

SEMIs

**Seeds Business,
Operations Management**

Seed Enterprises Management Institute

University of Nairobi

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Dilip Gokhale

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- Field Production
- Processing and packaging
- Quality Assurance
- Warehousing and transport
- Marketing
- Sales
- Financial Management
- HR Management
- General Management
(Not covered R&D and T operations)

Field Production

In seeds, farm is the real factory

- Location, season, farmer and field selection
- Procurement of foundation seeds (plan at least three seasons ahead)
- In F1 production, M&F ratio and planting dates
- Fertilizer and water management
- Pest and disease control
- Field inspection and rogueing
- Isolation distance, Certification
- Harvesting and threshing

Processing & Packing

Processing is like fine tuning ...

- Receipt, weighing, moisture check
- Drying to required moisture levels, shelling
- Pre-cleaning, cleaning and gravity separation
- Seed treatment*
- Sampling
- Packing in desired pack sizes*
- Certification

*Ideally postpone this decision to almost last minute

Quality Assurance

During field production

- Ensure that required isolation distance is maintained
- Keep the field free of pests and diseases

Post processing

- Sampling
- Physical, germination and genetic purity tests
- Maintain reference samples

Warehousing and Transport

Warehousing

- Ensure sufficient airflow (distance between stacks)
- Construct rat free warehouses
- Temperature in F + Relative Humidity = 100
- Stack on Pellettes, maximum seven bags)
- Periodic fumigation

Transport (both inward and outward)

- Ensure there is no physical movement / damage
- Temperature control

Marketing

- Products: which crops, products, F1 and / or OPV
- Place: where, which countries / regions to sell?
- Price: at what prices?
- Promotion: how to reach out to customers
- Packaging design and pack size/s
- Promotional media and material
- Decision on where, how many, on what terms and actual appointments of dealers

Sales

- Pre-season product placement
- Target fixation by territory, dealer and salesman

	Dealer 1	Dealer 2	Dealer 3	Dealer..	Dealer 20
Product 1					
Product 2					
Product 3					
Product ..					
Product 10					

- Timely transport and delivery during season
- Dealer management including communication
- Sales force management

Financial Management

- Setting up accounting and financial control systems
- Periodic (monthly, quarterly and annual reporting including statutory reporting)
- Arranging finance for fixed and current assets
- Working capital management
- Creditor and debtor control
- Sales proceeds recovery and managing credit risk
- Managing grower and other payments
- IS systems for large company operations
- Arranging finance for fixed and current assets

HR Management

It is said that it is easier to hire good people than to retain them

- Defining organization structure
- Job and man profiles
- HR systems, pay structures and standing rules
- Recruitment and training
- Performance evaluation and reward systems
- Manage promotions, transfers, separations
- Motivation
- Team play

General Management

- The best integrators of operations wins
- In seed business, because of several uncertainties, it is important that all departments and persons cooperate with each other
- The role of the GM is like that of a conductor in an orchestra. He does not seem to play any instrument on his own but ensures that all other play together.
- Did you watch the Spanish team at the UEFA Cup? Sometimes, they made up to 46 passes before the ball went to the opposition....

General Management

*“We do not need a team of champions
We need a champion team”*

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