

## Inclusive business models delivering nutrition

*The global food industry is huge and influential. The development challenge of tackling malnutrition is also huge, representing a significant health and wellbeing threat for billions worldwide. Ensuring that consumers at the Bottom of the Pyramid (BoP) have access to affordable, safe and sufficient nutritious foods cannot be achieved by governments alone: businesses, whether small or big, have a crucial role to play. However, nutritious products have been notoriously hard to sell, commercially, at the BoP.*

*This month, in partnership with the Global Alliance for Improved Nutrition (GAIN) and DFID, we hear how the sector is making progress, focusing on customer insights and new models. We continue the theme with a series of webinars in January on marketing nutritional products to low income consumers.*

### UPCOMING WEBINAR SERIES: Marketing Nutrition to the base of the pyramid

13<sup>th</sup> & 19<sup>th</sup> January 2017

7.30pm Delhi, 5pm Nairobi,  
2pm UK, 9am New York

This series will cover key aspects in marketing nutritious products to base of the pyramid markets, including how to get consumers interested in products, how to increase regular use, distribution channels in rural and urban markets and much more.

Tap into practical insight from the extensive on the ground research about what does and does not work from the Global Alliance for Improved Nutrition and consulting firm Hystra.

[REGISTER TODAY](#)

Sustainable Development Goal 2 on nutrition for all is one of the SDGs with least buy-in amongst corporates. But engaging companies, large and small, is essential. Steve Godfrey, CIO at GAIN explains why, and how, GAIN is doing this across [SME support, R&D, reducing waste and working across supply chains](#).

- To get the \$148bn a year needed to achieve SDG 2, [business involvement is crucial as is the need to tap 'unusual suspects' for investment](#), says Dessie Tarlton, GAIN Senior Program Associate.

A business approach involves a revolution in thinking, treating consumers as clients not beneficiaries. Success requires listening and adapting...

- Are purchasing decisions rational? Does lower price increase adoption? 'No' says Marti van Liere, GAIN's Director of Maternal, Infant and Young Child Nutrition, explaining [key factors that drive behaviour](#) including convenience and social norms.
- What evidence is there of how infotainment videos, leaflets, product giveaways or incentives for retailers affect uptake of nutritious products? This month's Editor's Choice is a rare report on a randomised control trial presenting results of ['what works'](#) for boosting uptake of fortified salt across 200 Indian villages.
- How do you [get the market offering right](#) for low-income consumers? asks Hannah Theobald. She explains how the SUN Business Network is building understanding of purchasing behaviours with a focus on pre-competitive research, while sharing findings across companies.
- There is much to be done to [harness the social business approach](#) to nutrition, says Herbert Smorenburg of The Amsterdam Initiative against Malnutrition (AIM), bringing together businesses, foundations and academe. In Nigeria, initiatives to address consumers wants are already underway.

## Innovative products and models

Businesses are innovating in the nutritious products they sell and the models they use to reach their customers at the base of the pyramid.

### Food fortification

- [Fortifying food](#) is an effective way to reach entire populations using existing supply chains, but it has not yet delivered the promised impact. GAIN's Director of Food Fortification, Greg S. Garrett tells us why this is the case and what can be done by business leaders and government to overcome the challenges.



*Fortified oil produced in India, with TA from GAIN*

### Seed varieties

- [India](#): bio-fortified seed varieties, distributed through crop-focused networks of private seed companies, are increasing both farmer income and supply of nutrient-rich wheat and millet, explains Pam Wuichet from Harvest Plus.
- [Tanzania](#): Jonathan Porter tells us how AIM is working with seed company Rijk Zwaan in a PPP to introduce new hybrid varieties, providing access to finance for farmer groups, alleviating bottlenecks in the value chain and consumer behavioural change campaigns.

### Orange fleshed sweet potato

- [Kenya](#): how can processing and sale of fortified products increase nutritional impact? The International Potato Centre's Tawanda Muzinghi explores how fortified Orange Fleshed Sweet Potato (OFSP) puree is used in bread and biscuits to provide benefits to both rural farmers and urban consumers.
- [Uganda](#): OFSP has numerous nutritional benefits, including reducing stunting of children under five, which is why BRAC works with farmers to increase their productivity of the crop on the supply side and educates health workers on the demand side. BRAC's Kennedy Opondo discusses the many challenges that exist.



*BRAC working with Ugandan Orange fleshed sweet potato farmers*

### Milk products

- [Rwanda](#): donors, government, and enterprises joined together to address the three barriers to milk consumption - awareness, price and supply. A campaign promoted the nutritional benefits of milk consumption across radio, tv and other media, TA supported farmers to scale up the dairy sector and an innovative model offered bulk milk sales at affordable prices. Ashley Peterson from Land O'Lakes International development tells us more.



*Wanda Organic farming organic in Makeni County, Kenya*

Did you miss the webinar on scaling inclusive business?

Read top take-aways from Olivier and Ted in [8 expert tips on scaling inclusive business](#).

Watch the recording, download the presentation, and [access all the resources](#) on the event page.

## Ready to use therapeutic foods

- **Guatemala:** NutriPlus work with NGOs to deliver a peanut based product for malnourished children, but are now asking if they can shift to a B2C model, tapping into the disposable income of poor families.
- **India:** a PPP model is providing women and children under three a fortified pre-mix of chickpea, maize, finger millet, jaggery and wheat. In this model, the private sector production capacity and efficiency is harnessed, while distribution at scale via a take-home ration programme remains with the public sector.



*NutriPlus, supporting malnourished children in Guatemala*

## Ecosystem and value chain

- Mar Maestre, a researcher working on the Leveraging Agriculture for Nutrition in South Asia programme, uses a [framework to assess the nutrition sensitivity](#) of agri-food value chains in Afghanistan and Pakistan, facing very different challenges.
- What are the four things that can be done to [support SMEs to provide nutritious foods](#) at the BoP? Daniel Alberts from GAIN's Agriculture and Nutrition Programme weighs in.
- [SPAR International's Rural Hubs initiative](#) is one model that demonstrates the benefits of a collaborative approach. Penny van der Kaars tells us how it works.
- [Impact measurement and having robust accountability mechanisms](#) are important in a sector where "the line between positive and negative effects is not always easy to draw." Marijke de Graaf from ICCO Cooperation talks through the tools they use for the monitoring and evaluation of their nutrition work

Can't wait until January for our [webinar series on marketing nutritional products](#) to the base of the pyramid? Find out more on Nutrition and inclusive business now:

- IBA and AIM have teamed up for a [Bootcamp on nutritional behaviour change](#), available throughout December.
- The AIM Learning Agenda is also producing a [series of podcasts exploring in-depth aspects of AIM's work](#), from how to test key concepts, how to build and activate a multi-stakeholder coalition and how to build baselines for multi-sector projects.



Follow the Practitioner Hub on Twitter [@Inclusivebiz](#)



Join us on [Facebook](#)

*Our monthly series only go to members on the Hub. Pass this on to others and encourage them to [sign up here for free](#)*

This nutrition series is sponsored by the Global Alliance for Improved Nutrition (GAIN) and the UK Department for International Development (DFID). For more information on GAIN's programs, visit [www.gainhealth.org](http://www.gainhealth.org) and follow GAIN on [Facebook](#) and [Twitter](#).

The views presented here are those of the authors and do not necessarily represent the views of DFID, GAIN, or IBAN, and do not constitute professional advice. We welcome feedback on our publications – please contact us at [enquiries@inclusivebusinesshub.org](mailto:enquiries@inclusivebusinesshub.org)