

2025/2028

GAP ANALYSIS REPORT

**IKHWEZI FARM GREENHOUSE
GREENHOUSE FARMING**

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Ikhwezi Farming Gap Analysis

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Organization Gap Analysis

Financial

Medium
Priority

45.0%

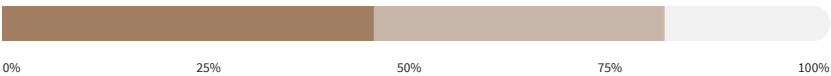
Current Score

80.0%

Target Score

35.0%

Gap



Key Intervention Required:

Develop integrated financial forecast linked to operational targets and funding strategy

Operational

High Priority

40.0%

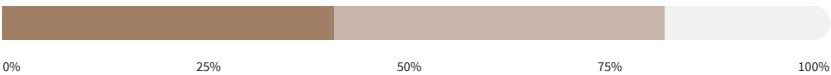
Current Score

80.0%

Target Score

40.0%

Gap



Key Intervention Required:

Standardize SOPs and implement KPI dashboard with quarterly reviews

Technology

High Priority

20.9%

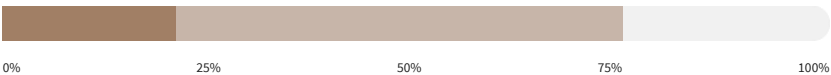
Current Score

75.0%

Target Score

54.1%

Gap



Key Intervention Required:

Deploy CRM, cloud accounting, and introduce cybersecurity protocols

Market & Customer

High Priority

42.7%

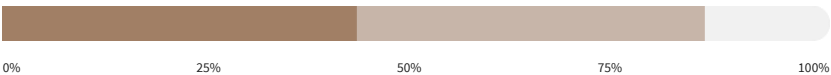
Current Score

85.0%

Target Score

42.3%

Gap



Key Intervention Required:

Build GTM strategy, define customer segments, and strengthen branding

Governance & Compliance

Medium
Priority

42.0%

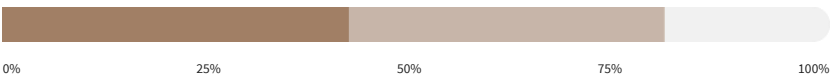
Current Score

80.0%

Target Score

38.0%

Gap

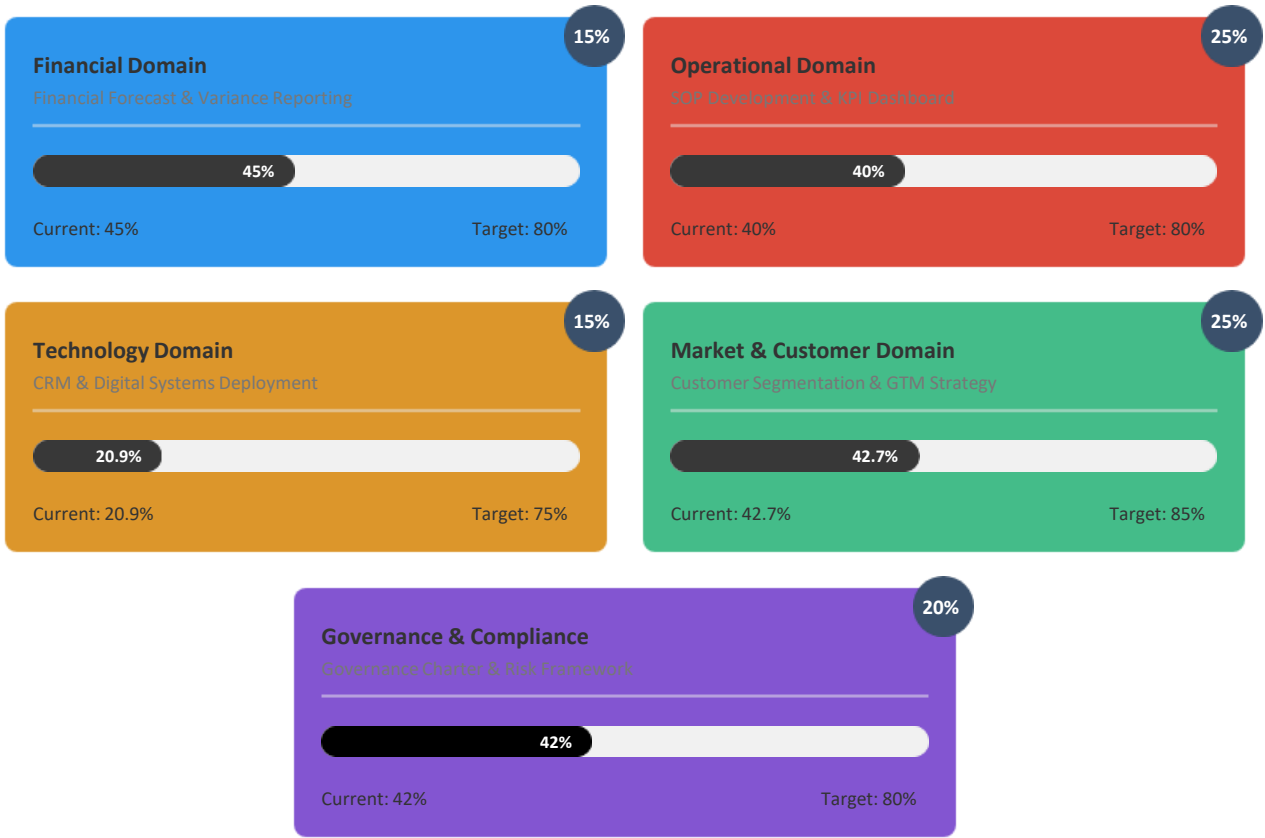


Key Intervention Required:

Formalize strategy, board governance charter, risk register, and compliance policy suite

Strategic KPI Matrix

Initiative	Strategic Domain	KPI (Target Output)	Baseline (%)	Target (%)	Weight (%)	Status
Financial Forecast & Variance Reporting	Financial	Monthly variance reports delivered & reviewed	45.0	80.0	15	Not Started
SOP Development & KPI Dashboard Implementation	Operational	All core processes documented; KPIs tracked quarterly	40.0	80.0	25	Not Started
CRM & Digital Systems Deployment	Technology	CRM & accounting tools active; backups and access controls in place	20.9	75.0	15	Not Started
Customer Segmentation & GTM Strategy	Market & Customer	Personas, GTM funnel, and brand assets published	42.7	85.0	25	Not Started
Governance Charter & Risk Framework	Governance & Compliance	Strategy, board charter signed; risk register and compliance policies implemented	42.0	80.0	20	Not Started



All initiatives are currently in "Not Started" status. The Strategic KPI Matrix tracks 5 key domains with assigned strategic weights and targets. The highest weighted domains (25% each) are Operational and Market & Customer, highlighting their importance to organizational priorities. Technology initiatives show the lowest baseline scores, indicating the greatest improvement opportunity.

Roadmap for Gap Closure

Five strategic initiatives have been identified to address critical readiness gaps, scheduled to begin in Q2 2025 through Q4 2025, with a combined budget of R420,000.



1

Financia



3-year forecasting & variance reporting implementation to improve financial planning and performance tracking.

Budget: R60,000

Timeline: Q2–Q3 2025

2

Operational



SOP development and KPI implementation to standardize processes and measure operational effectiveness.

Budget: R80,000

Timeline: Q2–Q4 2025

3

Technology



Implementation of CRM system, cloud accounting system, and cybersecurity baseline to modernize technology infrastructure.

Budget: R120,000

Timeline: Q2–Q4 2025

4

Market & Customer



Customer segmentation, Go-To-Market strategy development, and brand development to strengthen market position.

Budget: R90,000

Timeline: Q2–Q4 2025

5

Governance & Risk



Development of strategy, Board charter, risk register, and compliance SOPs to strengthen governance framework.

Budget: R70,000

Timeline: Q2–Q3 2025

Combined budget: R420,000 | Implementation period: Q2–Q4 2025 | Strategic initiatives for long-term business sustainability and growth

1. Gap Analysis Summary

A domain-level gap analysis is presented in this section, contrasting Ikhwezi's present capabilities with reasonable standards for operational and investment readiness. The size of the gap and how urgently it needs to be closed determine how each domain is assessed.

Ikhwezi should strive to meet the target scores used in the gap analysis in each domain in order to attain strategic alignment, obtain institutional funding, and function at a level that is ready for scale. These scores were not determined at random; rather, they represent a combination of investor expectations unique to South African agribusiness SMEs, industry norms, and business growth goals.



Defining a Practical Readiness Baseline:

- An 85% target was set for Market & Customer, recognizing the critical role that market reach, customer acquisition, and brand presence play in driving Ikhwezi's growth.
- The Operational, Financial, and Governance areas were each assigned an 80% target, aligning with standard expectations from development finance institutions and blended capital programs, particularly for businesses operating in rural supply chains.
- Technology was given a 75% benchmark—acknowledging that while core digital tools like CRM systems, accounting platforms, and cybersecurity are essential, they don't need to be fully scaled or enterprise-grade at this point.

Strategic Philosophy Behind These Targets

These are "readiness thresholds", not perfection scores. They are set at a level that is:

- Realistically achievable within 6–12 months
- Sufficient to pass due diligence by most public and private funders
- High enough to indicate professionalization of internal systems

1.1.Gap Matrix

1.1.1. Insight

While the difference from the flat-weighted score **(38.12%)** is modest, this refined view provides a more strategically accurate picture of where Ikhwezi must focus its improvement efforts — with the Market, Operations, and Governance domains being most critical to unlock growth and funding.



Table 1: Gap Matrix

Domain	Current Score	Target Score	Gap (%)	Priority	Key Intervention
Financial	45.0%	80%	35.0%	Medium	Develop integrated financial forecast linked to operational targets and funding strategy
Operational	40.0%	80%	40.0%	High	Standardize SOPs and implement KPI dashboard with quarterly reviews
Technology	20.9%	75%	54.1%	High	Deploy CRM, cloud accounting, and introduce cybersecurity protocols
Market & Customer	42.7%	85%	42.3%	High	Build GTM strategy, define customer segments, and strengthen branding
Governance	42.0%	80%	38.0%	Medium	Formalize strategy, board governance charter, risk register, and compliance policy suite



2. Insights

2.1. Key Insights

- The most significant shortfall is in Technology, scoring just 54.1%, highlighting an urgent need to establish core digital systems.
- Notable gaps also appear in the Operational and Market areas—both of which could undermine efficiency and commercial potential if left unaddressed.
- While Governance and Financial Planning show solid starting points, they still need additional structure to fully support growth and sustainability.
- While the difference from the flat-weighted score (38.12%) is modest, this refined view provides a more strategically accurate picture of where Ikhwezi must focus its improvement efforts — with the Market, Operations, and Governance domains being most critical to unlock growth and funding

2.2. Interpretation

- A readiness score below 40% signals that while the business has articulated vision and intent, it lacks the structural, operational, and digital capacity needed to scale effectively or satisfy most investor due diligence requirements.
- The most critical readiness gaps lie in technology (only 20.9%) and operational process formalization.
- Improvements in financial planning and documentation have contributed positively to the score after validating the cash flow assumptions

3. Readiness Scorecard

3.1 Scorecard Summary

The readiness framework initially gave equal 20% weight to each of the five domains for balance. On Ikhwezi's business plan and strategy, it's clear that some areas hold more strategic weight—especially those tied to stakeholder goals and rural supply chain priorities.



Domain	Achievable Score (%)	Justifications for Achievement Score	Strategic Weight (%)	Weight Contribution (%)	Justification for Strategic Weight
Market & Customer	42.7	Market intent is strong and offtake validation (e.g., Woolworths) exists, but segmentation, GTM, and digital presence are not formalized.	25	10.68	Central to Ikhwezi's growth — buyers, branding, and sales traction drive investor interest and cash flow.
Operational	40.0	CVs and org structure exist, but no SOPs, documented workflows, or KPI review systems are in place. Operations are manually managed.	25	10.00	Ikhwezi's success depends on consistent production, rural sourcing, and internal team efficiency.
Governance	42	No company strategy. Legal registration and water license are confirmed. However, governance charter, board activity, risk register, and compliance policies are missing.	20	8.40	Necessary for credibility, risk mitigation, and eligibility for public-private partnerships.
Financial	45	Cash flow forecasts and assumptions exist, but budget controls, multi-year forecasting tools, and variance tracking are weak.	15	6.75	Supports planning and capital access but is not currently the main lever of Ikhwezi's strategy.
Technology	20.9	No CRM, ERP, or cybersecurity evident. Technology environment is informal and non-integrated. Only basic infrastructure is noted.	15	3.14	Technology will enable scaling and efficiency, but it's currently underutilized and not prioritized.

Table 2: Ikhwezi's actual growth levers and risk exposures.

4. Business Readiness Score

Strategically Weighted Readiness Score Contributions by Domain



4.1. Interpretation:

- A readiness score below 40% signals that while the business has articulated vision and intent, it lacks the structural, operational, and digital capacity needed to scale effectively or satisfy most investor due diligence requirements.
- The most critical readiness gaps lie in technology (only 20.9%) and operational process formalization.
- Improvements in financial planning and documentation have contributed positively to the score after validating the cash flow assumptions.





5. Methodology

5.1 Summary

This section outlines the structured process followed to assess Ikhwezi's desired state, current state, gap analysis, and roadmap design.

The evaluation was designed to be objective, evidence-based, and aligned with both South African SME development standards and global enterprise readiness frameworks.

The primary goal is to determine how well-positioned the business is to scale, attract funding, and operate efficiently

5.2 Gap Analysis and Roadmap Design

This diagnostic process used a clear, structured approach to evaluate Ikhwezi's readiness as an institution, highlight key capability gaps, and create a costed and prioritized roadmap for transformation.

The approach was grounded in evidence and built on the company's submitted strategy documents, operational data, and narrative inputs



5. Methodology

5.4. Establishing the Desired State

The first step was to define the maturity level Ikhwezi must achieve to execute its growth strategy and meet institutional funding standards.

This “To-Be” state was based on: The company’s business plan outlining growth, funding, and scale-up strategies, Strategic themes like market expansion, rural sourcing, and public-private collaboration and benchmarks from similar agribusinesses preparing for institutional investment.

Each key was given a target score (e.g., 80–85%) representing the minimum capability needed to meet goals and engage top-tier funders

5.6. Designing Interventions to Close the Gap

Based on the prioritized gaps, a set of strategic interventions was defined. These included:

- Practical, funder-aligned steps such as developing SOPs, deploying CRM software, drafting board governance policies, or building a GTM strategy, outputs framed as measurable KPIs to enable milestone tracking and progress reporting and Interventions tailored to Ikhwezi’s current level of institutional maturity, resources, and stated ambitions.



5. Methodology

5.7 Scoring the As-Is Analysis

This is Ikhwezi's actual performance and was assessed based on the evidence submitted via the ZOHO form and supplementary documentation, including:

- Financial spreadsheets (cash flow forecasts, assumptions)
- Organizational structure charts, CVs, and team descriptions
- Company registration and compliance documents
- Strategic briefs, market summaries, and partner letters
- Informal declarations and supplementary descriptions (including where information was marked "Not Applicable")

Each business domain was broken down into key initiatives. For every initiative, a score from 0 to 100% was assigned based on:

- Presence, quality, and relevance of supporting documents
- Level of implementation (conceptual, drafted, in-use)
- Alignment with best practices and funder expectations

This resulted in a quantified baseline (As-Is) scorecard, reinforced by qualitative assessment narratives.

5. Methodology

5.8. Conducting the Gap Analysis

Once both the Current (As-Is) and Target (To-Be) scores were defined, the gap for each initiative and domain was calculated using the following formula: $\text{Gap (\%)} = \text{Target Score} - \text{Current Score}$

Each gap percentage served as a signal of strategic deficiency, execution risk, or unrealized opportunity. To support prioritization, each gap was categorized as:

- **High Priority** – Gaps of 40% or more
- **Medium Priority** – Gaps between 25% and 39%
- **Low Priority** – Gaps less than 25%

This ranking helped guide attention to the most urgent institutional gaps that could affect scalability, investment-readiness, or compliance

5.9. Frameworks used

The analysis applies a blended evaluation framework combining elements from:

- TOGAF (The Open Group Architecture Framework) — for structuring business capability domains, CMMI (Capability Maturity Model Integration) — to rate process maturity and documentation and SME Benchmarking Standards — adapted to reflect South African operational realities.

Each business area (Finance, Operations, Technology, Market, and Governance) is assessed across key initiatives, with a defined set of criteria for success. These criteria are matched to the business's stage of growth and type of industry (agribusiness)





5. Methodology

5.10. Prioritizing, Ranking and Budgeting Interventions

All interventions were assessed using a structured prioritization matrix, evaluating:

- Impact on business outcomes and investor appeal, Urgency based on operational risk or time-sensitive opportunities, Ease of Execution, considering available resources and internal capacity, Cost of delivery, benchmarked against South African market rates and Strategic Fit with Ikhwezi's growth model and stated intentions

The most important initiative from each domain was selected to form a 5 part implementation roadmap, supported by:

- Assigned roles and responsibilities, Estimated implementation timeframes (6–9 months), KPI milestone indicators and A total projected budget of R420,000

The result is a costed, time-bound Growth Plan designed to close Ikhwezi's most critical capability gaps and position it for institutional investment, market expansion, and scalable operations



5. Methodology

5.11. Document Review Process

More than 100 documents were submitted through Zoho and manually reviewed.

These were organized into domain-specific categories, with duplicate or redundant files removed. Each document was evaluated based on:

- Completeness and relevance
- Clear evidence of implementation (not just stated intentions)
- Recency and alignment with the project's objectives

When information was unclear, assumptions were noted and partial credit was applied. For instance, a cash flow spreadsheet initially lacked supporting data, but a later review uncovered a validated "Assumptions" tab, which was then factored into the scoring.

This re-validation process helps ensure that materials are assessed fairly, based on their content—not just their presentation.

5.12. Use of Results

The results of this As-Is Analysis will:

- Inform the Gap Analysis Matrix
- Shape the Growth Plan and Roadmap
- Populate a KPI Dashboard for progress tracking
- Feed into investment readiness assessments and stakeholder decision making

The methodology ensures alignment between current capabilities and the strategic requirements for scale, resilience, and funding eligibility

6. Conclusion

6.1. CONCLUSION AND CALL TO ACTION

Ikhwezi Farm represents a unique convergence of proven agricultural experience, market demand, and social impact. The farm's revival and expansion are grounded in a robust operational plan, a diversified product portfolio, and an established track record of supplying premium markets.

More than just a farming venture, Ikhwezi Farm embodies empowerment, resilience, and sustainability — values that resonate with both commercial partners and development-focused investors. With the right funding, Ikhwezi Farm will not only generate solid financial returns but also create meaningful employment, promote environmentally responsible farming practices, and contribute to national food security and export growth.



**Thank you
for your
interest!**

6. Conclusion

6.2. Value Proposition for Funders

Funders and investors are presented with a compelling opportunity to support a business that combines financial viability with measurable social and environmental benefits.

Key value propositions include:

- **Established Market Access:** Proven history of supplying high-end retail chains and restaurants, with prior clients willing to re-engage.
- **Growth Potential:** Clear roadmap for production scaling, value-added product development, and market expansion, including exports.
- **Social Impact:** Creation of jobs, skills development, and community empowerment, particularly for youth and women.
- **Sustainability:** Commitment to environmentally friendly farming practices and Global GAP certification.
- **Strong Management:** Experienced leadership, supported by consultants and professional advisors, with a legally documented succession plan.



**Thank you
for your
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