Identification of levers to impact the Base of the Pyramid with nutrition and sustainable sourcing projects—July 2013
Overview

Challenges and opportunities faced by the food industry

Sustainable Sourcing

Case studies

- Nestle Dairy Business in Pakistan – Nestle
- Nile Breweries – SAB Miller
- EthioPEA – Pepsico

Nutrition

Case studies

- NutriGo – Danone
- NutriStar – P&G

Synergos’ value proposition
Overview

• Synergos, a 25-year old international development NGO, supports companies engaged in developing inclusive businesses and social programs in emerging markets.

• We combine expertise from international development and management consulting and we leverage our large on-the-ground networks and multi-stakeholder partnership experience to help companies define and implement relevant approaches to on-the-ground realities and partner with key players.

• This report builds on Synergos expertise in the food industry, on experts’ interviews and on publicly available information. This study highlights the opportunities, challenges, and the key levers for global food and beverage companies to generate a social impact for the Base of the Pyramid (BOP)¹.
  ➢ The report presents a set of examples of strategic partnerships and innovative business models in emerging markets that highlights key levers for social impact.

¹ The 2.4 billion people living on less than $2 a day (World Bank)
Executive Summary

**Context**

- The world’s demand for food is projected to grow by 50% by 2030, as population is growing\(^1\). This represents a great potential for global consumer markets.
- Food and beverage companies are positioning themselves to capture this growth by developing innovative ways to engage these markets.
- We believe these new ways of engagement have potential to generate not only business but also a large social impact. We will focus our study on two main areas that food and beverage companies can impact: **Sustainable sourcing models and nutrition**.

**Key Findings**

- Throughout our experience, experts’ interviews and comparative analysis of several case studies, we have identified **nine key levers to generate these innovations** - in both **sustainable sourcing and nutrition** - on which new corporate expertise is required:

<table>
<thead>
<tr>
<th>1. Direct sourcing from farmers</th>
<th>engaging direct collection and purchasing with the farmer</th>
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</thead>
<tbody>
<tr>
<td>2. Technological breakthrough</td>
<td>innovating IT to facilitate communication around weather information and agricultural guidance</td>
</tr>
<tr>
<td>3. Training and financing to farmers</td>
<td>improving farmers’ access to information, inputs and technical assistance</td>
</tr>
<tr>
<td>4. Sustainable end-to-end supply chain</td>
<td>supporting infrastructure development, engaging resources all along the supply-chain</td>
</tr>
<tr>
<td>5. Nutritional products</td>
<td>developing new reengineered products to respond to local needs with new pricing</td>
</tr>
<tr>
<td>6. New distribution model</td>
<td>innovating with distribution channels/partners to make quality products reach underserved clients</td>
</tr>
<tr>
<td>7. Multi-stakeholder partnerships</td>
<td>engaging in local and global partnerships with key stakeholders</td>
</tr>
<tr>
<td>8. Education/training for behavioral change</td>
<td>training local people, health educators, sales representatives to raise awareness on health benefits of micronutrients</td>
</tr>
<tr>
<td>9. Advocacy</td>
<td>raising awareness among key leaders to influence public policies and resource allocation decisions and to increase projects’ scale</td>
</tr>
</tbody>
</table>

- These new operating models can be developed under **three corporate approaches**: Business, CSR and/or Philanthropic

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\(^1\) In the next 35 years, 2.5 billion people will be added to the current population of 6 billion, World Bank estimates
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Synergos’ value proposition
Food and Beverage companies have to face rising opportunities and challenges related to both social and business imperatives

**Nutrition**

- **Malnutrition** - one of the most critical issues of the 21st century:
  - In 2006 more than 2 billion people, 30% of the population of developing countries suffered from micronutrient deficiencies
  - In 2010, 925 million people were undernourished
  - 2.8 million adults die each year as a result of being overweight or obese

- **Increasing demand for food**: +50% by 2030

- **Growing civil society pressure** on multinationals to be more socially responsible

**Sustainable sourcing**

- **Increased customer expectations**
  - Customers requesting enhanced traceability and increased sourcing from fair trade

- **Greater risk of sourcing scandals**, due to larger, more complex global supply chains, increased controls from regulatory bodies and civil society, more rapid media coverage

- **Pivotal challenges** for the industry
  - Over-complexity of supply-chain
  - Expensive intermediation of middle-men
  - Fragile partnership with suppliers
  - Pressure on food security

There is an economic potential driving business opportunities, that can have a large social impact:

- Reaching the base of the pyramid (BOP) market
- Potential of market forces in large-scale poverty alleviation

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1. Food and Agriculture Organization Statistics
2. World Health Organization
3. 2013 MamboTrack Annual Natural and Organic Product Survey
4. BOP = 2.7 billion people who live on less than $2 a day
5. A recent example was Oxfam “Behind The Brands” scorecard, published in the New York Times
Many food companies are generating innovative approaches to deliver both business and social outcomes.

**Direct Business Objectives**

- Create new markets / improve market access to increase sales
- Drive innovation and differentiate products from competition (especially vs. local offering)
- Create sustainable business and better manage risks
  - Develop workforce resilience
  - Build sustainable sourcing
  - Reinforce sourcing quality control
- Increase productivity and efficiency
- Improve social capital and brand image
- Secure « license to operate » locally

**Direct Societal Outcomes**

- Improve access to food (last-mile distribution, supply security, better quality, decreased prices)
- Address nutritional deficiencies
- Create behavioral change for better health
- Increase farmers’ income
- Decrease impact on environment

**EXAMPLES**

- Nestlé’s PPPs ¹ accounts for around 8% of Nestlé’s annual sales in 2009, and sales are growing at more than 12% per year
- Unilever’s Project Shakti² now accounts for 5% of Unilever’s total revenues in India
- Nestlé’s PPPs sold 600,000 tons of iodine-enriched Maggi products in 2009
- Unilever’s Project Shakti² provides opportunities to about 45,000 women in 15 Indian states

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¹ Nestlé’s “Popularly Positioned Products” (PPPs) focus on the specific needs of around 3 billion lower-income consumers worldwide in 70 countries
² Project Shakti aims at creating a new direct-to-home distribution system of Food products, run by underprivileged female entrepreneurs, in Indian village
Building multi-stakeholder partnerships is key for companies to achieve business and social objectives

Partnerships’ benefits

- Extending reach and scale of projects around nutrition and sustainable sourcing, especially through public-private partnerships (PPPs)
- Sharing or reducing risk
- Improving effectiveness and efficiency by capitalizing on existing knowledge base or on other stakeholders’ complementary assets
- Strengthening local knowledge and market understanding
- Increasing employees’ satisfaction and improving company image

Partnerships’ key success factors

- Implementing a needs-based approach tailored to local context
- Engaging in broad-based global partnerships and with local stakeholders, to leverage knowledge and resources and to work at different levels in parallel (ex. local, regional, national)
- Identifying bridging organizations, able to translate meanings across sectors and to build trust
- Using existing country systems and promoting local ownership
- Envisioning scale but starting small by piloting
- Envisioning sustainability beyond the company’s own resources, by shifting the institutional arrangements
- Generating baselines and monitoring results – tangible and intangible
- Engaging other company business departments (not just CSR)
Multinationals can use a combination of approaches to obtain business and social objectives

**Business led approach**
- Developing a model that directly impacts and enhances company’s core businesses

**CSR approach**
- Dedicating resources to foster a conducive environment for long-term growth

**Philanthropic approach**
- Dedicating resources to address wider societal issues

**Economic objective**

**Social objective**

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Developing a model that directly impacts and enhances company’s core businesses

Dedicating resources to foster a conducive environment for long-term growth

Dedicating resources to address wider societal issues
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**Synergos’ value proposition**
Implementing innovative approaches requires overcoming key challenges

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Best Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Overcoming barriers to reach low-income suppliers</td>
<td>• Building hubs and intermediate collection facilities</td>
</tr>
<tr>
<td>➢ Geographical: numerous and dispersed farms</td>
<td></td>
</tr>
<tr>
<td>➢ Organizational: inefficient supply chains</td>
<td>• Absorbing intermediaries</td>
</tr>
<tr>
<td>• Avoiding side-selling (e.g., black market)</td>
<td>• Implementing an end-to-end supply chain with a direct management of suppliers (some companies manage networks of up to 4 millions rural farmers and create direct collection and payment system to replace traditional middlemen)</td>
</tr>
<tr>
<td>• Bypassing traditional intermediaries opposed to supply chain innovation</td>
<td></td>
</tr>
<tr>
<td>• Avoiding large intermedation costs(^1)</td>
<td></td>
</tr>
<tr>
<td>• Finding a buyer or pool of buyers atop the supply chain to guarantee the purchasing of the output</td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) “Intermediaries such as transporters, traders, commission agents, and wholesalers typically extract between 30 and 45 percent of the final market value, while spoilage and wastage may account for up to another 30 percent lost” - Monitor report – Emerging Markets, Emerging Models, Mars 2009

Synergos’ specific expertise
• Several sourcing projects with multinationals in Africa
• A network of civil society, entrepreneurs and government leaders and of companies in the agricultural sector
• 25 years of experience managing multi-stakeholders partnership and developing community engagement programs
Food & Beverage companies can employ six key levers to reach out successfully to the BOP

<table>
<thead>
<tr>
<th>Key Levers</th>
<th>Examples of Actions</th>
</tr>
</thead>
</table>
| **1 Direct sourcing from farmers** | • Engage direct purchasing relationships with the farmer  
• Engage direct collection from the farm gate |
| **2 Technological breakthrough**   | • Develop cluster of information  
• Use mobile technology to provide weather information and guidance on agriculture to farmers |
| **3 Training and financing to farmers** | • Improve farmers’ access to information  
• Provide technical assistance  
• Provide subsidized inputs |
| **4 Sustainable end-to-end supply chain** | • Commit to purchase the entire crop  
• Build storage facilities  
• Develop infrastructure : e.g. improved quality of local roads |
| **5 Multi-stakeholder partnerships** | • Partner with competitors to collaborate R&D efforts and share information networks  
• Partner with supporting organizations, e.g. NGOs offering microloans or doing awareness campaigns |
| **6 Advocacy**                    | • Partner with larger organizations, institutions or governments to raise awareness, increase collaboration and identify opportunities for scale  
• Raise awareness among key leaders to influence public policies and resource allocation decisions |
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Challenges and opportunities faced by the food industry

**Sustainable Sourcing**

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**Nutrition**

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**Synergos’ value proposition**
Case: Sustainable sourcing - Nestle dairy business in Pakistan

Nestlé Pakistan plays a central role in the modernization of the dairy sector in Pakistan by increasing productivity, improving market access and promoting diversified livelihoods for smallholder farmers.

### Business objectives & outcomes

**Objective:** Increase productivity  
**Outcome:** Sourcing 500 million liters of milk a year generating a **5% net profit** on revenues in 2008

**Objective:** Improve market access

### Social objectives & outcomes

**Objective:** Offer higher quality milk  
**Objective:** Provide training to dairy farmers  
**Outcome:** 30,000 dairy farmers to be trained in 2013-18 through training centers

**Objective:** Average salary of the factory worker is doubled the average in this industry  
**Outcome:** Enhanced productivity: farms earning about **59% more per cow**

**Objective:** Fight iron-deficiencies

### Key levers employed

1. **Sourcing directly from farmers**  
   - Buying milk directly from over **150,000 farmers** over a wide geographic range

2. **Organizing sustainable end-to-end supply chain**  
   - Setting up Village Chilling Centers in large villages, spaced out for up to 20 min. travel

3. **Providing training**  
   - 3% wages spent on training of the Village Milk Collection Agent who runs the chilling centers  
   - Training on milk collection and operational techniques

BASED ON PUBLICLY AVAILABLE DATA
Case: Sustainable sourcing - SAB Miller business in Uganda

SAB Miller pioneered the use of local raw materials (LRM) in commercial brewing of clear beer in Uganda.

### Business objectives & outcomes

**Objective:** Increase sales  
**Outcome:** Increase of +7m beer cases in 8 years

**Objective:** Increase productivity  
**Outcome:** Sorghum usage multiplied from 1,600 tons in 2003 to 8,500 tons per annum in 2012

**Objective:** Position brands in new markets  
**Outcome:** Eagle brand represents 35% of the total beer market in Uganda

### Social objectives & outcomes

**Objective:** Increase farmers’ income  
**Outcome:** Income of US$ 3 million earned by 9,000 farmers and 100,000 beneficiaries, in over 20 districts across Uganda

**Objective:** Offer hygienic clear beer, alternative to home brews and informal alcohol

### Key levers employed

1. **Sourcing directly from farmers**
   - 8,000 farmers in Uganda
   - 34,000 jobs impact in agriculture including direct and indirect job

2. **Using a technological breakthrough**
   - Epuripur sorghum developed by the Serere Animal & Agricultural Research Institute

3. **Providing financing to farmers**
   - Guaranteed market and price for sorghum offered by Nile Breweries Ltd
### Case: Sustainable sourcing - Pepsico Enterprise EthioPEA

PepsiCo partners with World Food Programme and USAID to increase chickpea production and promote long-term nutritional and economic security in Ethiopia.

<table>
<thead>
<tr>
<th>Business objectives &amp; outcomes</th>
<th>Social objectives &amp; outcomes</th>
<th>Key levers employed</th>
</tr>
</thead>
</table>
| **Objective:**                                                                                  | **Objective:**                                                                                | **1. Sourcing directly from farmers**  
   - Increase PepsiCo’s access to chickpeas  
   - Create new domestic and export markets for Ethiopian chickpeas | Enable nearly 10,000 Ethiopian farmers to realize a two-fold increase in chickpea yield by applying more modern agricultural practices and irrigation techniques. |
|                                                                                                 | **Objective:**                                                                                | **3. Providing education to farmers**  
   - Help 10,000 Ethiopian farmers double their production of chickpeas  
   - Improve the overall quality of the soil farmed                                                                  | Introduce more vigorous seed strains along with technical and financial assistance to deploy low-cost flood irrigation. |
|                                                                                                 | **Objective:**                                                                                |                                                                                      |
|                                                                                                 | **Address the critical issue of famine in the Horn of Africa**                                |                                                                                      |
|                                                                                                 | **Outcome:**                                                                                  |                                                                                      |
|                                                                                                 | **Develop a locally sourced, nutrient-rich, ready-to-use supplementary food (RUSF) to address malnutrition** |                                                                                      |
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Synergos’ value proposition
Implementing innovative approaches requires overcoming key challenges

**Challenges**

- Overcoming **in-country** infrastructure to reach and deliver the product to the poorest communities
- Possessing **local knowledge** and reach: understanding what customers want vs. what they need
- Getting **credibility on product’s health benefits**, often undermined by the absence of enforced intellectual property rights

**Best Practices**

- Adopting a **network approach** and building **partnerships** with partners already well established on the ground
- Focusing partnerships around an **educational need or an informational resource** that would be trusted and recognized by customers

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**Synergos’ specific expertise**

- Several projects supporting food & beverage companies develop nutritional products for BoP consumers
- A network of civil society, entrepreneurs and government leaders and of companies in the food sector
- 25 years of experience managing multi-stakeholders partnership and developing community engagement programs

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**Example of model to overcome challenges**

P&G: Nutritional product

- **R&D**
- **Raw materials**
- **Production**
- **Distribution**
- **Marketing**
- **End user**

- Product developed in collaboration with aid agencies
- Licence to local producers
- Used naturally occurring distribution systems
- UNICEF & National Institute for Nutrition educate communities about needs for healthy diet

Source: Procter & Gamble Combating “hidden hunger”, World Business Council for Sustainable Development
Food & Beverage companies can employ five key levers to reach out successfully to the BOP

<table>
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<tr>
<th>Key Levers</th>
<th>Examples of Actions</th>
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<tbody>
<tr>
<td>1 Nutritional products</td>
<td>• Tailor packaging of products to local needs: smaller units</td>
</tr>
<tr>
<td></td>
<td>• Develop new pricing model: pay per use and tiered pricing</td>
</tr>
<tr>
<td></td>
<td>• Enhance products’ nutritive elements</td>
</tr>
<tr>
<td>2 New distribution models</td>
<td>• Leverage assets by capitalizing on local partnerships that decrease supply chain inefficiencies</td>
</tr>
<tr>
<td></td>
<td>• Use Micro-Distribution Centers to reach remote areas</td>
</tr>
<tr>
<td></td>
<td>• Prefer shared channels: partner with micro-Finance networks</td>
</tr>
<tr>
<td></td>
<td>• Develop new direct-to-home distribution systems</td>
</tr>
<tr>
<td>3 Multi-stakeholder partnerships</td>
<td>• Partner with competitors to collaborate R&amp;D efforts and share distribution networks</td>
</tr>
<tr>
<td></td>
<td>• Partner with supporting organizations, e.g. NGOs offering microloans or doing awareness campaigns</td>
</tr>
<tr>
<td>4 Education/training for behavioral change</td>
<td>• Raise awareness on the public health benefits of micronutrients</td>
</tr>
<tr>
<td></td>
<td>• Raise awareness through community organizations</td>
</tr>
<tr>
<td></td>
<td>• Educate population by training health educators and sales supervisors</td>
</tr>
<tr>
<td>5 Advocacy</td>
<td>• Partner with larger organizations, institutions or governments to raise awareness about nutrition and increase collaboration and identify opportunities for scale</td>
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Synergos’ value proposition
Danone launched a social business in China that will generate both a large business and social impact. Danone is leveraging 3 of 5 key identified levers\(^1\) to target BOP consumers.

### Business objectives & outcomes

**Objective:** Increase penetration rate  
**Outcome:** Achieved 35% penetration rate, representing 200,000 users per province

**Objective:** Build a credible and trustworthy image

### Social objectives & outcomes

**Objective:** Fight child malnutrition in rural China – by reaching 800,000 babies  
**Outcome:** Distribution of a fortified complementary product

**Objective:** Reach populations without access to nutritional information and products  
**Outcome:** Training rural women in nutrition and sales

### Key levers employed

1. **Launching a new product**  
   - YingYangBao, a nutrient-dense food supplement for babies

2. **Building local partnerships**  
   - Partnered with two Chinese NGOs, a Chinese public institute and a foundation

3. **Education and training**  
   - Trained 1,300 people and 130 doctors and Heath practitioners

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\(^1\) See page 19
Case: Nutrition - P&G NutriStar

After a first unsuccessful “go in and do everything yourself” mentality, P&G shifted away and looked to engage with new partners already well established on the ground. P&G leveraged this network of partnerships to redefine its strategy.

### Business objectives & outcomes

<table>
<thead>
<tr>
<th>Objective</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position brands in new markets</td>
<td>Develop a new commercial product designed for a large customer base</td>
</tr>
<tr>
<td>Iterate strategy for succeeding in BOP markets in other countries</td>
<td></td>
</tr>
</tbody>
</table>

### Social objectives & outcomes

<table>
<thead>
<tr>
<th>Objective</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combat “hidden hunger”</td>
<td>Powdered drink mix with all the vital micronutrients sold in BOP markets</td>
</tr>
<tr>
<td>Strengthen knowledge and awareness of hidden hunger</td>
<td>Product advertising coupled with NGO-led awareness campaigns</td>
</tr>
</tbody>
</table>

### Key levers employed

1. **Developing nutritional products**
   - Content innovation: Low cost powdered drink mix
   - Packaging innovation: small sachets

2. **Catalyzing multi-stakeholder partnerships to create new models**
   - Partnered with Local enterprises, UNICEF, USAID, WHO, academic think-tank

3. **Investing in extensive educational campaigns**
   - Donating $1 million of the profits to fund public service programs on proper nutrition

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**Synergos’ value proposition**
Synergos Consulting Services could help you design, implement or scale up similar initiatives

We offer companies a strong value-proposition, offering companies a mix of:

**Traditional Consulting Techniques**
Synergos leverages over 10 years of management consulting practice and experience working with the private sector to enhance our understanding of corporate challenges on a broad range of issues.

**International Development Expertise**
We work on-the-ground with a diverse set of stakeholders, including governments, fellow NGOs, investors and local communities – on various social issues.

**Commitment to stakeholder engagement**
Synergos has developed proprietary tools and techniques to enhance the effectiveness of institutions and leaders in their social work by building deep relationships with governments, NGOs and local communities.

**Vast network of global partners**
Over 25 years, Synergos has built several networks of trusting relationships with more than 800 government, civil society and philanthropic leaders around the world.

“Synergos enabled Unilever to form a powerful coalition on child nutrition in India. Synergos was instrumental in identifying individuals and organizations and bringing them into a multi-stakeholder partnership to help combat the huge problem of hunger and malnutrition in children in India.

– Paulus Vershuren, Former President, Unilever Asia"
Our work at Synergos

Synergos Consulting Services, the consulting arm of Synergos, helps global companies engage in initiatives that advance both corporate and social interests and build sustainable business practices into core business models.

We leverage 25 years of international development work undertaken by Synergos, engaging with local communities across a number of topics including local empowerment, nutrition, healthcare, education and agricultural issues.

We help private sector clients seeking to build sustainable businesses in emerging markets. We help them define their social impact strategy, and design and implement BoP solutions and CSR programs, by supporting them in:

- Generating innovation targeting systemic changes
- Developing strategies that generate both a business and a social impact
- Tailoring existing business models to new markets
- Analyzing and assessing business models with social impact
- Monitoring and evaluating social outcomes
- Gathering on-the-ground knowledge and linking bottom-up with top-down strategies
- Mapping stakeholders, engaging non-traditional partners and brokering partnerships in emerging markets
- Institutionalizing change by building local capabilities and leadership
Other examples of our work

**Food and Personal Care / India**
Integrating Corporate Social Engagement efforts in the global endeavors of multiple local development actors
Supported Hindustan Unilever and several other private and public partners in India to fight child malnutrition

**Food and Beverage Sector / Sub-Saharan Africa**
Developing new product for Base of the Pyramid consumers to help fight undernutrition
Supported a food & beverage company develop a Base of the Pyramid model for nutritional products in both India and East Africa

**Food and Beverage Sector / Ethiopia**
Building a sustainable sourcing model and building capacity for systems-shifting collaborations
Supported a US food & beverage company build a sustainable sourcing model with small-holder farmers in Ethiopia. Our work leveraged Synergos’ experience in the creation of the ATA (Agricultural Transformation Agency) supporting the Ministry of Agriculture

**Science and Agriculture / Africa**
Aligning an agricultural sustainability strategy with business objectives
Helped a leading supplier of advanced plant seeds align its business objectives with its sustainability strategy and think strategically about the social impact of their agricultural initiatives in Africa.
Synergos helped Hindustan Unilever and three other major corporations to establish in 2006 a unique multi-stakeholder partnership in India with UNICEF and other local stakeholders to develop a cohesive response to child undernutrition in the State of Maharashtra in India. This alliance pioneered a partnership model that involved companies, state government, community organizations and global agencies. Synergos helped those partners implement a series of innovative pilot projects in target areas:

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Food Diversification project</td>
<td>Improvement of quality and variety of supplementary nutrition foods provided at childcare centers</td>
<td>149,000 children reached</td>
</tr>
<tr>
<td>The Girls Gaining Ground initiative</td>
<td>Recognition of adolescent girls as key stakeholders able to influence child malnutrition</td>
<td>10,000 girls reached</td>
</tr>
<tr>
<td>Taj Chefs’ work on the menu</td>
<td>Creation of 40 different recipes providing nutrition at minimum cost to tribal children</td>
<td>13% increase in state schools attendance</td>
</tr>
<tr>
<td>Computer-Aided Literacy, Health and Nutrition Awareness Programme</td>
<td>Training to local women</td>
<td>1,260 participants in 30 centres trained</td>
</tr>
</tbody>
</table>

Rates of stunting fell from 39% in 2005 to 23% in 2013 in the State of Maharashtra

### Key achievements

1. Creating a unique, multi-stakeholder partnership to tackle the complexity of child malnutrition: The Bhavishya Alliance was recognized as one of the most impactful partnership in nutrition in India by many development leaders
2. Scaling up innovations beyond pilot stage
3. Introducing a groundbreaking model for problem solving blending a new social technology with an entrepreneurial approach
4. Shifted stakeholder engagement practices within partner organizations

### Key lessons

1. Seek an enabling environment (e.g., strong political will and achieve players)
2. Prototype the viability of interventions
3. Foster government commitment at various levels
4. Partner strategically with locally-based NGOs and communities
5. Foster cooperation across corporate sector players and leverage specific resources (e.g., Hindustan Unilever and ICICI Bank)
6. Rather than taking on the role of government, model the potential for their role
Our core team is supported by internal experts and staff located in Africa, India and Latin America, and by a network of affiliated consultants bringing in specific expertise.

Robert Dunn, CEO of Synergos
- Provided advisory consultation to global and national groups assessing social impact
- Served previously as Chairman, President and CEO of BSR (a non-profit organization working with global companies to promote sustainable business practices). Also served as Vice President for Corporate Affairs at Levi Strauss & Co.
- Serves on several boards of mission-driven organizations

John Heller, Synergos Services
- 20 years of experience in international development and business
- Launched a series of large-scale initiatives integrating market, state and NGO actors to achieve results on such challenges as child nutrition in India, health systems effectiveness and agricultural transformation in Africa
- Served as a lead advisor to global companies seeking to create path-breaking approaches to achieve social impact through business in Asia, Africa, and Latin America
- Specializes in enabling clients to innovate through processes that integrate wisdom across disciplines and cultures

Rajash Sarin, Director of Synergos Services
- Develops and implements offerings to global companies seeking social impact
- Served as an investment banker and management consultant (Booz & Company, KPMG) for about ten years across Europe, Middle East and Africa
- Served recently as a fellow in India for LGT Venture Philanthropy, an impact investing fund

Audrey Philippot, Senior Manager of Synergos Services
- Develops and implements offerings to global companies seeking social impact
- Served as a strategy and management consultant for ten years, both at McKinsey and LVMH (a Luxury Goods company), where she advised several global companies on strategies, organizations and turn around projects.
- Served as a consultant and advisor within several NGOs to advise small entrepreneurs in developing countries on growth strategies
Representative Supporters, Partners and Clients

Some of our supporters, partners and clients include:

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<tr>
<th>Corporations &amp; Foundations</th>
<th>Government &amp; (Inter-) governmental organizations</th>
</tr>
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<tr>
<td>• BNP Paribas</td>
<td>• Ethiopia - Ministry of Agriculture</td>
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<td>• Deutsche Bank</td>
<td>• Ethiopia - Agricultural Transformation Agency</td>
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<td>• McKinsey &amp; Co.</td>
<td>• Namibia - Ministry of Health and Social Services</td>
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<td>• Mvelaphanda Group</td>
<td>• South Africa - Departments of Health, Social</td>
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<td>• PepsiCo</td>
<td>Development and Women (among others)</td>
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<td>• Pfizer, Inc.</td>
<td>• Brazil - Government of Pará</td>
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<td>• Shell</td>
<td>• India - Government of Maharastra - Women and</td>
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<td>• Unilever</td>
<td>Child Development Department</td>
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<td>• Ford Foundation</td>
<td>• Canada - Ministry of Aboriginal Relations and</td>
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<td>• Bill &amp; Melinda Gates Foundation</td>
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<td>• The W.K. Kellogg Foundation</td>
<td>• India - UNICEF</td>
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<td>• Nike Foundation</td>
<td>• U.S. - Agency for International Development (USAID)</td>
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<td>• The Rockefeller Foundation</td>
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Where we work

In 25 years, Synergos has worked in more than 30 countries and regions. Our current key projects are in Middle East/North Africa, Southern Africa, Ethiopia, India, Canada and Latin America.