

Small Farms with BIG impact

The case of building resilient commercial smallholder farmers.

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Small Farms, BIG Impact

The KALOKA NG PROJECT



My 3-year research at Roehampton University, London on sustainable fisheries management in Nigeria culminated in KALOKA NG, a bootstrapped Proof of Concept (PoC). The thesis was guided by Dr. Stavros Sindakis, Professor of Innovation Management/Entrepreneurship in 2021.

KALOKA NG targets management of 50-80 PUs (clusters) within the next 10 years facilitating 62,500 -80,000 MT. The project will provide healthy fish & food products for 138,000 families in the next 6 years and grow consumer subscriptions through B2B, retail and food system collaborations.

In 2023, the project generated 13% margin in PoC stage and targets \$200m in 10 years.

By receiving \$240,000 in investments for accelerated growth, KALOKA NG can serve 5-8 PUs in 2025, and improve net margins to 33-35% by 2033.

Current Realities



2nd Largest Aquaculture producer in Africa - 11.2%

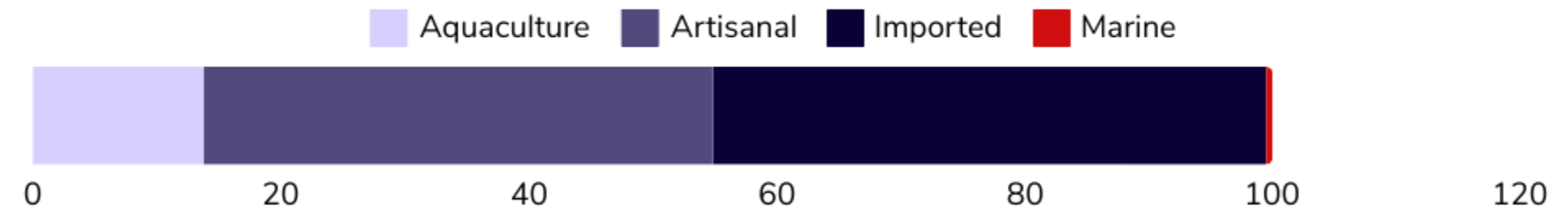
Growth contracted post-COVID at 9.6%

African Catfish

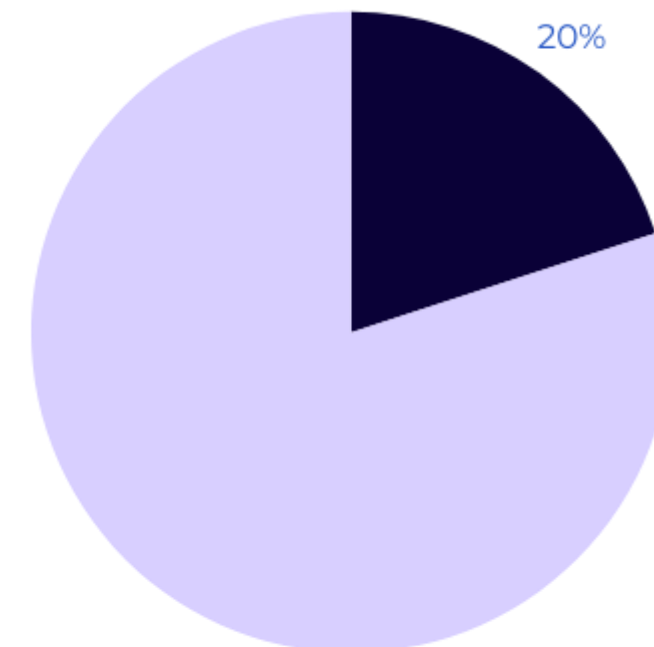
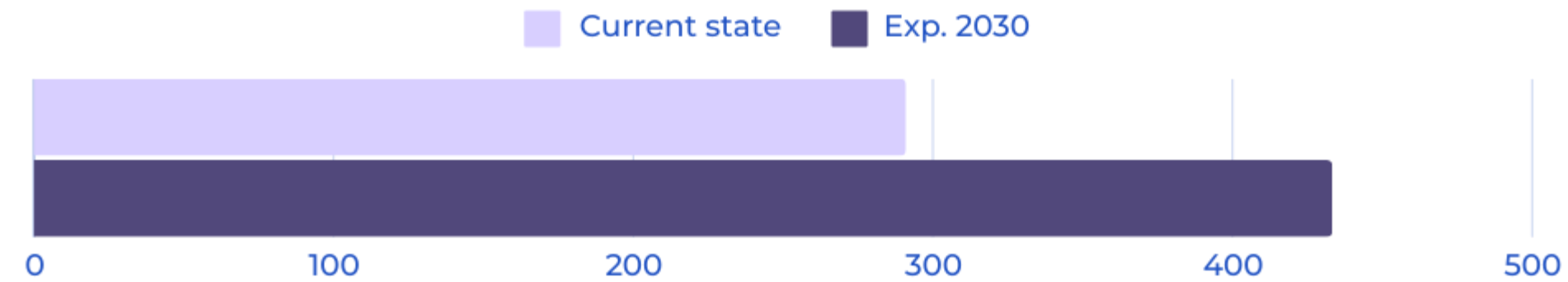
Tilapia

Others

Fish consumption, Nigeria



Aquaculture production forecast



Est. Aquaculture Growth rate

32.8%

How efficient should our SHF systems be?

Problems

Collective

SHFs struggle with collective critical issues that hinder their ability to scale labelled 'The usual 5'

Mitigating this challenge can improve SHF chances of success by as much as 25%

Individual

Each SHF hold a huge potential, but they seem to be missing the 'secret weapon'

Unlocking the insights farm data generates will save 30% SHF output value

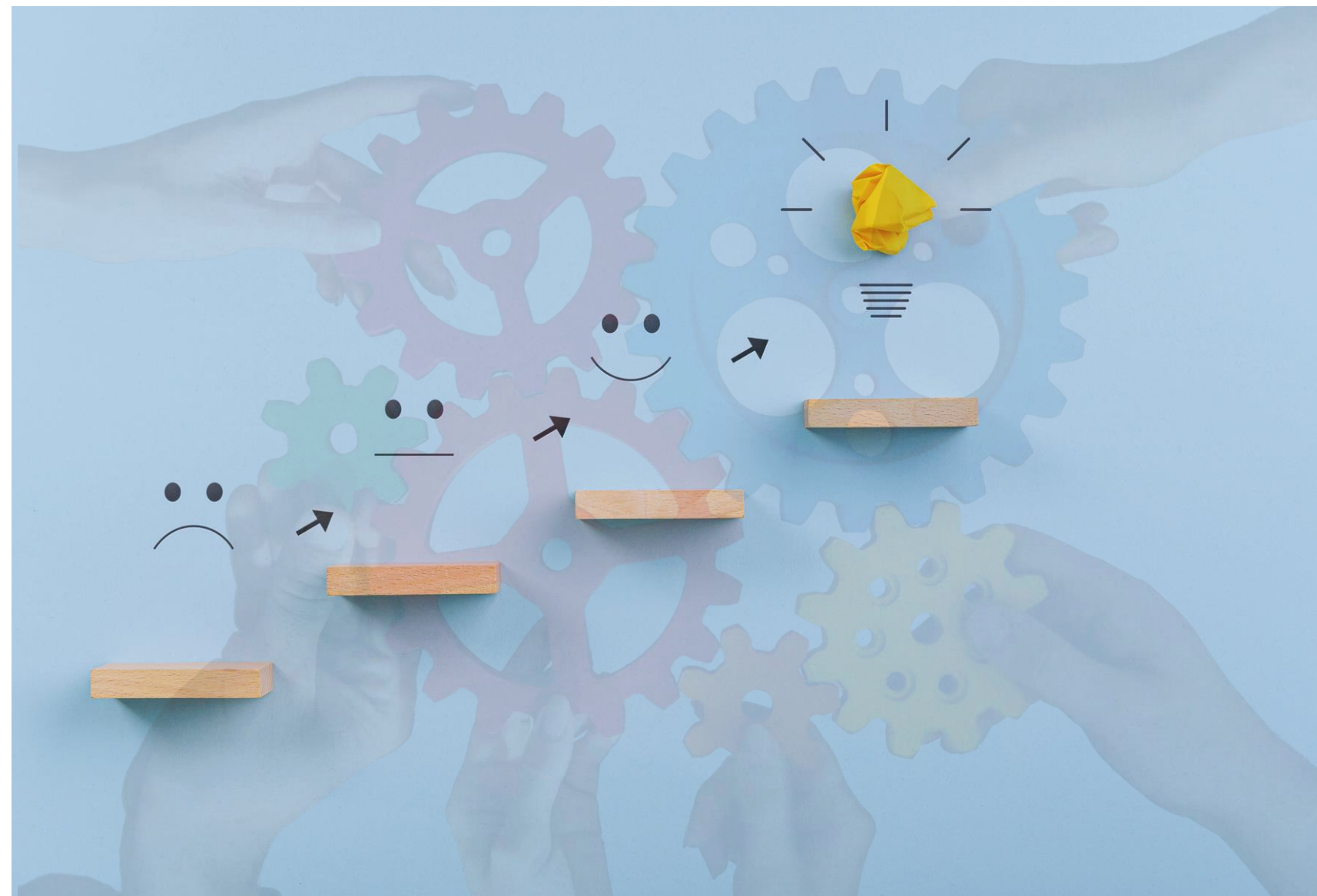
Market Orientation

By nature - SHFs easily overlook/cannot play in the right markets

Provides the 'lowest hanging fruits' for value & profit retention as consumers today demand 'availability & convenience'.

Vision

An integrated management system, offered as a service, helping small-holder farms achieve better performance and profitability. This creates a sustainable food solution for all, by connecting everyone



Solutions

KALOKA NG 4 themes of sustainability



An Industry co-management model

Shared access to group infrastructures, inputs and processes for PUs.
Access to 'commercial infrastructures' without the burden for purchase

Investment in consumer data & market orientation

Understand consumer needs, retain local women involved in fish processing, collaborate to offtake from PUs across B2B, retail and cross-industry food systems.

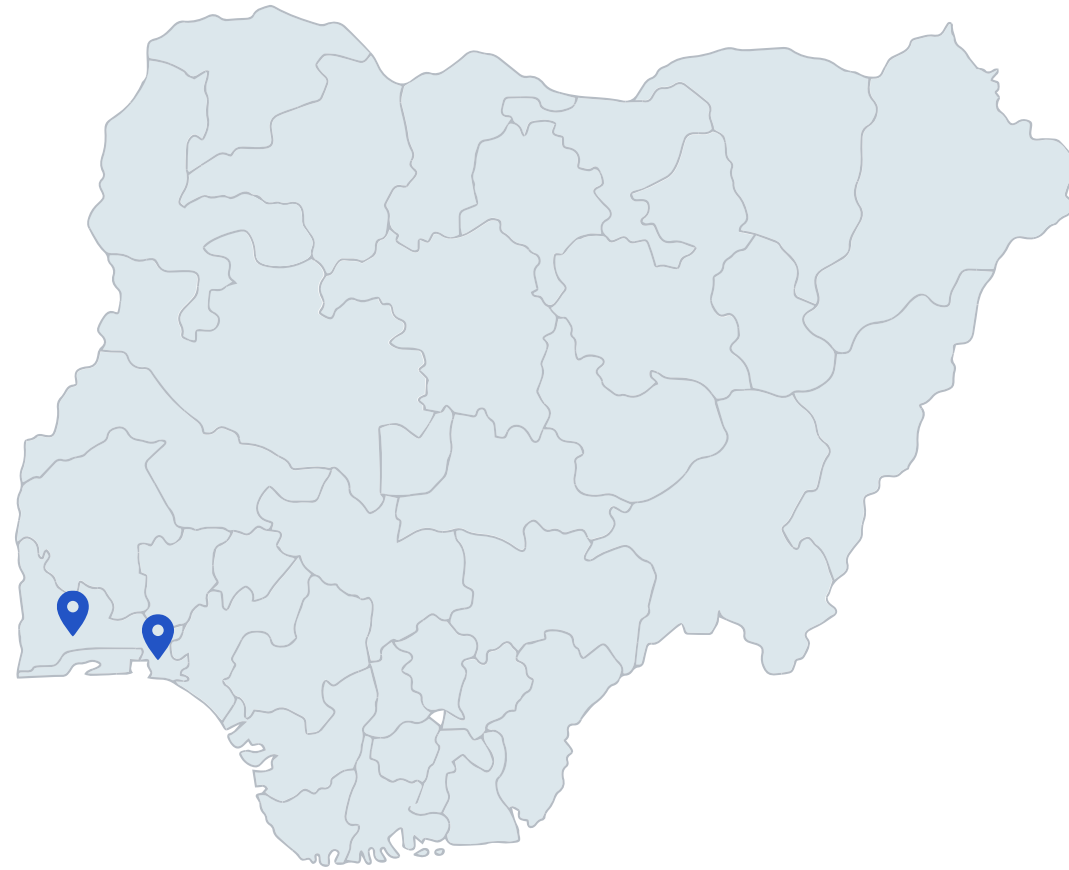
Business Improvement scheme

Farm/business management tools as a service (TaaS)
Enabling farmers the capacity to participate in structured support frameworks

Digitize & scale

Technology framework wrap-up. Original product created was decommissioned in 2023 to broaden services, as it missed the targeted market fit.

Market Validation



Total Available Market (TAM)

208 million people

with potential for 2.78M MT

Serviceable Available Market (SAM)

433,320 MT

growth potential for
aquaculture in Nigeria

PoC - today

Work with 2 Clusters mainly, few others on a need basis

System concepts are being tested.

- Group production/harvest planning
- Creating & testing farm management tools - manual compilation
- Co-resource management/building economies of scale
- Data-driven market orientation

Ongoing build: Organizational frameworks around 'production units'

The Future - as we create it

Serviceable Obtainable Market (SOM)

80,000 MT/8,000 farmers

1,250 Businesses

138,000 families

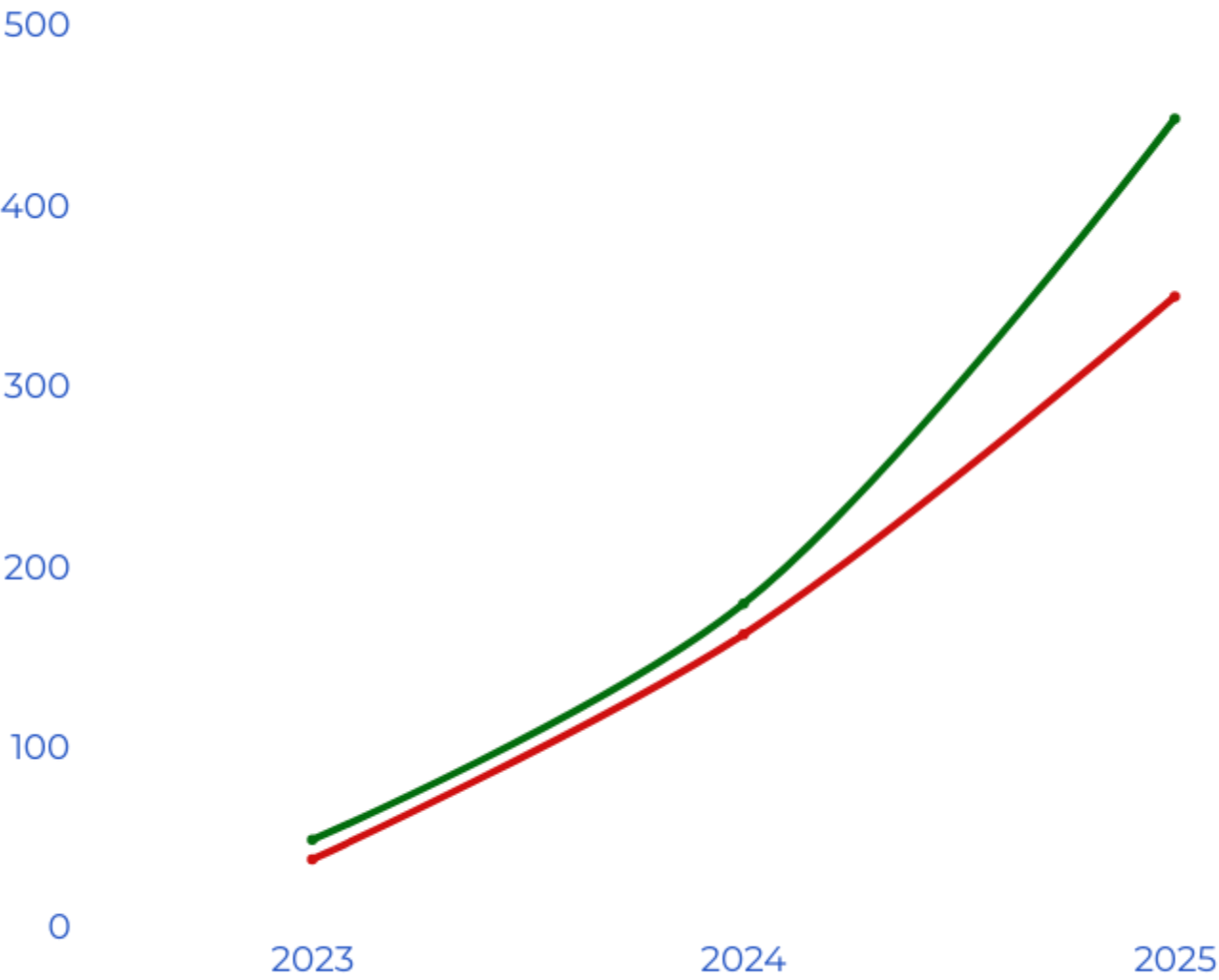
Cross-industry collaboration with food systems

- Transform SHF groups into 'commercial', profitable & sustainable ventures (with a social perspective)
- Improve SHF bottom line, and make their work smarter
- Integrate successful solutions as service to farmers (aaS)
- Create collaboration for food solutions

SHFs will have access to scale economies previously available to high volume farms, without the burden of a full capital cost

Project Traction

NGN mil



Current Growth trend

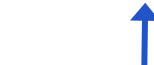
Revenue CoS EBIDTA

300000
250000
200000
150000
100000
50000
0
-50000

Accelerated Growth

Est. Growth rate **1.5x YoY**
Industry potential **32.8%**

Funding

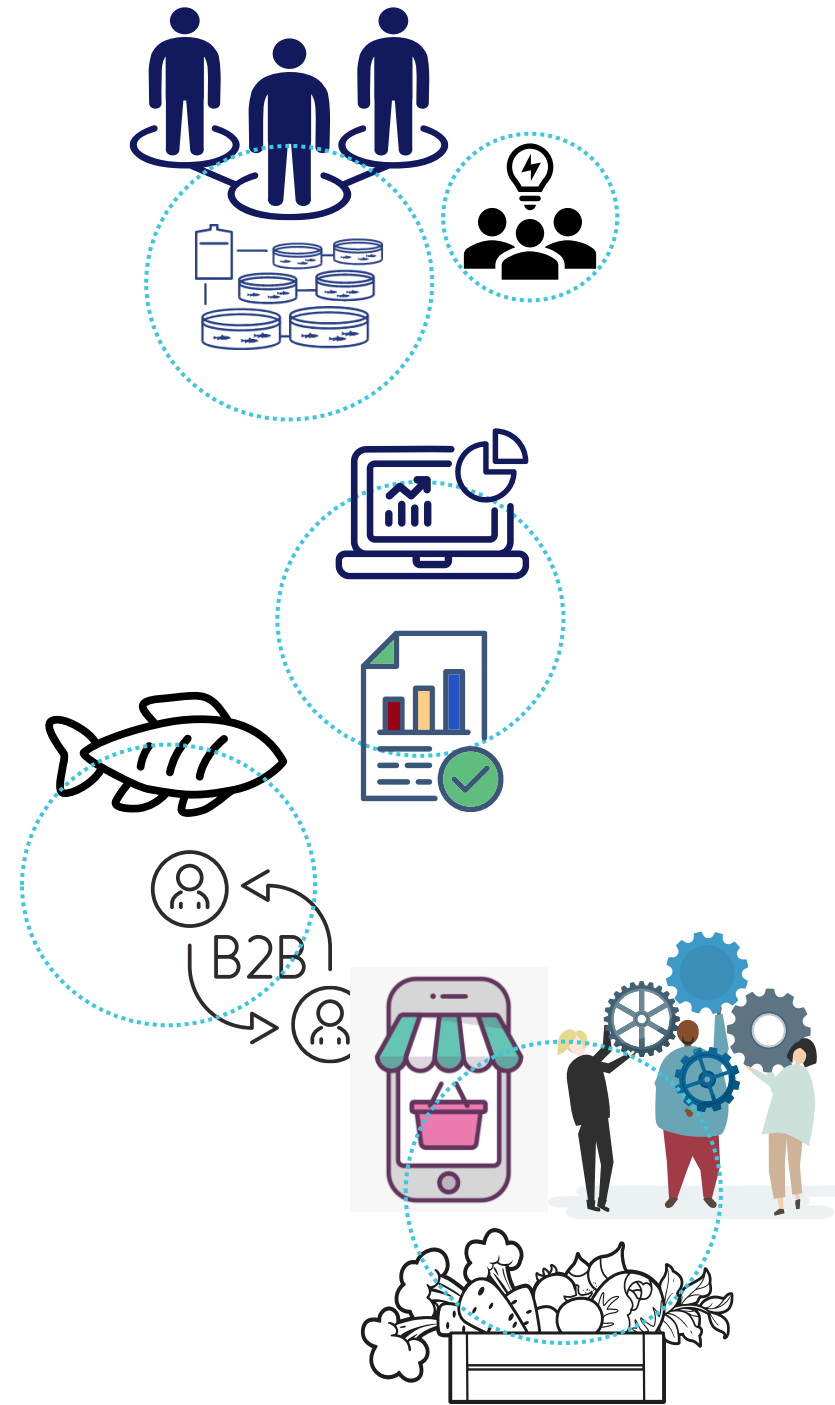


2025 2030 2033

Rev: 448	Rev: 17,502	Rev: 273,468
CoS: 349	CoS: 12,633	CoS: 182,658
EBIDTA: -145	EBIDTA: 863	EBIDTA: 53,241



Fundraising – \$240K (Seed Grant)



2025 INVESTMENT PROFILE	2025 TARGET REACH	% Exp
Investment in converting farm clusters into production units. Farmers capacity building partnerships	6, 250MT ~800 SHF/y	45 ⁺
Digitize & scale farm/business management tools	~ 1,000 SHF adoption (2025) 1.5x growth yearly	15 ⁺⁺
Scalable sorting & distribution infrastructure		4
Investment in B2B sales & marketing	Direct sales to food businesses – 1,250/10yrs	6 ⁺⁺
Create & Partnership for a more robust CX platform	Collaborative investment for retail marketing (5 – 10yrs) – ~138,000 families (urban market segmentation)	17.5 ⁺⁺
SG & A		12.5
TOTAL		100

* Recurring investments
+ Profit generating investment

Advantage & Risk Mitigation

Commercial approach to SHF

A targeted approach to creating commercial value for small holders

Emphasis on sustainability

Our commercial approach puts people, profits and planet in perspective

Collaboration across industries

creating a system to attract, retain and deploy skills & solutions across industries

Agile Data-driven approach

Utilizing our knowledge and learning to create value continuously

'aaS' model

providing unique services to farmers without significant CAPEX investment

Expansion approach for KALOKA will be done in phases. Objectives and Key Result Indices, will be set for each stage to ensure that investments are accounted for, and emergent strategies adopted where changes are necessary.

Upon reception of investments, immediate focus will be on expanding PUs, process digitization & marketing capabilities, iterating the products for a larger audience (MVP approach) and learning along the way. With Success, resources will then be ploughed towards providing more customised service presentations.



Thank You

