 - Transport**

**Charlotte** *Ehm and, if you have a new product coming in from your main supplier, do you transport it yourself or is there another company who takes care of that?*

**Manager** *Everything is transported directly here*

**Charlotte** *Does Melcom does that?*

**Manager** *No, they do that themselves. It is from the farmer side, The farmers supply it directly.*

**Charlotte** *So this transport, do you know if they have special transport, like refrigerated?*

**Manager** *Depending on the distance, you see, when we store under a certain weather for a long time, it may just spoil, so if it is coming from just a few distance, that's okay, but we are travelling from outside, only with short distances it is okay.*

## **Part 7 - Contact**

- Charlotte** *So are you often in contact with your suppliers?*
- Manager** *yes we have regular contact*
- Charlotte** *When do you contact each other?*
- Manager** *Usually when we get complaints from the consumers. If they buy vegetables and they don't keep long that the consumers are not happy.*
- Charlotte** *So has this happened that you had vegetables here?*
- Manager** *Oh, sometimes yes, the packaging is sometimes not good. At first we don't even package it*
- Charlotte** *So when you had produce coming in that did not meet your quality standards, what did you do?*
- Manager** *They have a way of negotiating, so before that, they were already have an agreement on that. So if this happens, then we will know what to do.*
- Charlotte** *So you already have an agreement in which says...*
- Manager** *That is how they .. I don't know it. They have to ....*
- Charlotte** *If your customers complain or if they are very happy about the produce, how do you hear from them?*
- Manager** *The more you talk to each other, the better, when they come let's say today and they come to tell be about the produce and that the quality is not good. If they come to me and buy. Thursday she will not buy it again so she will complain.*
- Charlotte** *Okay. So yesterday we visited one of the farmers here in Kumasi and she told us that there sometimes are also newer vegetables that maybe not everyone knows. Do you also have those type of vegetables here? Uncommon ones?*
- Manager** *Yes*
- Charlotte** *What type?*
- Assistant** *Squash*
- Charlotte** *And are there any ways in which Melcom assists customers who want to try out something new? So for example, they give you recipes or ways of using that produce, is that something that Melcom does?*
- Manager** *No not really*
- Charlotte** *Are there also vegetables that are more seasonal here?*
- Manager** *We have singular vegetables*
- Charlotte** *Same all year round?*
- Manager** *Yes*
- Charlotte** *And how would you define your customer?*
- Manager** *It is balance. We have all types of customers here, so I can't say. We can't give one description to them. We have diverse attitudes. But it all boils down to the sales assistant and the management how they do it. Depending on the type of attitude they gave you, you just have to manage it.*
- Charlotte** *Could you define your customer in terms of income level?*

**Manager** No

**Charlotte** So everyone can buy produce here?

**Manager** Yes anybody can

**Charlotte** So if you are a bit more poor, can you also shop here?

**Manager** Anyone can

**Charlotte** So I could maybe imagine that the produce you have here is quite high quality, it might be more expensive than the local market, is that the case?

**Manager** It depends. Some find it very less, others very true.

**Charlotte** What does it depend on?

**Manager** Most of the items here are mostly priced lesser.

**Charlotte** Okay, then a last question. Do you also work together with farming associations?

**Manager** That is the head office, we don't have it here

**Charlotte** So if we want to know more from the farmer side, we should go to Accra

**Manager** yes, or Adum

**Charlotte** Okay, thank you

[Supermarket visit]

Supermarket manager 2 – Large supermarket chain Ghana  
Kumasi, Ghana

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**Part 1 - Introduction**

- Charlotte** *Ehm, yeah, so you mentioned that the farmers you supply, you don't really know what type of farmers they are right?*
- Manager** *No I don't*
- Charlotte** *And industrial or smallholders?*
- Manager** *No idea*
- Charlotte** *And you also just said that packaging is important and that all the produce you have here is already packaged, so that is something that you don't do, right?*
- Manager** *Yes, we don't do it*
- Charlotte** *And in terms of marketing, for example advertisement for your vegetables, is that something that you do?*
- Manager** *We do, we do, we do promotions from time to time on local produce. As a supermarket we offer fruits and sometimes vegetables, but as for local produce, we do our promotions from time to time yes.*
- Charlotte** *What kind of promotions?*
- Manager** *Discounts*
- Charlotte** *Discounts?*
- Manager** *Yes*
- Charlotte** *Do you also.. so in the Netherlands for example, the big supermarkets, they have their own flyers, like magazines and then they display all the products that are on discount for that week.*
- Manager** *We doo.. we used to do soft copies to share them around, like flyers, but now we concentrate more on social media.*
- Charlotte** *And why did you stop with the soft copies?*
- Manager** *hmmmm management*
- Charlotte** *You're not in control of that?*
- Manager** *No*
- Charlotte** *What kind of social media platforms do you use?*
- Manager** *Our website*
- Charlotte** *Can you buy directly from your website?*
- Manager** *Yes, they can buy online, in Accra only, not here, but you can buy online there*
- Charlotte** *You mention you also use whatsapp groups?*
- Manager** *Ehh, whatsapp groups, no no no no*
- Charlotte** *So you have whatsapp?*

**Manager** We have whatsapp, but we don't use it to advertise

**Charlotte** So only to communicate?

**Manager** Yes if clients want to communicate then we do it through whatsapp.

**Charlotte** Okay, so when a farmer has a certain vegetable packaged for you, is everything transported here, or do you also sometimes need to go to a point?

**Manager** No, they have to transport and deliver it here.

**Charlotte** And then they transport to Accra and then from Accra to here?

**Manager** Yeah

**Charlotte** So the packaging and the cleaning, does it happen in Accra or do the farmers do this?

**Manager** The suppliers do, the farmers. I'm not sure, but I believe maybe let's say 99% of the produce is supplied into already packaged. For example, sometimes, grapes, which is imported, it comes in a whole bulk and we put it into the transparent disposable containers and we put the stickers on. Even in Accra I believe they do it. Most of the time product comes from abroad so there's a lot of damages in the boxes, it's easier for the customers instead if they need to put it into the boxes themselves, especially the grapes. Sometimes it comes already packaged.

**Charlotte** So it depends, sometimes it comes packaged and sometimes you package it yourself?

**Manager** Yes we always try to make everything easier for the customer

**Charlotte** For local produce you prefer not?

**Manager** No the local produce, everything is supplied already packaged. Only the grapes are not packaged but they are imported, and we package the grapes ourselves.

**Charlotte** Do you have any idea if Palace also works with farming associations?

**Manager** I don't know

**Charlotte** From my side, the last question, how do you define your customer?

**Manager** How do I define my customer...

**Charlotte** Maybe income level or family situation..

**Manager** As for Kumasi, the individual incomes are lower than in Accra. Even let's say foreigners or expats, they don't have the power of spending like in Accra, but the local Ghanaians all, very low. There is a lot of items that we import, especially for internationals, I don't get it here, only Kumasi. I don't have people to buy it from me.

**Charlotte** So your assortment differs per place?

**Manager** Yes it is different in Kumasi and Accra

**Charlotte** So you request the head office what you want

**Manager** Yes I do

**Charlotte** Ehm. Do you also have different prices?

**Manager** No, same price, same products, different assortment

**Charlotte** So, in terms of income level, is it mostly the higher income level that buys produce here?

**Manager** Yeah

**Charlotte** Any professions you encounter a lot?



**Manager** *Ehh, I don't know, I can't tell, I don't know everyone who shops here hahahahaha*

**Charlotte** *So usually it's the higher income class who shops here.*

**Manager** *Yes*

**Charlotte** *So do you have a lot of expats and internationals?*

**Manager** *yes we have*

**Charlotte** *Okay*

[Supermarket visit]

Kwadaso Agric College Staff – interview 1  
Crop Science Department  
Kumasi, Ghana

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**Charlotte** *Hi, how are you*

**Staff member** *Good*

**Charlotte** *So which department do you work in?*

**Staff member** *In the crop science department, we have a few departments and I work there.*

**Charlotte** *Thank you, how long have you been working here at KAC?*

**Staff member** *About 4 years now*

**Charlotte** *4 years in the same department?*

**Staff member** *Yes*

**Charlotte** *So you started in mechanization and now you're still in Crop science?*

**Staff member** *Yes*

**Charlotte** *And what did you do before you started working here?*

**Staff member** *I did a few things after I got my degree, but nothing very official.*

**Charlotte** *So your degree is in?*

**Staff member** *Agricultural engineering*

**Charlotte** *Not from here, right?*

**Staff member** *No, from KNUST*

**Charlotte** *Agricultural engineering from KNUST*

**Staff member** *Yes*

**Charlotte** *Nice. Eh, and have you also been a farmer here yourself?*

**Staff member** *No*

**Charlotte** *Never farmed?*

**Staff member** *Well, I have done some backyard garden farming, but not really conventional or commercial farming*

**Charlotte** *So only backyard farms for home consumption?*

**Staff member** *Yes, just for home*

**Charlotte** *You never sold anything?*

**Staff member** *No*

**Charlotte** *Okay, then maybe it's nice to talk a bit more about the courses that you give, so what kind of things do you teach your students? Within the mechanization of agriculture*

**Staff member** *The courses?*

**Charlotte** *Yeah*

**Staff member** *So we have irrigation and drainage, soil and water conservation, machinery, land surveying, chemitology and farm structures. But we don't always teach the same courses.*

**Charlotte** *Surveying?*

**Staff member** *Yeah like the measurements of the land.*

**Charlotte** *You have multiple teachers per department, do they all teach the same courses?*

**Staff member** *So we don't always see the same courses every time, I teach cultivating this year and next year I might teach something else. So we don't always teach the same, so everybody teaches something different every year. I've taught them all before.*

**Charlotte** *And you discuss who teaches what next year?*

**Staff member** *yeah*

**Charlotte** *And the development of these courses, ehm you develop these yourselves or with partners?*

**Staff member** *Okay so ehm, initially we developed it, but after we developed a new course material. We develop it together with Nuffic. Since 2019 our courses have been focused more around agribusiness ad it is more agribusiness oriented. Each 5 years there is a new curriculum and then the five years after we are not able to make changes within the curriculum. They first need to be approved before we can do that and that happens after 5 years. So we do curriculum reviews with other professors of other universities. So almost immediately after I started in 2019, we reviewed the curriculum.*

**Charlotte** *SO the kind of courses that you teach, do you also teach for the Archipelago program?*

**Staff member** *Yeah, so I teach irrigation for Archipelago.*

**Charlotte** *Ehm, and the courses that you teach, the archipelago group, are they very different from the regular curriculum.*

**Staff member** *Well, they are not that different, but they are a bit simplified due to the time constraint. Maybe they are also not as technically oriented. They need to get the basics of why things are like that and we use a lot of practicals to make it easier for them to understand what it is about.*

**Charlotte** *Right, so what we heard is that a lot of students within archipelago are not always farmers, right, and they might never be*

**Staff member** *yeah. We have practicals every morning. The practicalities are for every students, that's what we're known for.*

**Charlotte** *So the practicals are for all students?*

**Staff member** *Yes, archipelago and the regular ones.*

**Charlotte** *So what kind of materials do you use in your lectures?*

**Staff member** *For my lectures I use learning materials, I use the projector and I use slides, I also give assignments to the students, I sometimes give them a test or some kind of an exam, also sometimes a quiz, books I also use, at least I tell the students to read the books but they will mostly just use the learning materials that I give them. It saves them time. And the practicals are also materials we use.*

**Charlotte** *So do you ever work together with alumni to develop your courses?*

**Staff member** *No, not that I know of. The alumni are not incorporated within the curriculum of our courses. We do sometimes go by some alumni and then we have a look at the facilities that they use.*

Kwadaso Agric College Staff – interview 2  
Crop Science Department  
Kumasi, Ghana

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**Charlotte**      *nice to meet you*

**Staff member**    *Nice to meet you*

**Charlotte**      *What is your name?*

**Staff member**    *[name]*

**Charlotte**      *Okay, I'm Charlotte*

**Staff member**    *Nice*

**Charlotte**      *So ehm, first of all I'd like to ask you a few questions about your role here at Kwadaso, so ehm, how long have you been working here?*

**Staff member**    *4 years*

**Charlotte**      *and what is your role here?*

**Staff member**    *I'm a tutor*

**Charlotte**      *A tutor? What does that mean?*

**Staff member**    *I teach, I'm a teacher, a lecturer*

**Charlotte**      *and before I dive into what you exactly teach, what did you do before you started here?*

**Staff member**    *I've always been a teacher, but somewhere else*

**Charlotte**      *So you really like teaching?*

**Staff member**    *yeah*

**Charlotte**      *Where did you teach before here?*

**Staff member**    *[Name], I have a degree in field crop science.*

**Charlotte**      *So do you farm?*

**Staff member**    *Well, I do more gardening*

**Charlotte**      *So, what kind of gardening?*

**Staff member**    *A few crops and a few flowers*

**Charlotte**      *What kind of crops?*

**Staff member**    *Cucumber, watermelon, pepper, but they are all for home consumption, I do not sell anything. This is personally what I do..*

**Charlotte**      *You don't sell anything?*

**Staff member**    *Also pepper, also just for home consumption*

**Charlotte**      *Have you ever thought about selling a little bit*

**Staff member**    *I do that with the students, I don't do it myself. I do not have the space to go and do it themselves.*

**Charlotte**      *What kind of crops?*

**Staff member** *Cucumber, they grow carrots, cabbage, lettuce, okra*

**Charlotte** *So who do you sell it to?*

**Staff member** *So the students have their own plot on campus, that is where they grow most of their crops. I teach them how to do it and I help them and they will sell it. They are in contact with market women from the local market that is nearby the college. It is a community market. This is all directly linked, this is a practical of one of my courses. The plot, it is one stream of students, one batch. They learn how to sell it and we give them a budget. I teach them how to make use of the budget in a good way. The budget is meant for the crops that they grow, so they buy their own seeds from the budget that they get. The students don't sell the produce directly, they sell it to the market women and the market women then sell it for them.*

**Charlotte** *Okay that sounds very interesting*

**Staff member** *Yeah and the students also really enjoy it.*

**Charlotte** *So what kind of courses do you teach?*

**Staff member** *I teach plant protection, but you would call it plant health*

**Charlotte** *okay, interesting, do you teach any other courses?*

**Staff member** *yes I do.. I teach plant breeding*

**Charlotte** *Okay*

**Staff member** *And I teach floriculture*

**Charlotte** *What is that?*

**Staff member** *That has to do with growing flowers. And I also do landscaping.*

**Charlotte** *Okay*

**Staff member** *And I also do crop production and propagation.*

**Charlotte** *What kind of materials do you use in your lectures?*

**Staff member** *I use the projector, the laptop, I use my laptop to project the slides with, I use some hand-outs of the notes that I make myself, I also use a few gardening tools.*

**Charlotte** *Anything else?*

**Staff member** *yes I also use books, and sometimes I give the students assignments, I also sometimes give quizzes and exams to the students*

**Charlotte** *How did you develop your materials?*

**Staff member** *I developed it myself. The school has designed the course, and we the teachers are able to adjust it a little bit. So we already know what we need to teach but we need to make our own quizzes, exams, handouts and everything. So that is left with the teachers to come up with.*

**Charlotte** *Do you ever use your alumni in your courses?*

**Staff member** *Yes, I do, I sometimes invite them over for guest lectures, we also sometimes go to the field and then we visit the alumni. They will give us a field demonstration. We have some field visits to also show the general agriculture*

**Charlotte** *So in what way is the archipelago program different from the regular one?*

**Staff member** *We use intergrated pest management and pitching. So for the Archipelago program, it is all a bit more integrated. For the regular program, we have 2 different courses, we have the business courses and the agriculture courses. Students often find it difficult to understand in what ways they can use the business aspects in their other courses. They do not see the link between the two. The bridge is not there. For archipelago we made the bridge so it is more clear why certain business courses are there.*

**Charlotte** *And why is the bridge not there in the regular program?*

**Staff member** *the regular program was reviewed some time ago and after that, the archipelago program came. We can not change the regular program now. We need to wait a few years before we can make adjustments again. You need to have your curriculum for 5 years before you can make the changes your want. So maybe in a few years we can make some changes.*

**Charlotte** *Do you sometimes invite the alumni over?*

**Staff member** *Yes for founders day, then all the alumni are welcome and we celebrate our founders. And sometimes they also come over for certain lectures or talks. Each and every year the founders day is an important day and a lot of students will be there.*

**Charlotte** *Are the alumni also in contact with each other?*

**Staff member** *They have a whatsapp group where they can exchange ideas or if there's something important they can le each other know.*

Kwadaso Agric College Staff – interview 3  
Crop Science Department  
Kumasi, Ghana

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**Charlotte** *Hi nice to meet you*

**Staff member** *Nice to meet you*

**Charlotte** *How long have you been working here, at Kwadaso?*

**Staff member** *I have worked here since 2019, so almost 4 years now.*

**Charlotte** *What did you do before?*

**Staff member** *I worked with the ministry of agric, I worked there for four years*

**Charlotte** *What is your degree?*

**Staff member** *I have a degree in architecture and food security*

**Charlotte** *What kind of courses do you teach here, at Kwadaso?*

**Staff member** *I teach horticulture, the general horticulture, I teach plantation crops, I teach vegetables, and I teach field experimentation.*

**Charlotte** *What does that mean?*

**Staff member** *I teach the students how to conduct an experiment on the field*

**Charlotte** *What kind of tools do you use in your courses?*

**Staff member** *I use powerpoints, I use some slides, I also sometimes extract information from the internet and then I make it into a handout, I also make use of books. But the students prefer the handouts that I give. I make them myself and they are my notes. I do refer to the books.*

**Charlotte** *So do the students sometimes read the books?*

**Staff member** *Not that much, I refer to them, but I don't think they read them a lot.*

**Charlotte** *So how do you make your course materials?*

**Staff member** *We have the syllabus, I there you can find the course outline and then some materials. We need to provide the materials and prepare them*

**Charlotte** *Okay thank you*



# Appendix 4

## Coded transcripts

# Step 1 and 2: Open and Axial Coding

## Transcript Farmer interview 1

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### Open Coding

#### 1. Farming practices

- Crop varieties grown
- Land size and distribution
- Market considerations for crop selection
- Multiple crop cultivation for market flexibility
- Labor management

#### 2. Crop selection and market demand

- Challenges in growing certain crops (pineapple, potatoes)
- Adapting to market demand and changing preferences

#### 3. Selling and distribution

- Current customers and target markets
- Customer acquisition and relationship management
- Challenges with market women and waste management

#### 4. Marketing strategies

- Planned marketing channels (radio, television, social media)
- Registration process for personal farm branding
- Collaboration with associations for marketing

#### 5. Export and expansion plans

- Green label certification for export
- Vision of exporting to other countries
- Financial challenges and the need for investment

#### 6. Cooperative marketing

- Collaborative marketing with other farmers

- Standardization of practices and quality control

## 7. Financial management

- Self-financing the farm
- Limited access to loans from banks
- Dealing with weather-related challenges

## **Transcript Farmer interview 2**

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### **Open Coding**

Certainly! Here's an elaboration on the themes and corresponding codes identified in the text:

#### 1. Location and Farm Ownership:

- Location: KNUST campus, Kumasi, Ghana
- Ownership: Farmer owns the farm (approximately 3 acres) with others, extending from their side down to the road.

#### 2. Types of Crops:

- Spring onion, lettuce, cucumber, cabbage are the main crops grown.
- Beetroot, radish, green pepper, black beauty, aubergine, cauliflower were mentioned as crops previously grown but faced market challenges.

#### 3. Market Demand and Crop Selection:

- Crop selection is influenced by both earning potential and consumer demand.
- Farmers choose crops based on what earns them more and what people want to buy.

#### 4. Harvest and Sales:

- Monthly costs of approximately 12,000 cedis, including expenses for fertilizer, labor, and water.
- Some crops go to waste due to weather conditions or market demand.
- Market women come to the farm to buy produce based on negotiated prices.

- Direct sales to consumers, including individuals and house people (possibly local residents).
- No previous collaboration with companies, supermarkets, or restaurants, but interest in exploring such opportunities.

#### 5. Collaboration and Business Opportunities:

- Farmers are part of the "peace and love" association, which consists of 5 groups.
- The association is preparing to visit Shoprite and Melcom supermarkets to explore selling opportunities.
- Exchange of knowledge and expertise within the association.
- Interest in having more customers and working with companies for expanded business.

#### 6. Marketing Strategies:

- No current marketing methods such as advertisements.
- Personal connections with customers through phone calls to maintain relationships.
- Interest in marketing through advertisements, radio, pamphlets, and utilizing the association's van to distribute produce.

#### 7. Financial Aspects:

- Loan obtained from Opportunity Bank.
- Difficulties in accessing loans from banks.
- Other farmers in the area also have loans from the same bank.
- Loan is used for farming activities and joined by a group of 6-7 people.

#### 8. Association and Collective Farming:

- Farmers join the peace and love association by purchasing a form and paying a fee.
- Collective farming activities, such as planting maize, are carried out within the association.
- Limited contacts with companies or restaurants at the association level.

### **Transcript Farmer interview 3**

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#### **Open Coding**

##### Theme 1: Importance of Education

1. The guest emphasizes the significance of education for personal and professional growth.

- Education is seen as a means to acquire knowledge and skills.
- Lifelong learning is emphasized for continuous development.

## 2. Access to Education

- The guest discusses the barriers to accessing education, such as financial constraints and lack of resources.
- The importance of equal educational opportunities for all individuals is highlighted.
- Efforts to improve access to education through scholarships, grants, and technology are mentioned.

## 3. Empowering Individuals

- Education is viewed as a tool for empowerment and self-improvement.
- The guest discusses how education can help individuals overcome challenges and achieve their goals.
- Personal stories and examples are shared to illustrate the transformative power of education.

## 4. Education and Socioeconomic Development

- The guest emphasizes the positive impact of education on socioeconomic development.
- Education is seen as a catalyst for social mobility and economic growth.
- The correlation between educational attainment and employment opportunities is discussed.

## 5. Innovative Teaching Methods

- The guest explores innovative approaches to teaching and learning.
- The integration of technology in education is mentioned.
- Discussion on project-based learning, experiential learning, and personalized learning approaches.

## 6. Challenges in Education

- The guest discusses the challenges faced in the education system, such as outdated curriculum and teacher shortages.
- Issues related to educational inequality and lack of resources in certain communities are highlighted.
- The need for educational reforms and policy changes is mentioned.

## Transcript Farmer interview 4

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### Open Coding

#### 1.: Organizational Structure and Operations

- Separate ownership of the greenhouses from KNUST
- Division of work between production and marketing teams
- Importance of weight in selling and customer satisfaction
- Farming practices and crop rotation
- Future plans for expansion and export
- Market assessment and meeting customer demand

#### 2.: Crop Production and Greenhouse Size

- Crops grown in the greenhouse (cucumber, tomatoes, bell pepper, habanero pepper, cabbage, lettuce)
- Greenhouse size (30x10 meters)
- Number of greenhouses (10 at the current location, 15 at other places)
- Total number of greenhouses in different regions

#### .3. Market Channels and Distribution

- Selling produce to individual customers, shops, and restaurants
- Supplying vegetables to Kumasi and Accra malls
- Distribution logistics and coordination with drivers
- Wholesale and retail markets
- Collaboration with Melcom and Shoprite
- Direct sales at the farm and bulk purchases

#### 4. Qualities Important for Supermarket Sales

- Shelf life of produce
- Quality and safety of greenhouse-grown produce
- Proper application of chemicals
- Hygienic aspects and packaging
- High-quality produce and manageable prices

- Targeting customers based on income level

#### 5. Marketing Methods

- Use of social media platforms (Facebook, Twitter, Instagram)
- Radio and TV advertisements
- Interviews and video advertisements
- Current focus on meeting demand before expanding marketing efforts

#### 6. Financial Support and Land Agreement

- Sponsorship by Exit Bank
- Rental agreement for the land and profit sharing
- Involvement of Ashanti kingdom in sponsorship and control

### **Transcript Farmer interview 5**

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#### **Open Coding**

##### 1. Farming

- Crops grown: cabbage, lettuce, spring onions, cucumber, pepper
- Land size: Approximately 2 acres per farmer

##### 2. Business

- Current selling methods: selling to market people, selling at the local market
- Market interaction: Market women come to the field to buy produce, farmers harvest the requested vegetables for them
- Alternative selling methods: Farmer 4 sells peppers; Farmer 1 wants to export but hasn't started yet
- Challenges in selling: Difficulties selling to restaurants, preference for buying from one source, limited storage facilities leading to perishable produce and post-harvest losses

##### 3. Association

- Farmers are part of an association, but it is not active
- Unknown name of the association



## Transcript Farmer interview 6

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### Open Coding

#### 1. Farming

- Crop selection: Lettuce, spring onion, bell peppers, cabbage, cucumber, broccoli, cauliflower
- Market-driven approach: Crop selection depends on market demand and prices
- Replanting and seed sourcing: Spring onions are replanted using mature ones, lettuce is sold entirely, seeds for spring onions are sometimes bought from Burkina Faso
- Other activities: Farmer also engages in catfish farming in a pond as a side job

#### 2. Marketing and Sales

- Sales channels: Mainly selling to market women/aggregators who buy directly from the farm
- Collaboration with other farmers: Member of a farmer-based organization, sharing knowledge and experiences with other farmers
- Interest in exploring new markets: Open to the idea of selling to restaurants and hotels, considering the possibility of supplying spring onions to meet demand
- Transportation: Market women/aggregators arrange transportation themselves, occasionally using taxi drivers or other transport services
- Knowledge sharing: Willingness to share contacts and information with others for the benefit of the association

#### 3. Challenges and Adaptation

- Sales challenges: Delayed arrival of market women, potential crop spoilage due to delayed harvest
- Pest and disease management: Farmer has learned how to address pest problems over time
- Water availability: Limited water supply from a small stream during the dry season, leading to restricted planting near the stream
- Financial concerns: Initial worries about money, but gradually overcoming them through improved understanding and management of farming activities

## Transcript Farmer interview 7

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### Open Coding

#### 1. Introduction:

- Location: Kumasi, Ghana
- Farmer has a shop where they sell feed, fertilizer, and provide advice to other farmers.
- Farmer's farm is not located near the shop; they have to drop off seedlings at their house on the way to the farm.
- Farmer has a cleaning and packaging place for their crops at their house.
- Most of the crops at the farmer's place are for their own consumption.

#### 2. - Farming:

- Farmer primarily has a poultry farm but also grows some crops.
- Farmer has three workers for their vegetable farm and hires extra farmers during harvesting time.
- Farmer used to grow pepper, tomato, lettuce, cauliflower, and cabbage but stopped due to a lack of market demand.
- Farmer is considering growing ginger, turmeric, or mint due to high market demand and limited competition.
- Farmer has not faced any challenges or difficulties in growing these crops.
- Farming alone is sufficient to sustain the farmer's family.
- Farmer received training and high-quality seeds through the Archipelago project and Holland Greentech.

#### 3. - Business:

- Farmer sells produce to people who come to pick it up, open-air markets, friends, family members, the church, and Melcom (a local store).
- Melcom contacted the farmer after initially showing them their poultry farm and later contacted them for vegetable supply.
- Farmer has their own website where people can place orders for vegetables.
- Farmer uses Facebook and WhatsApp to sell their produce.
- Farmer does not work with any companies to get their products on the market.
- Farmer outsources packaging and stickers from an old friend.
- Farmer has not tried selling produce to restaurants or hotels yet.

- Farmer advertises their products by posting pictures on WhatsApp and highlighting the benefits of the vegetables.
- Farmer has their own brand and packaging for their produce.
- Farmer sometimes outsources transportation to drivers when they are busy.

#### 5. - Marketing:

- Farmer uses Facebook, LinkedIn, and WhatsApp for marketing.
- Farmer is interested in selling produce online through their website but has not started due to time constraints and the need for technical skills.
- Farmer seeks advice from other farmers and conducts their own research.
- Farmer shares farming practices but not marketing strategies.
- The farmer advises other farmers to focus on the target market and engage in extensive marketing efforts.
- Vegetables are not commonly consumed in Ghana, so marketing and educating the public about their benefits is crucial.
- The high prices of vegetables in the market make it challenging to sell to the average Ghanaian.
- The farmer emphasizes the need for marketing and reasonable pricing.
- The farmer mentions making sauce from excess chili peppers to minimize post-harvest losses and increase revenue.

## Transcript Hotel interview 1

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### Open Coding

#### 1. Current Sourcing Methods:

- The hotel currently sources its produce from the local market.
- The chef goes to the market to purchase vegetables and fruits.
- They serve local food and have not explored working directly with farmers.

#### 2. Convenience and Quality:

- The current sourcing process is convenient for the hotel.
- They have not faced any challenges with the quality of the produce from the market.
- The hotel does not grow any crops themselves.

#### 3. Collaboration with Farmers:

- The hotel does not have a direct link or collaboration with farmers.
- They have not considered working directly with farmers due to factors like transportation costs and accommodation.

#### 4. Cost Considerations:

- The manager mentions that the value, considering accommodation and transportation, would be the same whether they go to the market or farmers come to the hotel.
- They believe going to the market is more practical than having farmers come directly to the hotel.

#### 5. Supermarket vs. Local Market:

- The hotel occasionally goes to the supermarket for specific items that are not available at the local market.
- Some products like rice for banku and corn dough are only found at the local market.

#### 6. Personal Connection and Efficiency:

- The idea of having a personal connection with farmers and requesting specific produce directly to the hotel is discussed.
- The potential benefits include time savings and the possibility of negotiating prices.

#### 7. Previous Experience:

- The hotel has had a few instances where farmers came to sell, but they have not established direct partnerships or worked with them regularly.

### **Transcript Hotel interview 2**

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#### **Open Coding**

##### 1. Role and Duration of Manager:

- Manager's role as a receptionist
- Manager's tenure of 10 years

##### 2. Types of Rooms:

- Standard single room with 1.5 beds
- Standard double room
- Special glass room
- Twin bed room
- Family room

##### 3. Guest Demographics:

- Nationwide guest representation
- International guests are more common than local guests

##### 4. Booking Process:

- Not listed on booking.com
- Guests need to mention the hotel's name while making a reservation
- Bookings are made via email or through the director

##### 5. Food Offerings:

- Local and continental cuisine served

- No Chinese food available
- Meals include breakfast, lunch, and dinner

#### 6. Restaurant Guests:

- Non-guests are also welcome in the restaurant

#### 7. Food Procurement:

- Fruits and vegetables are ordered from the market
- Orders are placed with market queens
- Contact with market queens established through farm visits
- Market queens source and deliver the produce
- Produce is delivered fresh in a car/pick-up

#### 8. Working with Farmers:

- No direct engagement with farmers currently
- Previously worked with one farmer who no longer farms
- Reliance on market queens due to accessibility and pricing
- Farmer associations with good farming practices are considered
- Difficulties in dealing directly with farmers due to intermediaries and commissions

#### 9. Quality and Pricing:

- High-quality produce obtained from market queens
- Farmers' prices are generally cheaper than market queens
- Prices vary depending on weather conditions (rainy vs. dry season)
- Inability to choose specific produce when buying from market queens

#### 10. Manager's Decision-Making:

- Manager's authority limited to discussing with the director for changes
- Concerns about water quality affecting local farmer's produce
- Manager's satisfaction with the current quality of produce

## 11. Collaboration with Other Hotels:

- Limited information on other hotels' practices with market queens
- Mention of queuing for vegetable purchases

## 12. Hotel's Crop Production:

- No on-site crop production at the hotel

### **Transcript Hotel interview 3**

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#### **Open Coding**

##### 1. Supplier sourcing

- Market women as suppliers
- Consideration of alternative suppliers
- Efficiency and cost-effectiveness in sourcing
- Working with farmer associations

##### 2. Quality assurance

- Concerns about the quality of produce from market women
- Importance of knowing the source of produce
- Interest in working directly with farmers for better quality control

##### 3. Ordering and storage

- Ordering frequency and flexibility
- Storage methods (cold rooms, fridge)
- Occasional problems with produce quality

##### 4. Farmer engagement

- Limited direct interaction with farmers
- Acceptance of produce from farmers
- Interest in visiting farms, but time constraints

## 5. Consumer preferences

- Desire for a single source of produce
- Importance of taste testing and knowing the source

## 6. Business priorities

- Efficiency and cost-effectiveness
- Budgeting and planning for procurement
- Balancing supply with demand

## **Transcript restaurant interview 4**

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### **Open Coding**

#### 1. Farmer Sourcing

- Direct contact with farmers
- Working with multiple farmers
- Reliability and availability of farmers
- Difficulty in finding reliable farmers
- Contacts through recommendations
- Limited time for visiting farmers
- Absence of websites for farmer discovery

#### 2. Farmer Selection Criteria

- Ability to fulfill specific produce requirements
- Comprehensive range of vegetables and fruits
- Preference for working with one or two farmers
- Importance of both price and quality

#### 3. Farmer Engagement

- Occasional direct visits to farmers



- Farmers reaching out directly for business opportunities

#### 4. Supply Chain Management

- Purchasing groceries on a weekly basis
- Need for additional purchases during the week
- In-house storage facilities (fridge, cold room)
- Delivery drivers for procuring groceries

### **Transcript restaurant interview 5**

---

#### **Open Coding**

##### 1. Relationship with Farmers

- Farmers approach the restaurant to offer their products.
- Some farmers visit the restaurant personally to introduce themselves and their products.
- The restaurant establishes relationships with farmers who provide quality and affordable products.
- Multiple suppliers are maintained to ensure a continuous supply.

##### 2. Sourcing of Produce

- The restaurant purchases produce from various sources, including supermarkets (Shoprite, Melcom, China malls), Palace mall, and Santasi.
- Farmers are contacted directly when specific items are not available at the supermarkets.
- Market is the last resort for sourcing produce.

##### 3. Quality and Price Considerations

- Quality and price are the two main variables that determine the selection of farmers to work with.
- The restaurant prioritizes high-quality products for the VIP lounge and expat customers.
- Price affordability is essential for the restaurant's purchasing decisions.

##### 4. Challenges and Opportunities

- Reliability and consistent supply from individual farmers are uncertain due to market dynamics.

- The restaurant is open to competition and welcomes new suppliers.
- The idea of sourcing produce from farmer associations is considered brilliant, but current limitations in storage capacity and logistics exist.
- The restaurant seeks ways to streamline the sourcing process, such as receiving weekly supplies from farmers.

#### 5. Communication and Contacting Farmers

- Personal contacts from clients and individuals in various organizations are used to find potential suppliers.
- The restaurant keeps a list of suppliers' names, contact information, and locations.
- Internet research and attending farmers' association meetings are potential ways to discover new farmers.

#### 6. Future Plans

- The restaurant plans to establish its own crop production in the future.
- Expanding storage capacity will enable direct sourcing from farmers.
- Exploring online platforms or apps to connect with farmers is an opportunity for improvement.

### **Transcript supermarket interview 1**

---

#### **Open Coding**

##### 1. Suppliers and Farmer Types

- Direct suppliers from whom the supermarket chain sources produce are farmers.
- The supermarket has one farmer who supplies vegetables directly to the store, while other suppliers come from the head office.
- The current supplier is a smallholder farmer who can meet the supermarket's requirements.
- Dealing with smallholders is acceptable if they can supply in sufficient quantities.
- Industrial farmers are preferred because they can provide large quantities of produce.

##### 2. Process of Getting into Supermarket

- Farmers need to go through the process and apply at the head office to have their produce sold in the supermarket.

- The head office handles the communication with farmers and decides on the suppliers.

### 3. Packaging

- The supermarket does not package the vegetables themselves; they arrive at the store already packaged.

### 4. Advertisement and Branding

- The supermarket does not have specific branding for the vegetables they sell.

- Farmers or companies producing the vegetables are encouraged to use their own branding and advertisement.

### 5. Transport

- The farmers directly transport the produce to the supermarket.

- Depending on the distance, refrigerated transport may be used to prevent spoilage.

### 6. Contact with Suppliers

- Regular contact is maintained with suppliers, especially when there are consumer complaints about the quality of the produce.

- Quality issues are addressed through negotiations and agreements with the suppliers.

### 7. Uncommon Vegetables and Customer Assistance

- The supermarket stocks uncommon vegetables like squash.

- The supermarket does not provide specific assistance to customers for trying out new produce, such as recipes or usage suggestions.

### 8. Seasonal Vegetables and Customer Profile

- The supermarket has singular vegetables available all year round.

- The customer base is diverse, and it is challenging to define the customer profile in terms of income level.

- Anyone, including people with lower income, can shop at the supermarket.

- The pricing of produce varies, with some items priced lower than others.

### 9. Farming Associations

- The supermarket does not work with farming associations at the local level; such collaborations happen at the head office.

## **Transcript supermarket interview 2**

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### **Open Coding**

#### 1. Theme: Farmer Suppliers and Packaging

- Farmers as suppliers: The supermarket has direct suppliers who are farmers.
- Types of farmers: The manager is unsure about the types of farmers supplying the supermarket.
- Packaging: The supermarket does not handle packaging; the produce arrives already packaged.
- Packaging responsibility: Farmers/suppliers are responsible for packaging the produce.
- Imported produce: Imported produce, like grapes, may require additional packaging by the supermarket.
- Customer convenience: The supermarket aims to make the packaging process easier for customers.

#### 2. Marketing and Promotions

- Marketing strategies: The supermarket uses promotions and discounts to market their products.
- Promotional mediums: The supermarket used to distribute soft copies (flyers) but now focuses more on social media platforms like their website.
- Online purchasing: Customers can buy products online through the supermarket's website (only available in Accra, not in Kumasi).
- WhatsApp communication: WhatsApp is used for customer communication but not for advertising purposes.
- Advertising channels: The supermarket primarily utilizes its website for advertising.

#### 3. Transport and Delivery

- Transport responsibility: Farmers/suppliers are responsible for transporting and delivering the produce to the supermarket.
- Transport route: Produce is transported from the farmers/suppliers to the head office in Accra and then distributed to the supermarkets, including the one in Kumasi.
- Packaging and cleaning: Farmers/suppliers handle the packaging and cleaning of the produce, including pre-packaging certain items.

#### 4. Customer Definition

- Income level: The supermarket manager suggests that customers in Kumasi generally have lower incomes compared to Accra.
- Assortment based on location: The supermarket adjusts its product assortment based on the specific location, such as Kumasi or Accra.
- Different customer segments: The supermarket caters to a variety of customers, including higher-income individuals, expats, and internationals.

### **Transcript supermarket interview 3**

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#### **Open Coding**

##### 1. Farmer Suppliers and Supply Chain

- Indirect farmer interaction: The supermarket manager doesn't directly deal with farmers but has knowledge of the supply sources.
- Foreign-based products: Some products are imported from Europe due to Ghana's weather conditions.
- Local-based products: The supermarket sources products from local Ghanaian farmers.
- Supplier location: The farmers supplying the supermarket can be from both Kumasi and Accra.
- Buying team: A buying team at the Accra branch is responsible for sourcing suppliers and bringing the produce to the supermarket.
- Cold van transport: Suppliers use cold vans to transport the products from farmers to the Accra branch.
- Value addition: The Accra branch adds value to the products before supplying them to Shoprite supermarkets.

##### 2. Theme: Packaging

- Packaging responsibility: Shoprite is responsible for packaging the products.
- Packaging location: Packaging is done in Accra, and the packaged products are supplied to the different Shoprite stores.
- Shoprite logo: The produce may have the Shoprite logo on it.

##### 3. Customer Definition and Market Strategy

- Customer value: Customers expect value for money and are interested in fair prices.
- Variety of customers: The supermarket caters to a diverse customer base.

- Competitive pricing: The supermarket offers competitive prices, particularly on items like grapes and bread.
- Imported vs. local produce: The supermarket emphasizes that not everything is imported, and they primarily sell Ghanaian produce.

# Step 3: Selective Coding

#### Selective Code: Crop Selection and Market Demand

- Individual Codes: Crop varieties grown
- Challenges in growing certain crops
- Adapting to market demand and changing preferences
- Crop selection influenced by earning potential and consumer demand
- Market-driven approach for crop selection

#### Selective Code: Selling and Distribution

- Individual Codes: Current customers and target markets
- Customer acquisition and relationship management
- Challenges with market women and waste management
- Selling to market women/aggregators
- Direct sales to consumers
- Selling at local markets
- Interest in selling to restaurants and hotels
- Collaboration with Melcom and Shoprite
- Selling produce to individual customers, shops, and restaurants

#### Selective Code: Marketing Strategies

- Individual Codes: Planned marketing channels (radio, television, social media)
- Registration process for personal farm branding
- Collaboration with associations for marketing
- No current marketing methods
- Personal connections with customers through phone calls
- Interest in marketing through advertisements, radio, pamphlets
- Utilization of the association's van
- Use of social media platforms (Facebook, Twitter, Instagram)
- Radio and TV advertisements
- Interviews and video advertisements
- Marketing through Facebook, LinkedIn, and WhatsApp



#### Selective Code: Export and Expansion Plans

- Individual Codes: Green label certification for export
- Vision of exporting to other countries
- Financial challenges and the need for investment
- Interest in exploring new markets
- Interest in selling produce online through a website
- Interest in selling to supermarkets and malls

#### Selective Code: Financial Management

- Individual Codes: Self-financing the farm
- Limited access to loans from banks
- Loan obtained from Opportunity Bank
- Difficulties accessing loans from banks
- Sponsorship by Exit Bank

#### Selective Code: Cooperative Marketing

- Individual Codes: Collaborative marketing with other farmers
- Standardization of practices and quality control
- Member of a farmer-based organization
- Sharing knowledge and experiences with other farmers
- Willingness to share contacts and information for the benefit of the association

#### Selective Code: Importance of Education

- Individual Codes: Significance of education for personal and professional growth
- Access to education
- Empowering individuals
- Education and socioeconomic development
- Innovative teaching methods
- Challenges in education

#### Selective Code: Organizational Structure and Operations

- Individual Codes: Separate ownership of greenhouses
- Division of work between production and marketing teams
- Market assessment and meeting customer demand
- Farming practices and crop rotation
- Future plans for expansion and export

#### Selective Code: Market Channels and Distribution

- Individual Codes: Selling produce to individual customers, shops, and restaurants
- Supplying vegetables to Kumasi and Accra malls
- Distribution logistics and coordination with drivers
- Wholesale and retail markets
- Collaboration with Melcom and Shoprite
- Direct sales at the farm and bulk purchases

#### Selective Code: Qualities Important for Supermarket Sales

- Individual Codes: Shelf life of produce
- Quality and safety of greenhouse-grown produce
- Proper application of chemicals
- Hygienic aspects and packaging
- High-quality produce and manageable prices
- Targeting customers based on income level

#### Selective Code: Association and Collective Farming

- Individual Codes: Farmers joining associations
- Collective farming activities within the association
- Limited contacts with companies or restaurants at the association level

#### Selective Code: Hotel Sourcing and Collaboration with Farmers

- Individual Codes: Current sourcing methods from the local market
- Convenience and quality of current sourcing
- Collaboration with farmers not explored

- Cost considerations
- Personal connection and efficiency
- Previous experience working with farmers

The last steps of the coding process, the 'connecting the concepts' phase, is presented in the report.

# IDE Master Graduation

## Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

**! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT**

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser

### STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief\_familyname\_firstname\_studentnumber\_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

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Your master programme (only select the options that apply to you):

IDE master(s):  IPD  Dfl  SPD

2<sup>nd</sup> non-IDE master: \_\_\_\_\_

individual programme: - - (give date of approval)

honours programme:  Honours Programme Master

specialisation / annotation:  Medisign

Tech. in Sustainable Design

Entrepreneurship

### SUPERVISORY TEAM \*\*

Fill in the required data for the supervisory team members. Please check the instructions on the right !

\*\* chair Erik-Jan Hultink dept. / section: DOS

\*\* mentor Jo van Engelen dept. / section: SDE

2<sup>nd</sup> mentor Lindsey Schwidder

organisation: Kwadaso Agricultural College

city: Kumasi country: Ghana

comments (optional) Prof. Van Engelen is involved in several non-executive boards and his expertise lies within sustainability. Prof. dr. Hultink is co-founders and first director of SPD and his expertise lies within marketing, branding and innovation

- ! Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v.
- ! Second mentor only applies in case the assignment is hosted by an external organisation.
- ! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

### Procedural Checks - IDE Master Graduation

#### APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Erik-Jan Hultink

date

9 - 2 - 2023

signature

#### CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 27 EC

YES all 1<sup>st</sup> year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme 27 EC

NO missing 1<sup>st</sup> year master courses are:

List of electives obtained before the third semester without approval of the BoE

name Robin den Braber

date

10 - 02 - 2023

signature

RdB

#### FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked \*\*. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content:  APPROVED  NOT APPROVED

Procedure:  APPROVED  NOT APPROVED

comments

name Monique von Morgen

date

- KE 21/7/2023

signature

MvM

Go-to-market strategy for vegetables in Ghana

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 01 - 02 - 2023

02 - 06 - 2023 end date

**INTRODUCTION \*\***

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

The project will take place within the context of Ghana, more specifically in Kumasi. A major issue that Ghana is facing at the moment is the increasing prices of food in local and big supermarkets, making it increasingly difficult for Ghanaian people to obtain a healthy and nutritious diet. One of the reasons that food prices are so high is the percentage of imported goods and produce in Ghana. Ghana has the land available to farm crops and to deliver nutritious produce to Ghanaian people, but knowledge and highly skilled farmers are lacking. Kwadaso Agricultural College aims at combatting this problem by training young people in Ghana to use better farming practices. Kwadaso Agricultural College has started to help their students with business startup facilities to foster sustainable entrepreneurship among the youth.

The graduation project will be financed by the Netherlands Embassy. The Netherlands Embassy wants to improve the position of the Dutch businesses in Ghana, while strengthening the Ghanaian economy and supporting young Ghanaian entrepreneurs. Secondly, they want to support Ghana to better prepare for climate change and ensure good nutrition and good food security for all.

The beneficiary of this project will be Kwadaso Agricultural College (KAC), which is a college in Kumasi that teaches students practical horticultural skills as well as skills that will give these students an entrepreneurial mindset. These entrepreneurship skills will eventually help them to understand the facets of farming as a business. These entrepreneurship courses are taught in a collaboration with the TU Delft, Delft Centre for Entrepreneurship. Due to these courses being taught by professors from Delft Centre for Entrepreneurship, cross-cultural knowledge is gained by both parties while actively working with students and tutors from Kwadaso Agricultural College.

Next to the TU Delft, Holland Greentech (HGT) is another partner within this project. Holland Greentech is a Dutch company, active in many African countries. Holland greentech provides training to farmers and supplies inputs, irrigation and greenhouses. This joint collaboration with the TU Delft and Holland Greentech aims to promote entrepreneurship and to create jobs in agriculture in Ghana.

The main limitation of this project will be the research opportunities within this project. I will not be able to conduct interviews at any given moment as they need to be well planned and well prepared. To fully understand the context, a trip to Ghana is planned, but prior to this trip, I will have to rely on desk research and online interviews mostly. There is only a small window in which actual field research can be conducted, so it is vital that everything is prepared meticulously prior to departure. However, the contribution of the stakeholders seem promising as another group of TU Delft students has worked with Kumasi and Holland Greentech last semester and they were very happy about the results and the way of working. They also form a reliable source of information on what to expect from doing field research in Ghana, more specifically with KAC.

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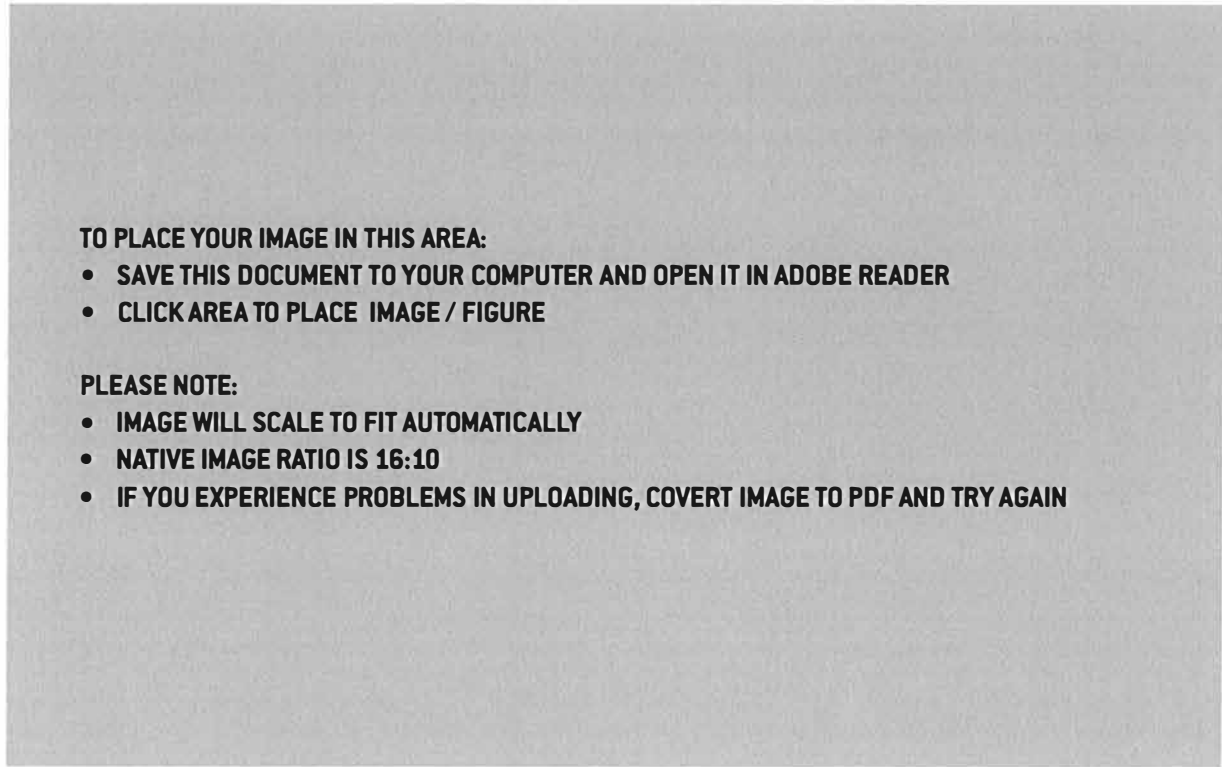


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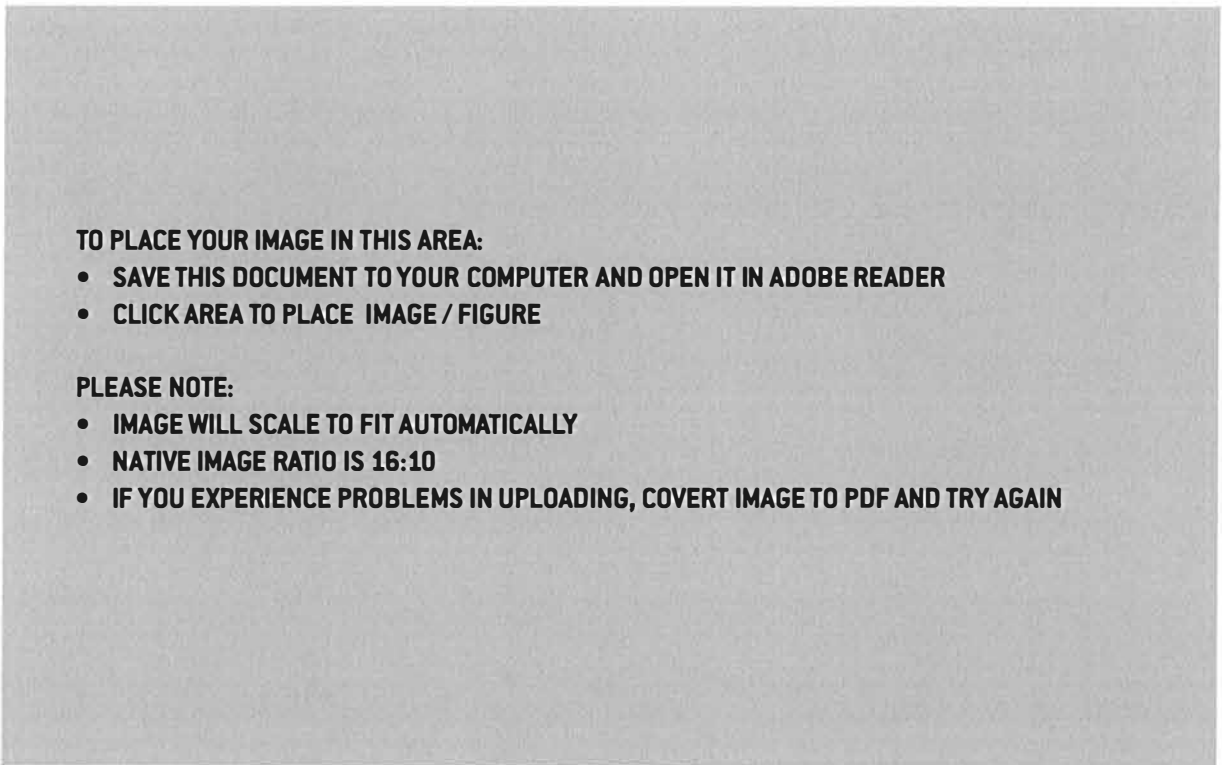


image / figure 2: \_\_\_\_\_

**PROBLEM DEFINITION \*\***

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

When looking at the current needs of consumers in Ghana, there is a demand for nutritious products. The current diets of Ghanains lacks in variety and due to this, there are lots of micronutrient deficiencies present. To illustrate this, mostly children (6-59 months old) lack Vitamin B12, Iron and Vitamin A; Adults lack Vitamin B12, A, C and E; pregnant women lack mostly Vitamin B12 (Unicef, 2017). Part of the reason why these micronutrient deficiencies exist is the lack in variety in their diet.

However, there is not a wide variety in produce available on the market. According to Lindsey and Ellen (2023), most of the marketeers on local markets sell similar produce, mostly carrots, tomatoes and onions. Whenever there is another type of produce available such as bell peppers or habaneros, people queue for these vegetables and prices skyrocket. Produce like bell peppers and habaneros are more difficult to grow, but Kwadaso Agricultural College teaches its students practical horticulture skills in order to grow crops, both the easier ones to grow as well as the more difficult ones to grow.

Even though students from Kwadaso are highly skilled in growing all kinds of crops, the students lack the knowledge necessary to get their products to market. A go-to-market strategy needs to be designed for vegetables of high quality to improve the diets of people in Ghana. This graduation project will serve as a best practice example for the students and it will help them to understand ways to go to market. The go-to-market strategy will be focused on smallholder farmers in Ghana.

Unicef. (2017, June 1). Ghana Micro-nutrient survey. Related UNICEF Sites. Retrieved February 8, 2023, from <https://www.unicef.org/ghana/reports/ghana-micro-nutrient-survey>

**ASSIGNMENT \*\***

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... . In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

I'm going to design a go-to-market strategy for smallholder farmers in Ghana to help visualize how they can sell their high quality produce to Ghanaian consumers. The go-to-market strategy will be visualized as a roadmap and it will serve as a best practice example to students from the Kwadaso Agricultural College to help educate them on how to see farming as a business.

In order to make this project succeed, a few steps will need to be taken. First of all, the current situation needs to be understood clearly and thoroughly. I need a broad overview of the types of farmers that currently operate in Ghana and scope to which this research is targeted. Furthermore, I need to understand how farmers get their products to market currently, all the stakeholders and people involved to sell produce at the moment and also identify challenges for farmers. The TU Delft students who conducted research with KAC for their minor are key to retrieving information like this.

Next it needs to be made clear who these higher quality vegetables are targeted to. In order to understand that, I need to have a clear picture of the country of Ghana as well as its people. I need to understand cultural norms, dietary habits, buying behavior and buying power of different groups, but also more importantly, the needs of the people within the MoP and ToP. Once a target market scoping is done, more in-detail information needs to be retrieved such as how these people know about new products and where they usually go grocery shopping. This information will be retrieved through online questionnaires and in-depth interviews. Personas will be drafted and these are the start of the design phase.

During the design phase, the roadmap will be drafted. This part will be done from Ghana by means of several co-creation sessions. The validation phase will be intertwined with the design phase. The eventual deliverable will be a roadmap regarding the go-to-market strategy for smallholder farmers as well as a proof of concept.



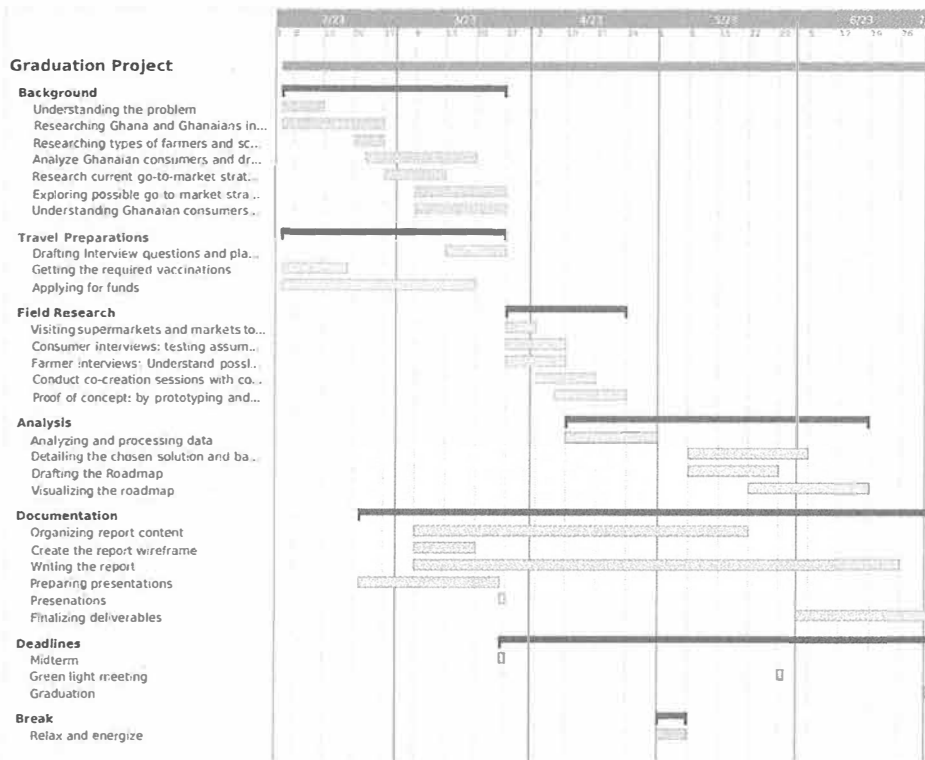
**PLANNING AND APPROACH \*\***

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 1 - 2 - 2023

30 - 6 - 2023

end date



The planning will consist of three major phases:

1. The Analysis phase consists of the background phase and the travel preparations phase. During this phase, all of the desk research should be completed. The analysis phase is vital for the Field research phase.
2. The second phase is the field research phase. This phase will be done from Ghana. Assumptions made during the analysis phase need to be tested and the co-creation sessions will be conducted. During this phase, the proof of concept will also be tested.
3. The conclusion phase will start after my travels to Ghana and it will consist mostly of writing the report, drafting the deliverable and detailing the chosen solution.

Each week, I will have a peer review session on Wednesday afternoon with peers who are also graduating. This session will help me get feedback from peers, learn from work of others and get support necessary. After these meetings I will have some time for reflecting on my own work. This is to make sure I stay on track and if necessary, change my plans.

In the week from May 1 onwards, I will have a week-long break to re-energize, relax and reshift my focus to personal well-being, achieving personal ambitions such as running half a marathon and in general to just take a break from graduation.

**MOTIVATION AND PERSONAL AMBITIONS**

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... . Stick to no more than five ambitions.

I've set up this project because I want to learn how to manage a multi-stakeholder project in a context that is vastly different from the ones I have worked in already. I believe I have the skills necessary to succeed in this project as i first of all have experience with consumer market insights research in emerging markets. I've done one project in Kenya and one project in bangladesh in which I've both worked together with people from different cultural backgrounds and did consumer research with those living in BoP, MoP and ToP segments. Next to this, due to my internship, I've learned how to make research (consumer interviews, desk research and expert interviews) tangible, enjoyable and how to create actionale insights. This skill will help me when doing a similar type of research in Ghana. Lastly, I know very well how to change my way of working and my communication style when interacting with different stakeholders.

I would like to learn how to approach a highly complex social, economic and environmental problem while understanding better the different facets of systemic design. Furthermore, I want to improve with conducting consumer interviews. This research is relatively complex as I will only have a small window in which the research can be conducted in the field, this means that most of the research from the analysis phase I want to learn how to better structure and approach consumer interviews to minimize bias and to maximize the impact when designing for emerging markets. Besides this, I want to learn how to design better solutions with local knowledge. When it comes to the target market, I want to learn how to better define the different target groups in order to maximize the impact. Some personal ambitions regarding my graduation project are to get a good understanding of the Ghanaian culture, norms and traditions. Mostly also to understand my own bias when designing for emerging markets.

**FINAL COMMENTS**

In case your project brief needs final comments, please add any information you think is relevant.