



*The Standard Bank Centre for*  
AGRIBUSINESS LEADERSHIP AND  
MENTORSHIP DEVELOPMENT

# IFAMA 2013 Atlanta

## **AGRIBUSINESS MANAGEMENT APTITUDES AND SKILLS SURVEY ( AGRIMASS): SOUTH AFRICA 2012**

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**#supported AgriBusiness Chamber, with Lindie  
Stroebel**

**#Funded by SantamAgri**

# 1. Introduction:

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## Objectives of AGRIMASS 2012:

To determine:

- The forces shaping the current SA agbiz environment;
- Expected drivers of change over next 10 years;
- Agbiz industry requirements for management aptitudes and skills and recommendations;
- Comparisons with 1999/2000 AGRIMASS; and
- Possible (new) directions for Agricultural

# Points of departure:

- **HED&T programmes** to assist with:
  - \* Disciplinary (Ag Econ, etc.) education (theory, application, research, etc); and
  - \* Indirect education through extracurricular activities, environmental exposure, etc;
- **Professional development:** HED&T in collaboration with agbiz industry - short courses, internships, etc.

# 2. Analytical framework

## 2.1 Methodology:

- Based on Agrimass procedures by Lizenberg & Schneider, 1983; Zuurbier, 1998; and applied to RSA by Doyer & Van Rooyen, 2000
- Survey on 74 characteristics/skills of future agbiz managers; six major skills sets (quant & info management -10 q's; business and econ-20q's; tech skills-9 q's; communication-9 q's; interpersonal – 15 q's; experience – 11 q's) + open ended q's
- Statistical techniques (H.V.): averages; one way ANOVA; principal component analysis (PCA)

## 2. Analytical framework:

### 2.2 Survey procedures:

- Electronic questionnaires, end 2011 to 200 ag- and farm businesses – responses from HR manager and for CEO
- Focus on management: entry level; middle; exec level
- Data base: ABC (Agbiz SA) members; members of Centre's Ag-Leadership Lab's ( including big farm biz) and short course programme design data base

# 2. Analytical framework:

## 2.3 Dominant sample characteristics:

- **Sample size:** HR respondents (23); CEO respondents (50)
- **Firm category :**
- Agricultural services (44%), co-operatives (30%) and financial institutions (22%).
- **Agricultural product focus per responding firms:**
- Fruit and tree nuts (26%), grain field crops (22%) and horticultural specialities (e.g. flowers, nursery products) (13%).
- **Processing industries among respondents:**
- Grain milling (35%), meat (17%) beverages (alcoholic and non-alcoholic) (17%) and dairy (9%).

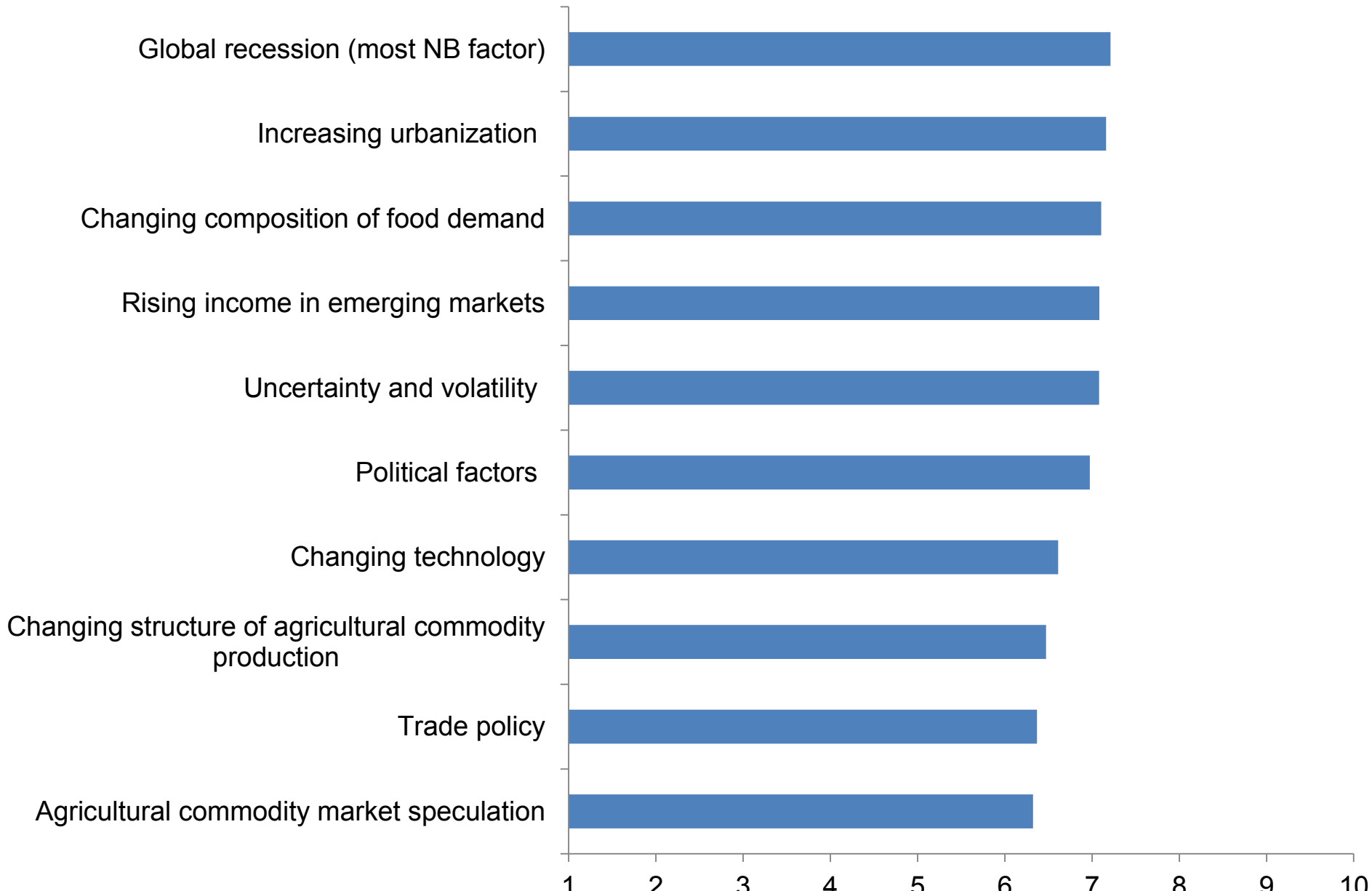
- **Business ownership structures:**
- Private company (38%), publicly traded unlisted company (14%), privately owned Pty. Ltd/Cc (14%), cooperative (10%), non-profit/Article 21 comp (10%).
- **Working duration of HR respondents:**
- 2 to 5 years (43.5%) followed by 5 to 10 years (26%).
- **Working duration of CEO respondents:**
- 5 to 10 years (36.0%), followed by 10 to 15 years (20.0%).
- **The employee numbers of the responding companies** varied significantly from as little as 2 employees to more than 4000 employees.



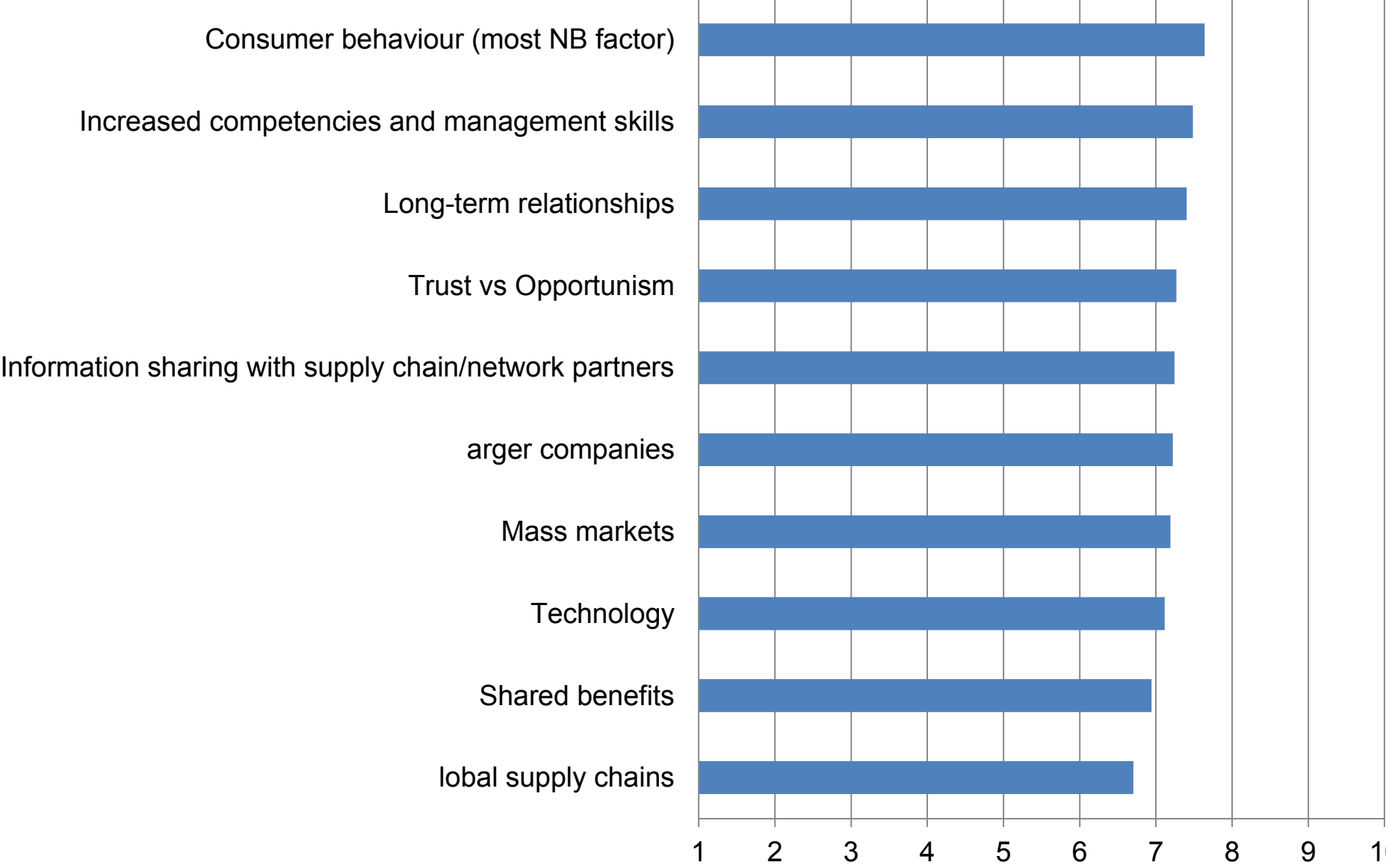
### 3. Results – Understanding the context

- **Factors shaping and driving the future:**

# 3.1 Dominant factors currently shaping the SA Agbiz system:



# 3.2 Factors driving changes in the agbiz industry over the next decade



# 4. Results – Aptitudes & Skills

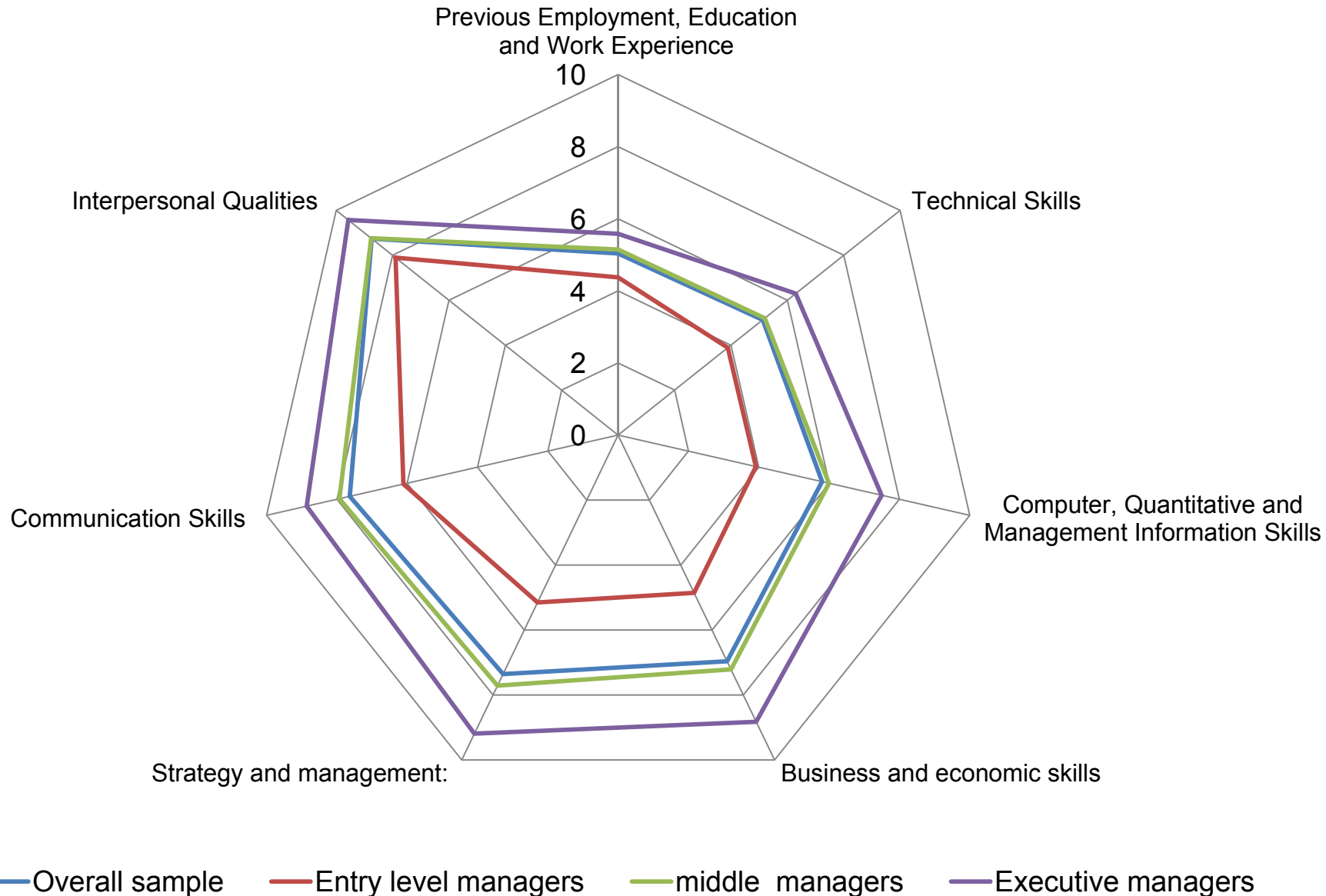
## 4.1 What the Agbiz industry want?

(see point 5)

## 4.2 What type of training is viewed as relevant?

- Open ended responses:
- Attitude, inter personal skills, economics, finances, technical knowledge, management, ability to mentored/lead, interpretation of data , environment, policies, ethics, hard work, “to make things work”

# 4.3 Overall importance of aptitude & skills sets: rating scores 2011/12 survey

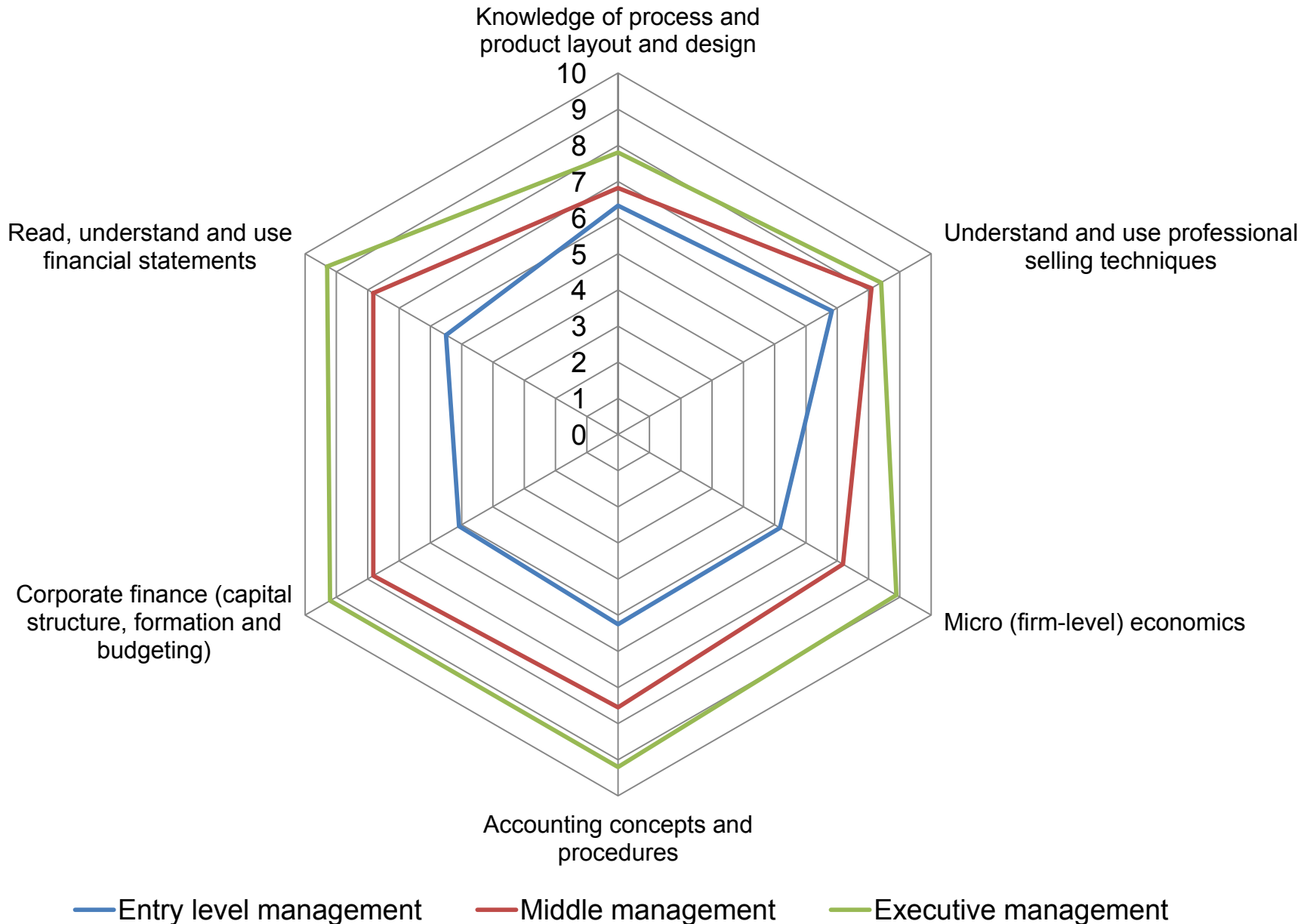


# Overall importance of aptitude & skills sets: Comparing 1999/2000 & 2011/12 surveys

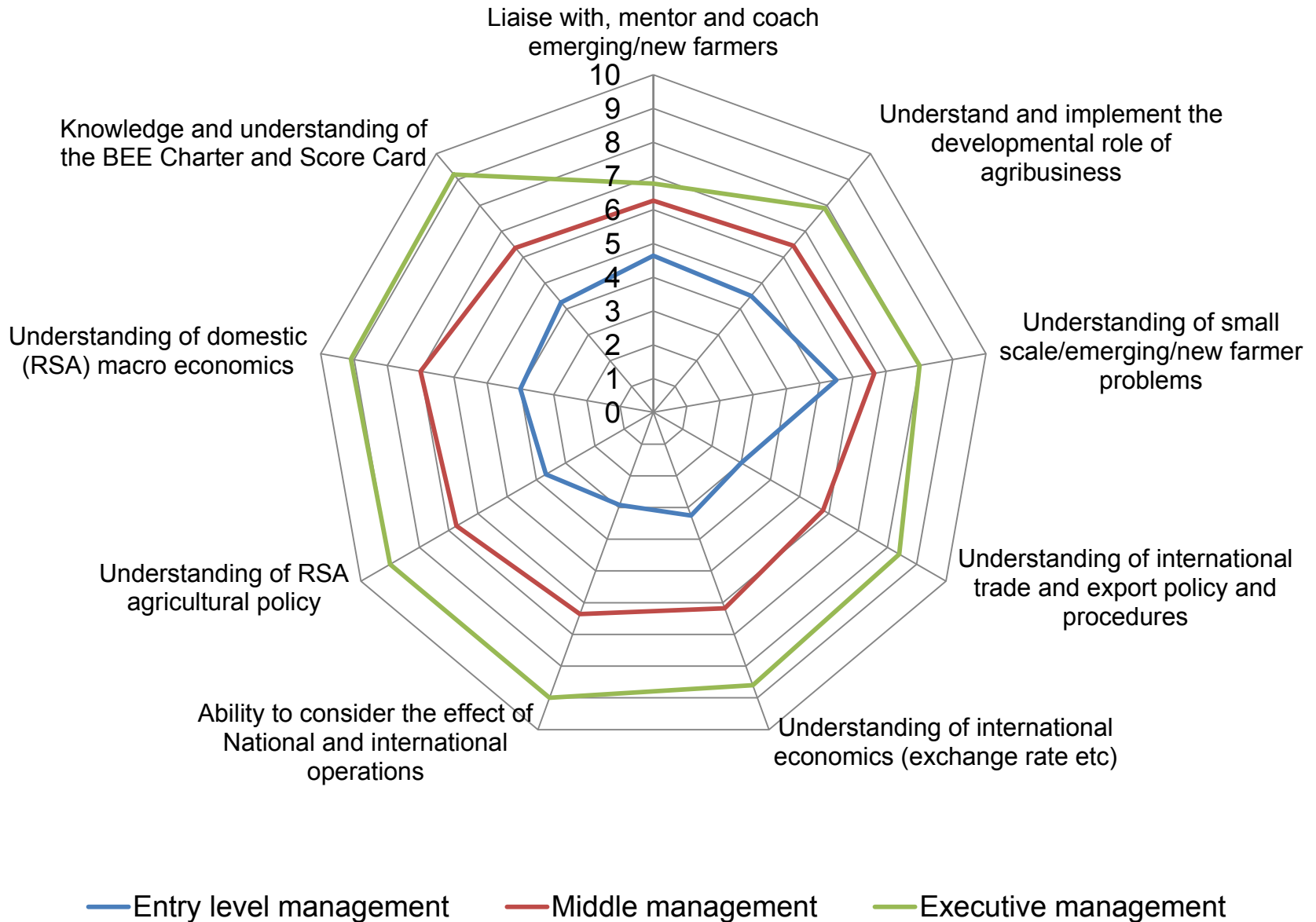
The overall ranking of aptitude and skills sets in two AGRIMASS surveys are ***exactly the same***:

1. Personal Qualities (most NB)
2. Communication Skills
3. Business and Economic Skills
4. Computer, Quantitative, and Info Management
5. Technical Skills
6. Employment, Work, and General Experience

# 4.4 Business and Economic skills: economic and financial skills (2011/12 survey) - management levels compared

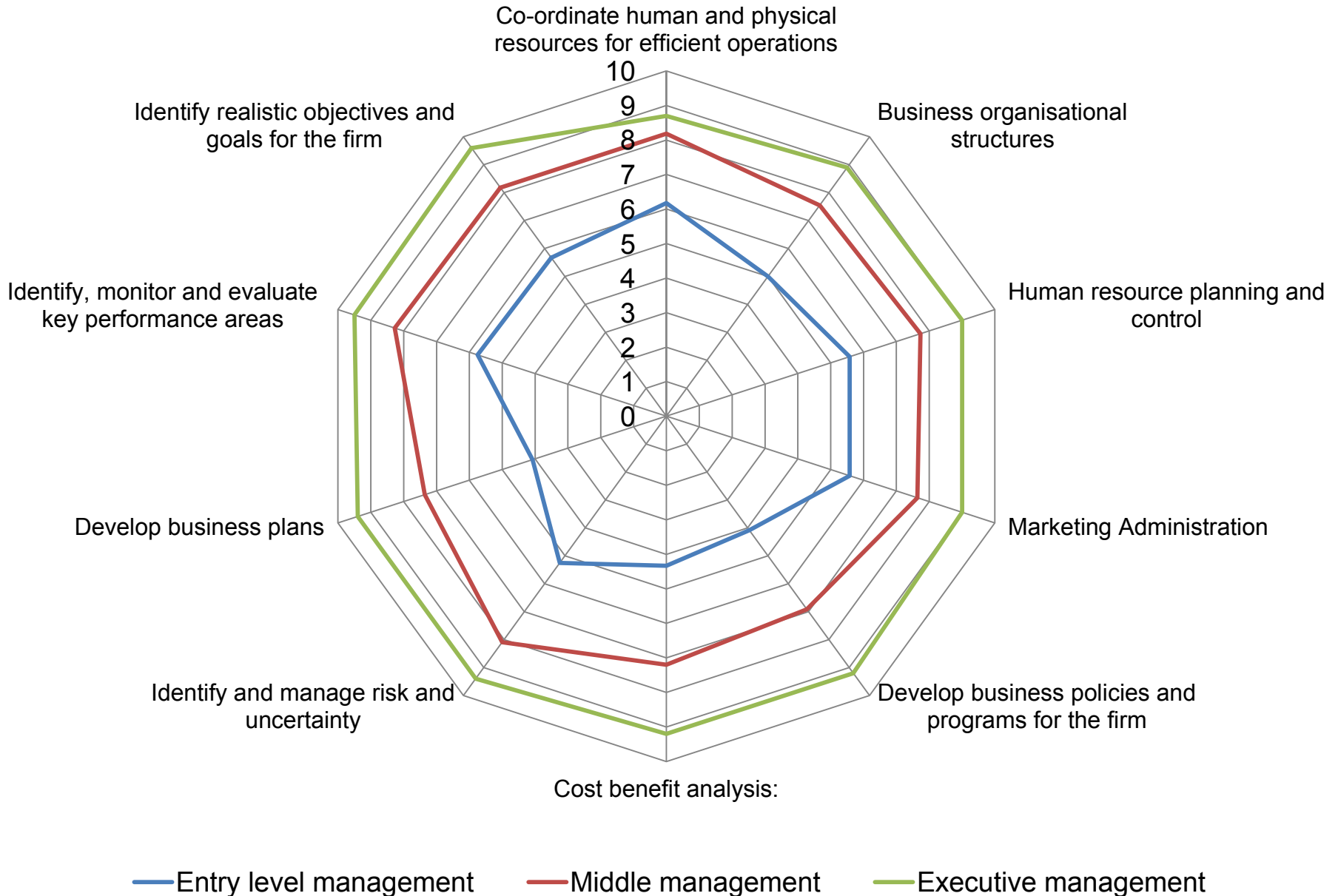


# 4.5 Business and econ skills: External environment and empowerment skills (2011/12)

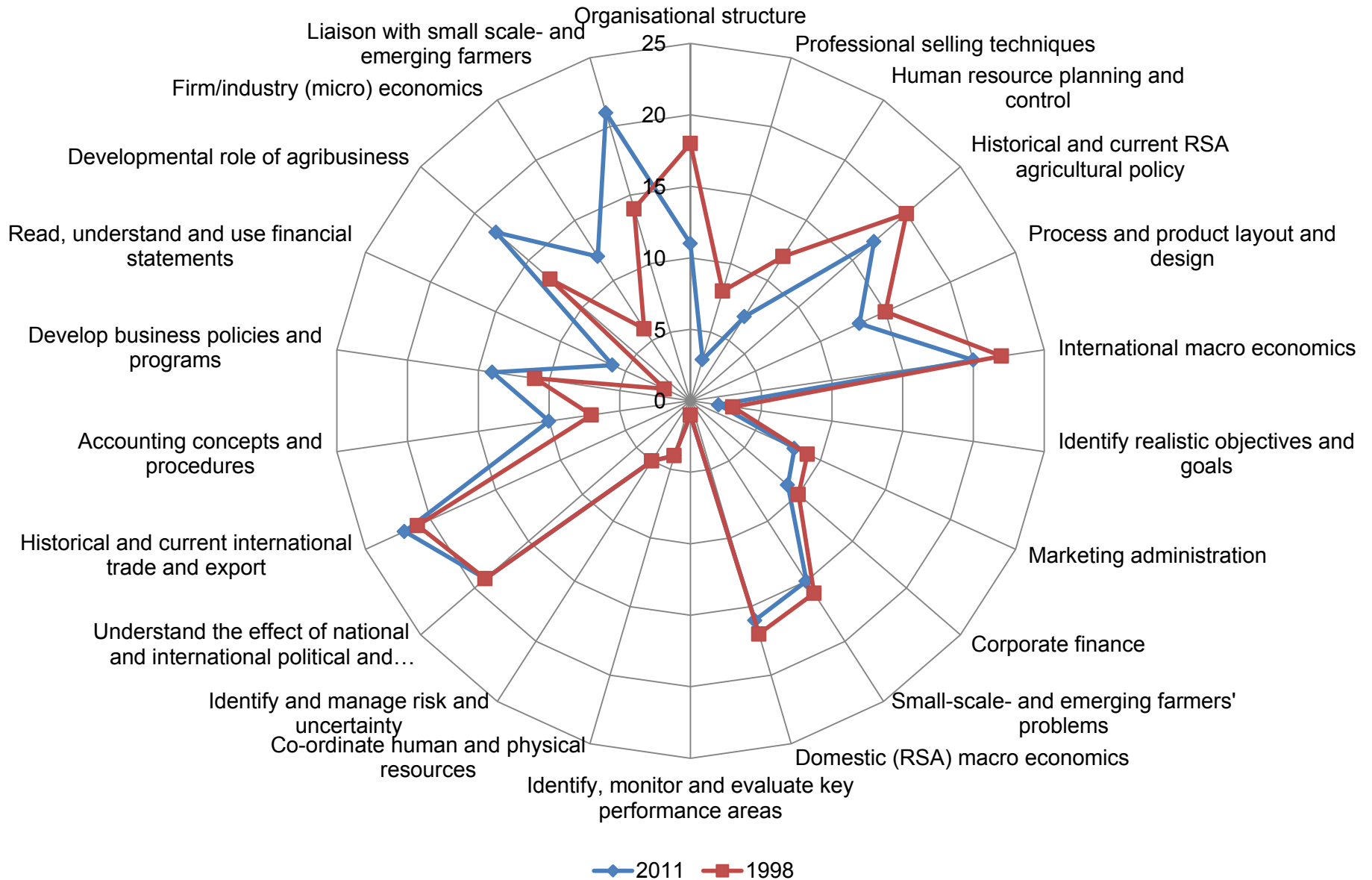




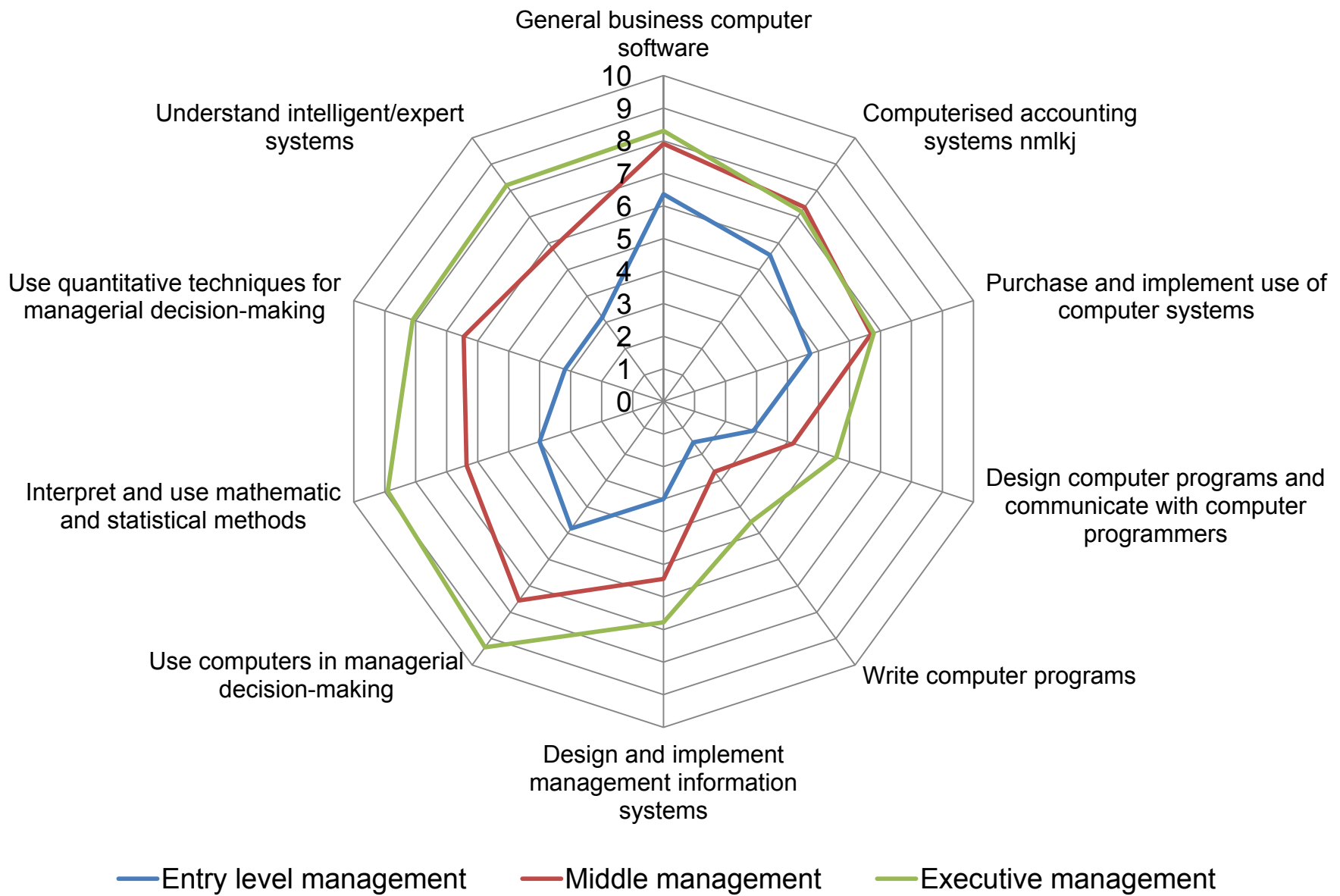
# 4.6 Strategy and management skills (2011/12 survey) - Management levels compared



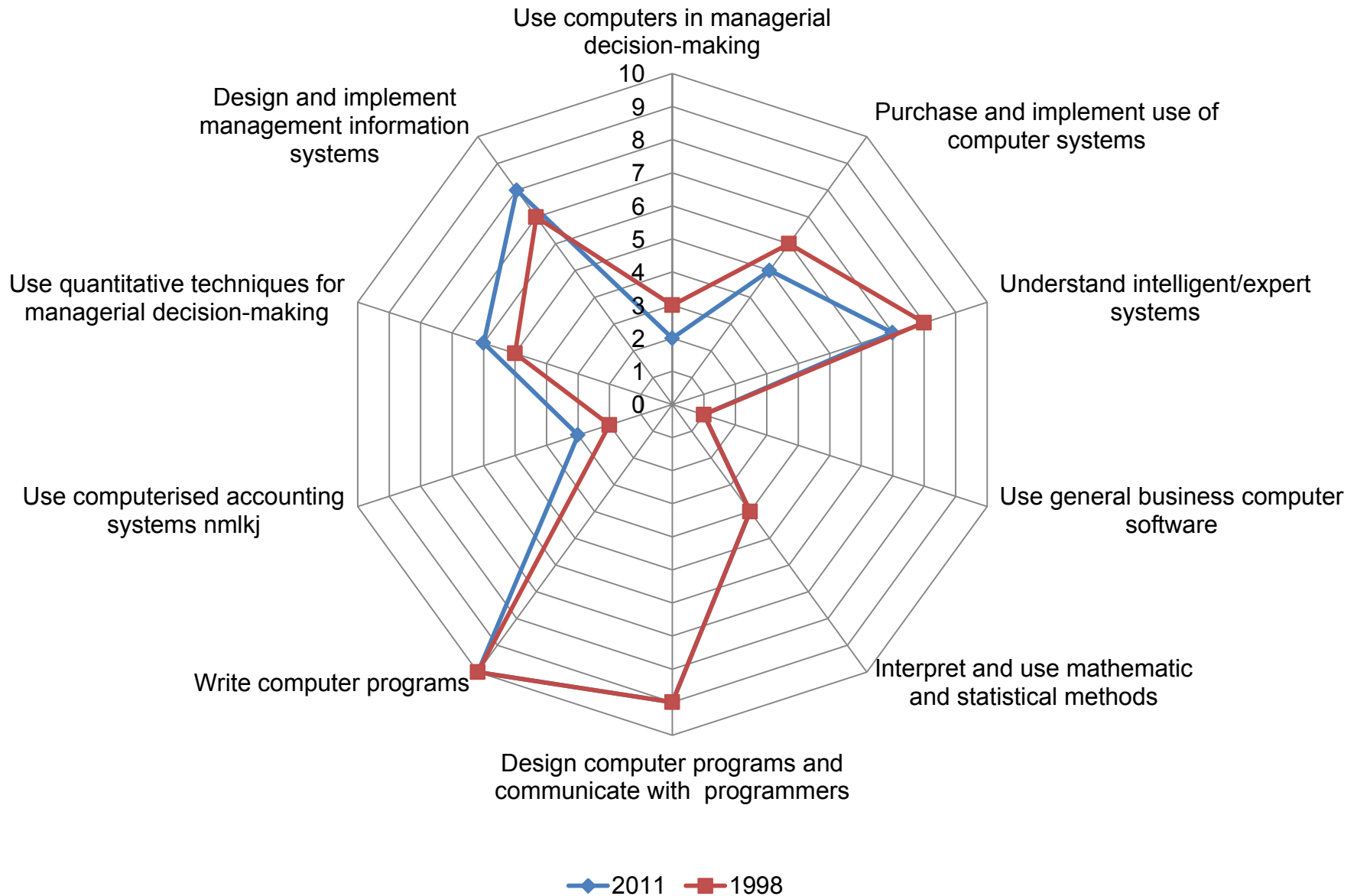
# 4.7 Business and economic skills: Comparative rankings 2011/12 vs. 1999/2000



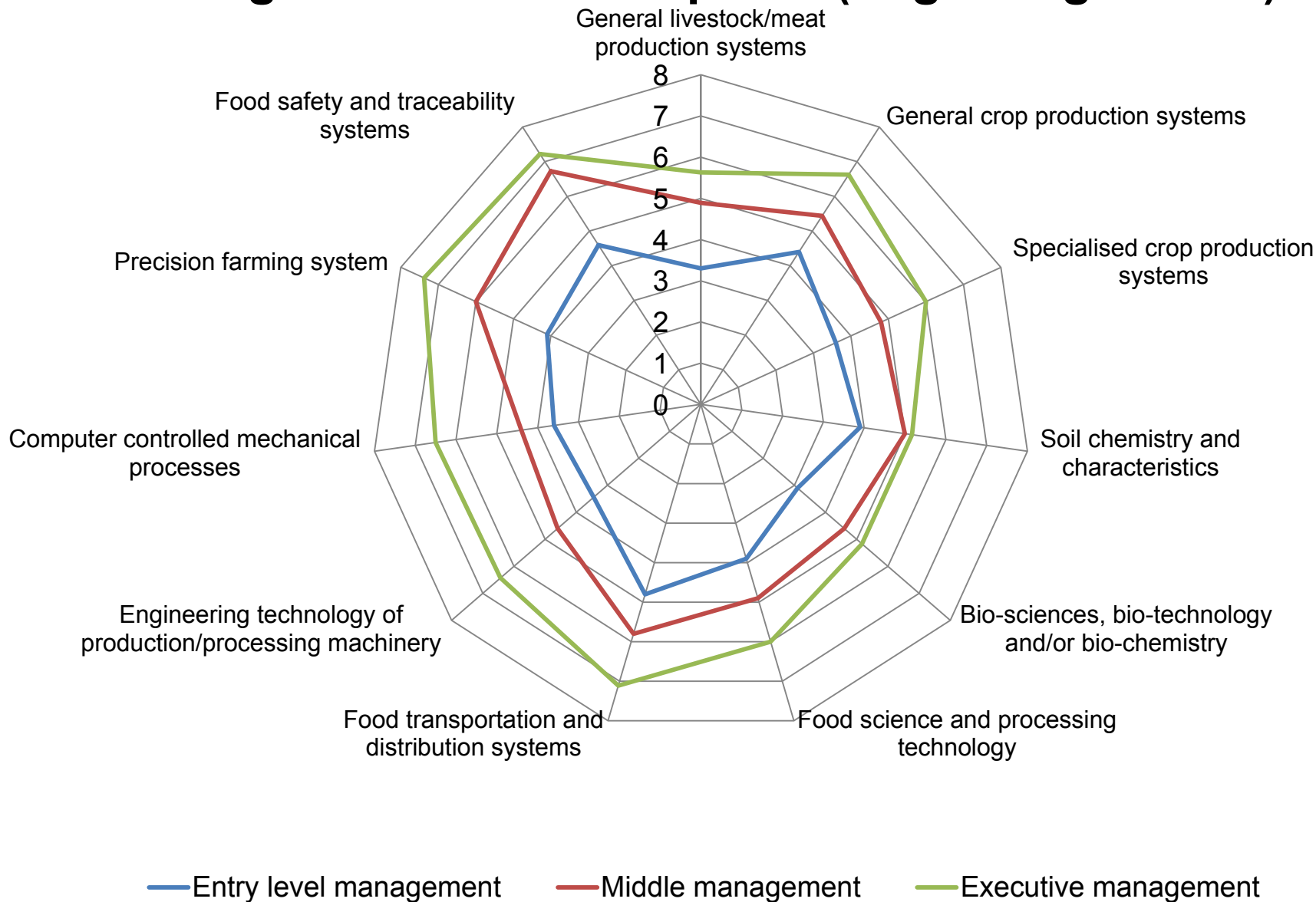
# 4.8 Quantitative, information management skills (2011/12) - Management levels compared (Avg rating scores)



# 4.9 Quantitative & IM skills: Comparative rankings 2011/12 vs. 1998



# 4.10 Technical skills (2011/12 survey) – Management levels compared (Avg rating scores)

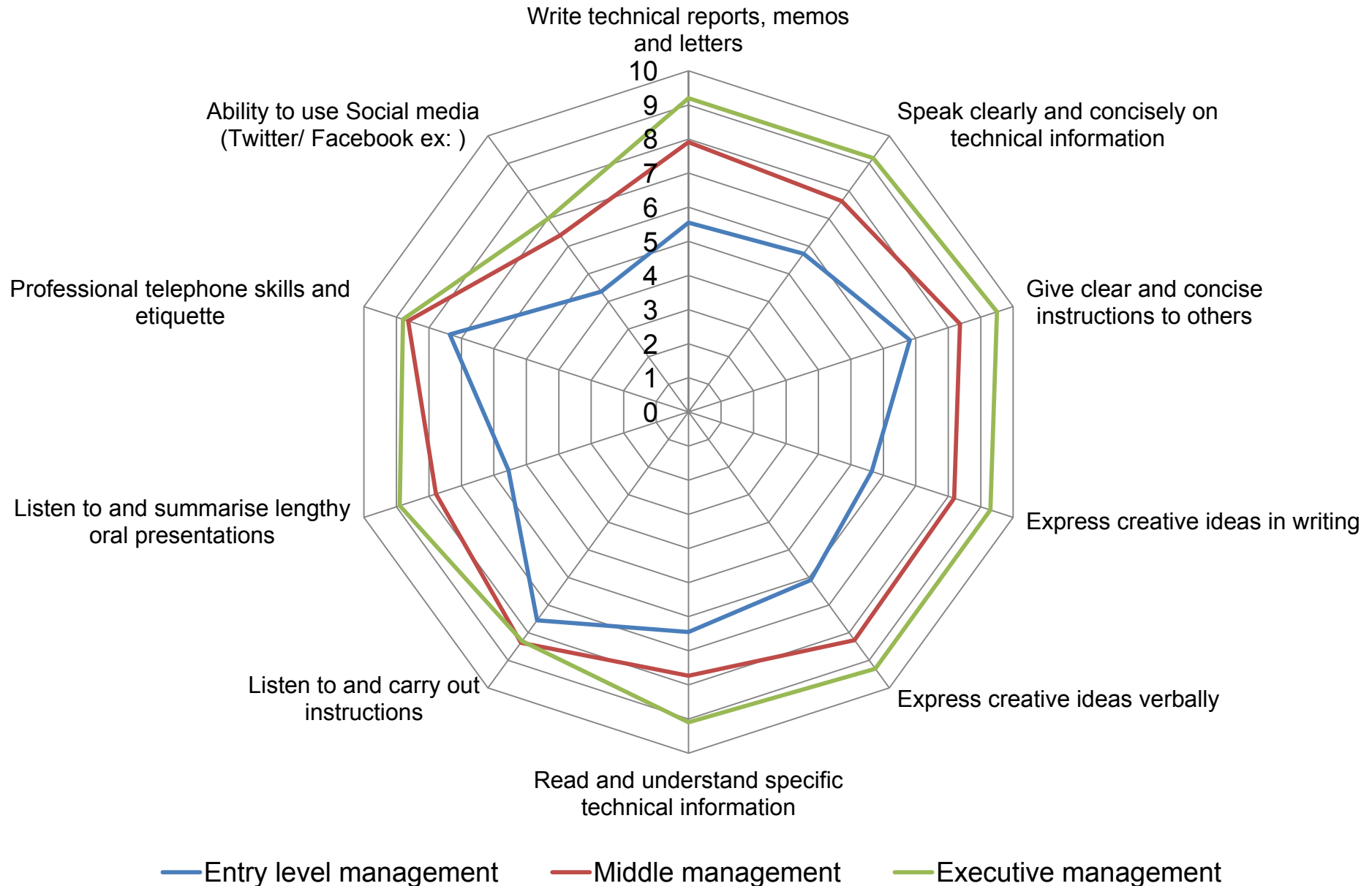


# **Technical skills: Comparative rankings 2011/12 vs. 1999/20**

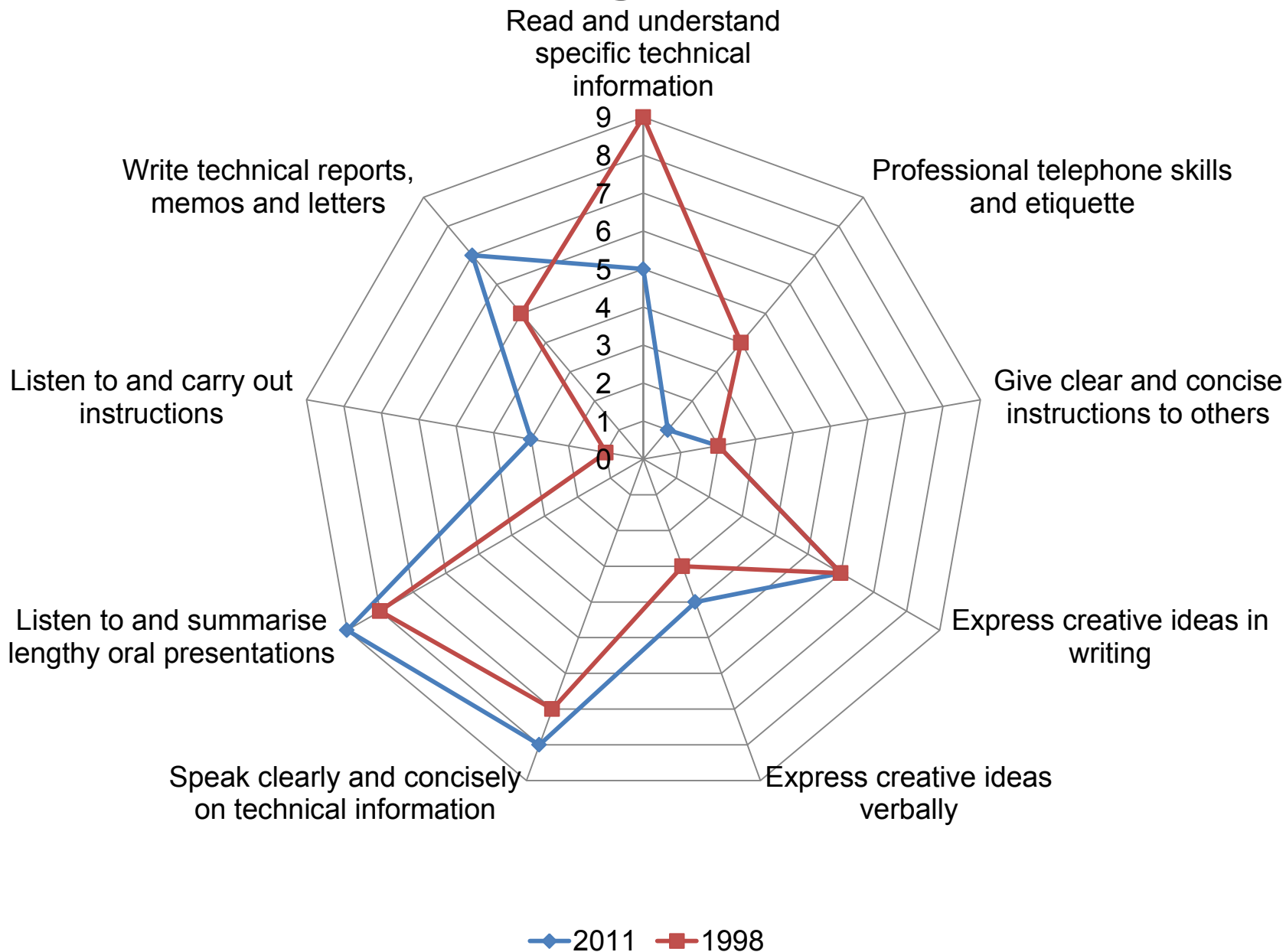
Comparison not possible -

Detailed 1998 ranking data not included in previous report

# 4.11 Communication skills (2011/12 survey) - Management levels compared (Avg rating scores)

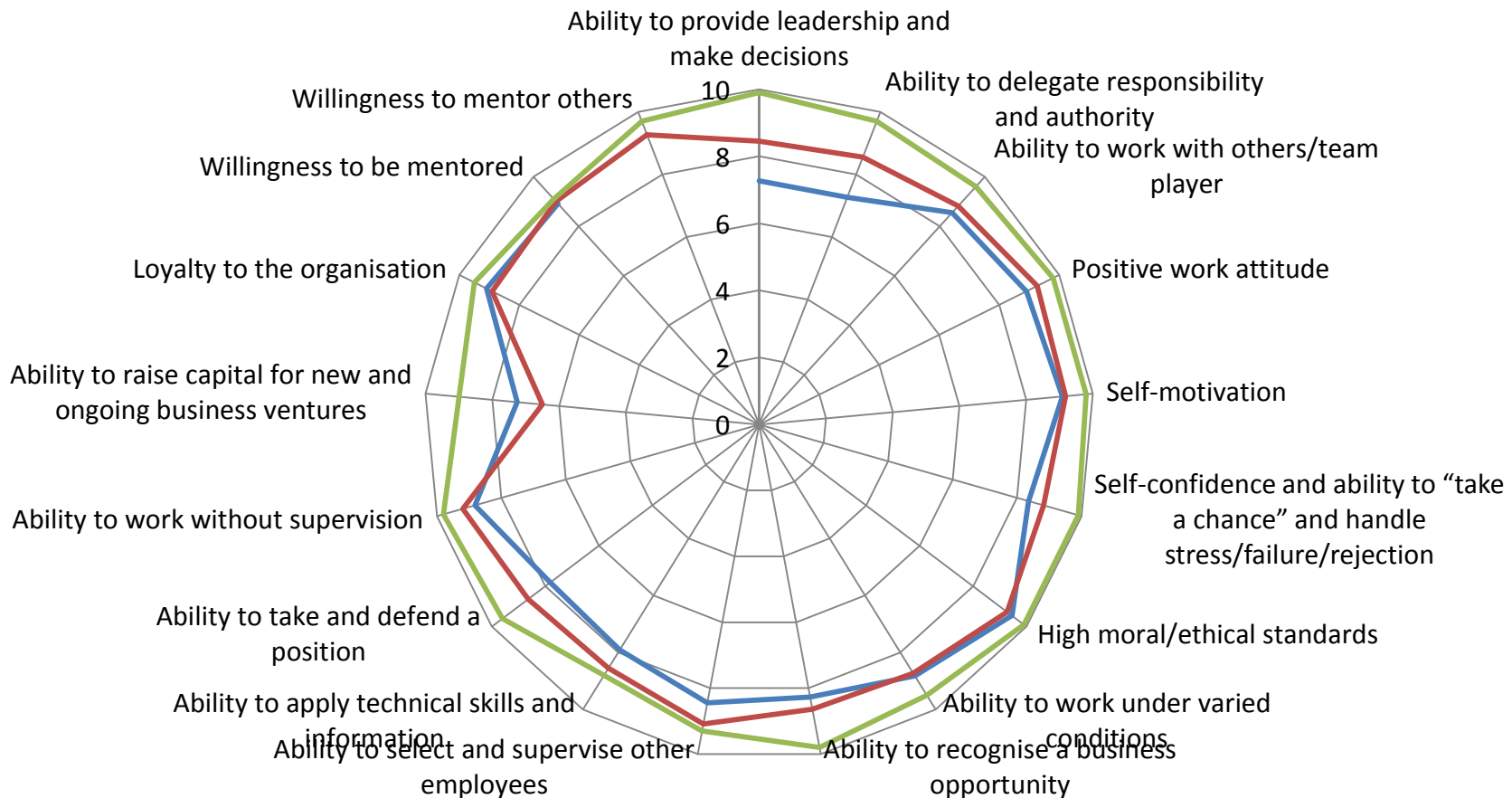


# 4.12 Communication skills: Comparative rankings 2011/12 vs. 1999/20

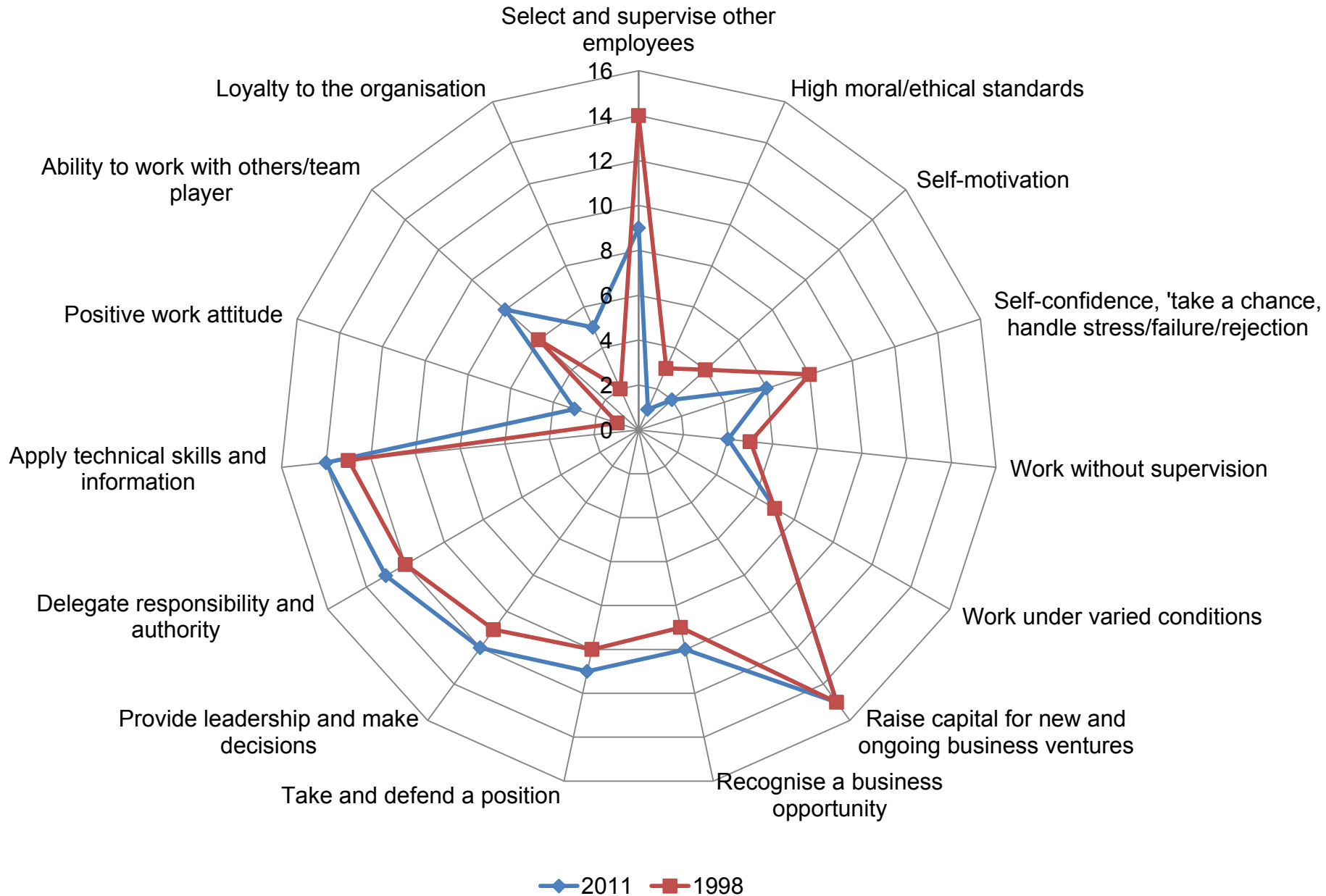




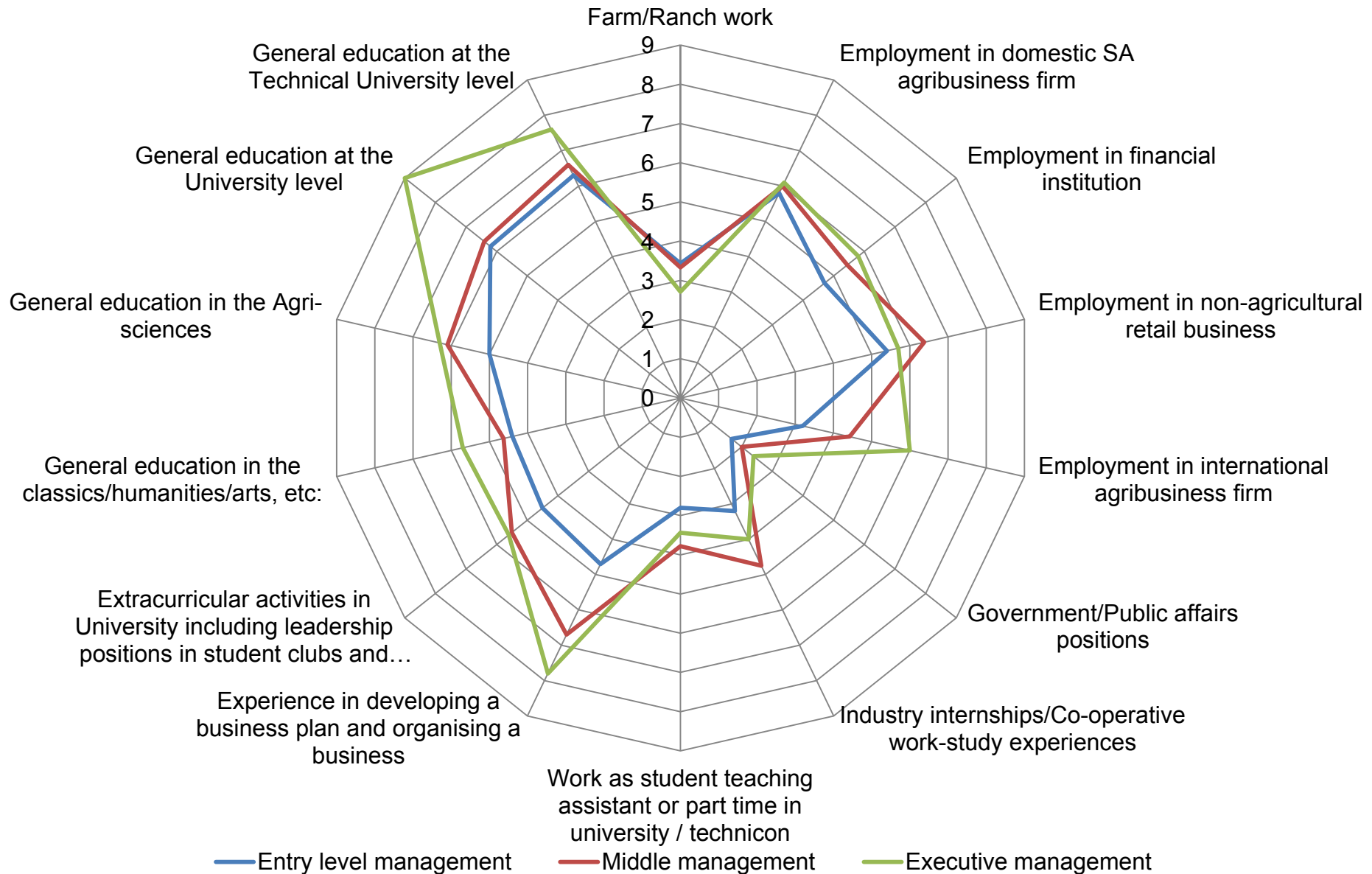
# 4.13 Interpersonal skills (2011/12) - Management levels compared (Avg rating scores)



# 4.14 Interpersonal skills: Comparative rankings 2011/12 vs. 1999/20



# 4.15 Employment, education and work experience (2011/12) - Management levels compared (Avg rating scores)



# **Previous employment, education and work experience: Comparative rankings 2011/12 vs. 1999/20**

Comparison not possible -

Detailed 1998 ranking data not included in previous report

# 5. Some ideas for Talent Development and Training

## 5.1 Summary:

HR management views focus on:

theoretical applications;  
financial skills; internships

CEO views focus on: attitude, ethics,

interpersonal skills and  
communication, data

interpretation, strategic

application- MBA & Post Grad

## 5.2 Disciplinary level:

- Good grounding in production economics; business management; financial analysis; HR basics; info/data management; computer skills for managers?
- Policy knowledge: trade, development, agric;
- Subject related matters: food safety, marketing, data analysis and interpretation – economics, finances, supply chain analysis, etc...
- Law? Stats? Sociology? Politics? Philosophy?
- Applications: Agbiz case studies – Harvard or Purdue method?
- Reconsider Ag Econ/Agbiz combinations?

## 5.3 Indirect Education level:

- Skills development: Team building, management; leadership; communication, life skills, presentations;
- Extra curriculum activities by university/college in collaboration with industry ( agbiz, commodity org) – “winter schools”, Agbiz case study competition, etc.
- A stronger role for IFAMA, AEASA - work labs

## 5.4 Professional Development level:

- Industrial placements/internships - Univ/college in collaboration with ag industry?
- Short courses: subject matter specialisation; leadership, management, team development, conflict resolution, inter personal development – scope for univ/colleges in collaboration with industry
- A role for AEASA – collaboration with professional groups?



THANKS FOR LISTENING  
QUESTIONS?.

