



CSRIINNOVLABS

## LINKING CSR AND COMPETITIVENESS IN LATIN AMERICA AND THE CARIBBEAN



### ISSUE I: BUSINESS AT THE BASE OF THE PYRAMID (BoP)

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## LINKING CSR AND COMPETITIVENESS IN LATIN AMERICA AND THE CARIBBEAN



The CSR Innolabs, or innovation laboratories on corporate social responsibility, is the result of an alliance between a group of leading companies in Latin America- CEMEX, Gas Natural Fenosa, Citi, Microsoft, PepsiCo and SABMiller- together with the Inter-American Development Bank (IDB).

The CSR Innolabs aspire to go beyond the conventional promotional and communication models of CSR. Instead, they aim to create and facilitate innovative strategic knowledge, generating systems and concrete solutions to sustainable and responsible management practices in the region.

The CSR Innolabs also serve as a tool for cooperation and as an opportunity-generating space to improve efficiency, competitiveness and CSR in all aspects of a company's operation.

Forética acts as the secretariat of the project.



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## LINKING CSR AND COMPETITIVENESS IN LATIN AMERICA

“Business at the Base of the Pyramid” is the result of the workshop which took place on 23rd March 2012 in Deerfield Beach, FL (USA). The following experts attended the meeting:

### **CEMEX**

Martha Patricia Herrera González, Director of Corporate Social Responsibility

### **Citi**

Carlos Parra, Head of Community Development

### **Gas Natural Fenosa**

Antonio Fuertes Zurita, Reputation and Corporate Social Responsibility Manager

### **Microsoft**

Pedro Julio Uribe, Director International Organizations Latin America & The Caribbean

Jennifer Brooks, Citizenship Lead Latin America

### **PepsiCo**

Gabriela de la Garza Tijerina, Sustainability Manager Latin America Beverages

Andreza Moleiro Araújo, Sustainability, Environment, Health and Safety Manager Latin America Foods

### **SABMiller**

Catalina García Gómez, Communications and Sustainable Development Director, SABMiller Latin America

### **Inter-American Development Bank (IDB)**

Miguel Aldaz, Lead Partnerships Officer

César Buenadicha, Multilateral Investment Fund (FOMIN) Senior Specialist

Agustín Zamora, “Opportunities for All” Investment Manager

### **Forética**

Jaime Silos, Corporate Development Director

Tomás Sercovich, Communications and Public Affairs Director

Ricardo Trujillo, CSR Analyst

For more information please contact Ricardo Trujillo at Forética: [rtrujillo@foretica.es](mailto:rtrujillo@foretica.es)



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1. WHY BUSINESS AT THE BoP?

2. OPPORTUNITIES

3. BEST PRACTICE CASE STUDIES

4. CONCLUSIONS

5. ABOUT US



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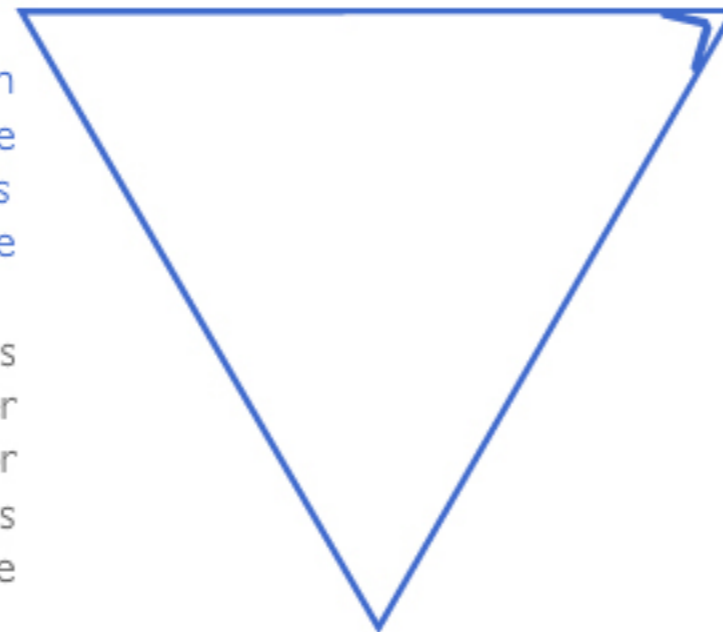
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## WHY BUSINESS? AT THE BASE OF THE PYRAMID?



A leading CSR strategy in Latin America must include innovative models of products and services oriented at the base of the pyramid.

Public-private partnerships and cooperation with other organizations are essential for the development of programs focused on base of the pyramid and inclusive business.



Products and services targeted at the base of the pyramid, and therefore, accessible to individuals with low income are social and economic development generators as well as a source of competitiveness for the company.



More than 5 billion people in the world live with less than US\$ 10 a day, according to data from the World Bank.



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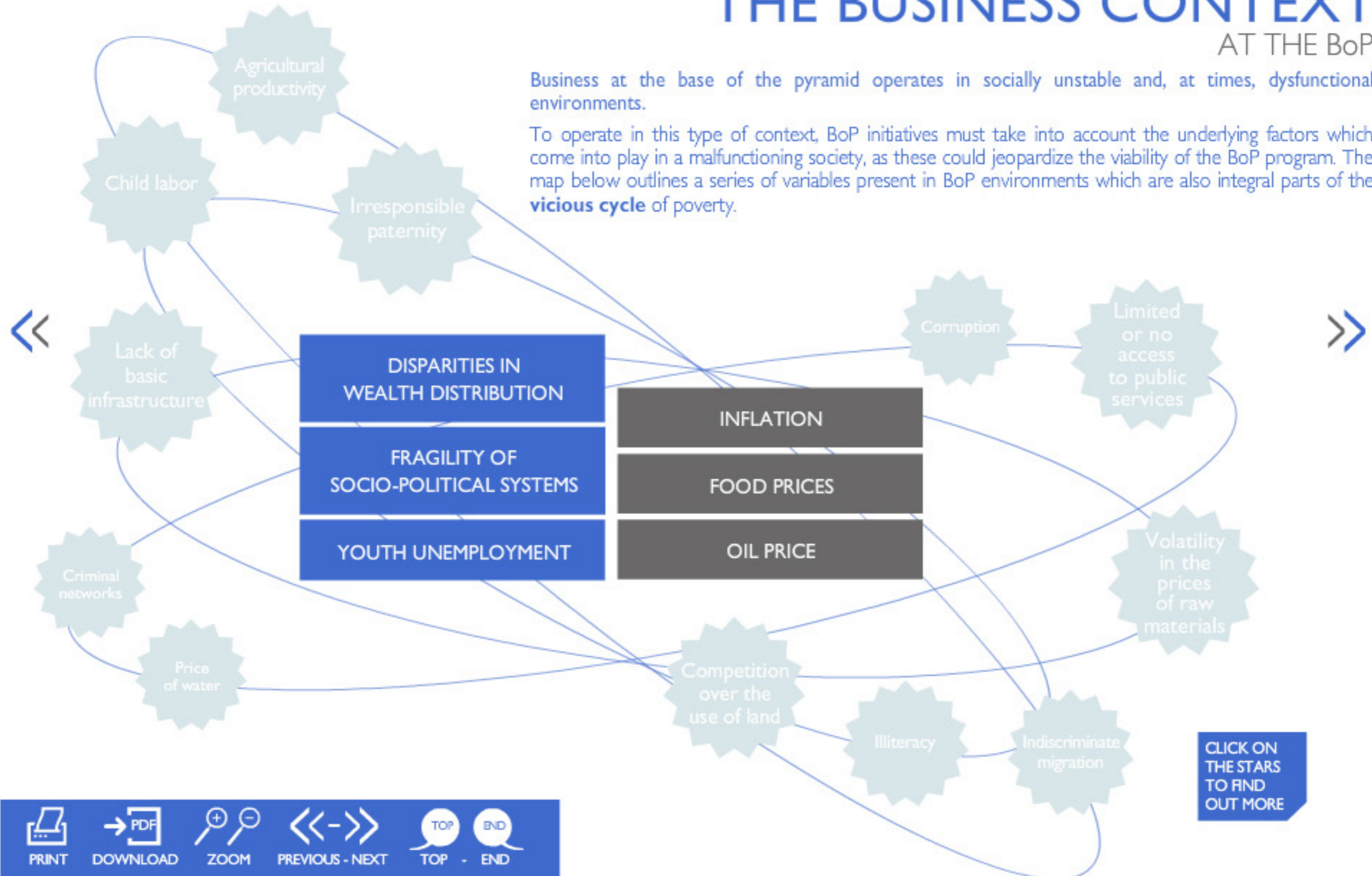
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# THE BUSINESS CONTEXT

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To operate in this type of context, BoP initiatives must take into account the underlying factors which come into play in a malfunctioning society, as these could jeopardize the viability of the BoP program. The map below outlines a series of variables present in BoP environments which are also integral parts of the **vicious cycle** of poverty.



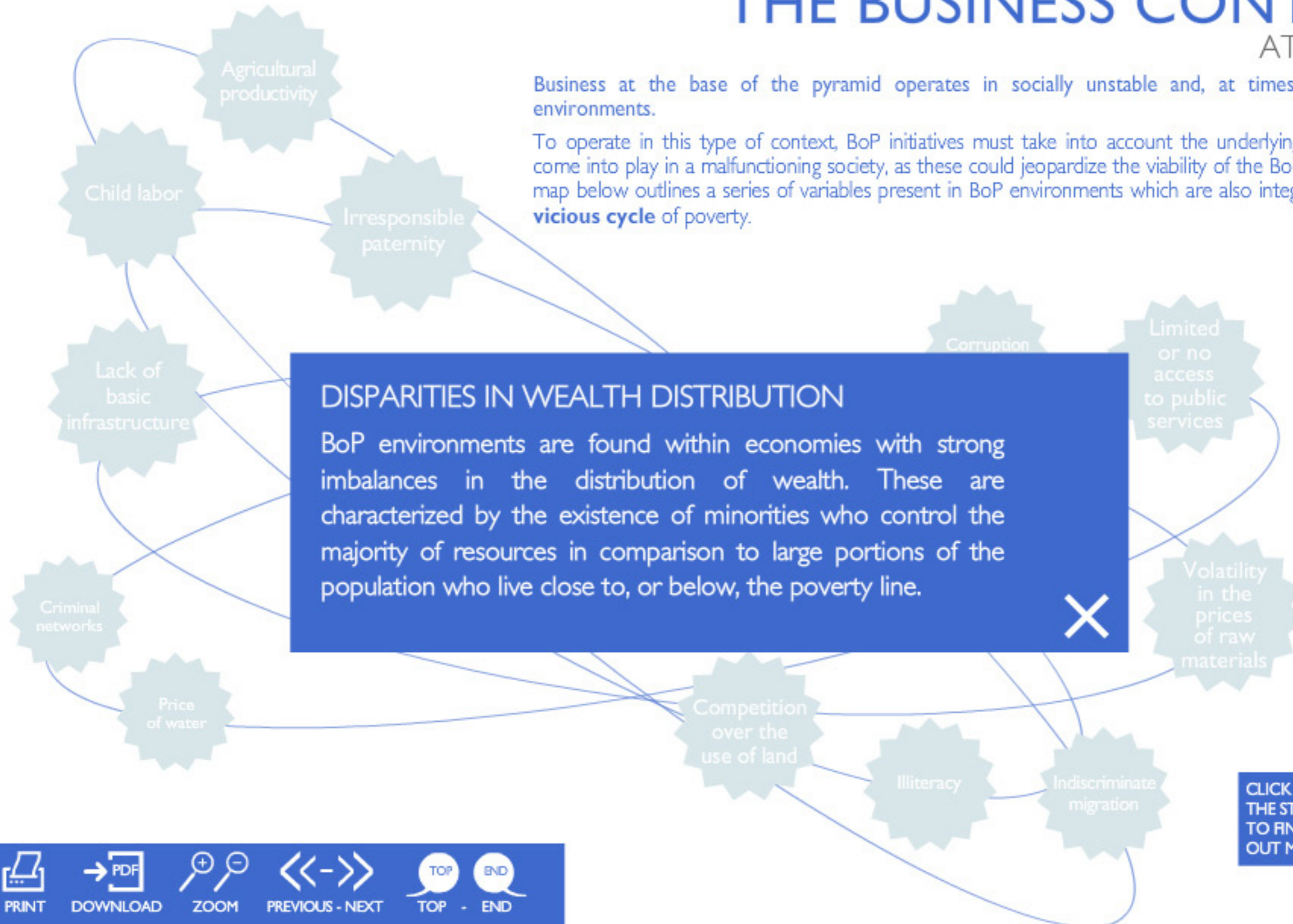
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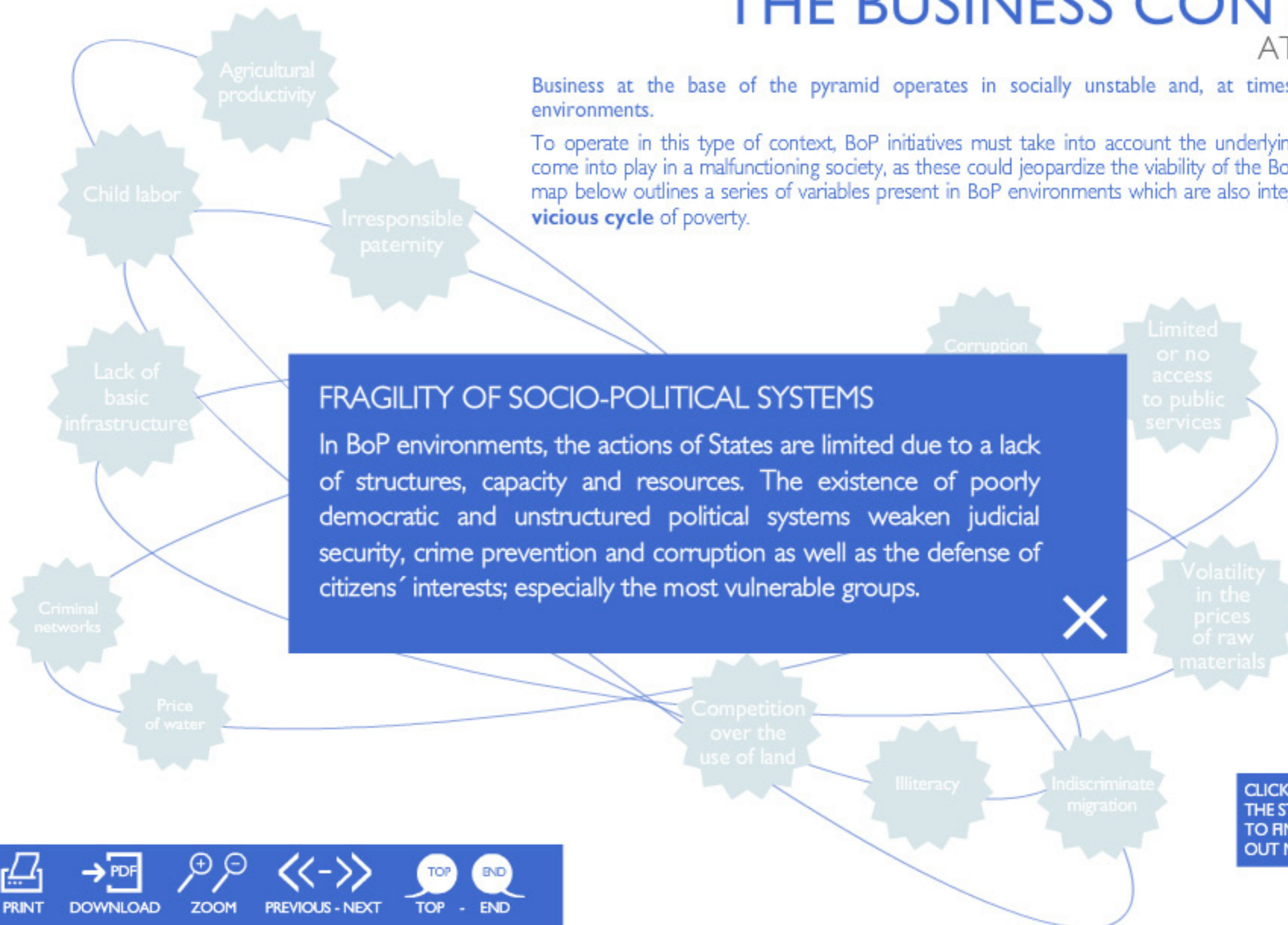
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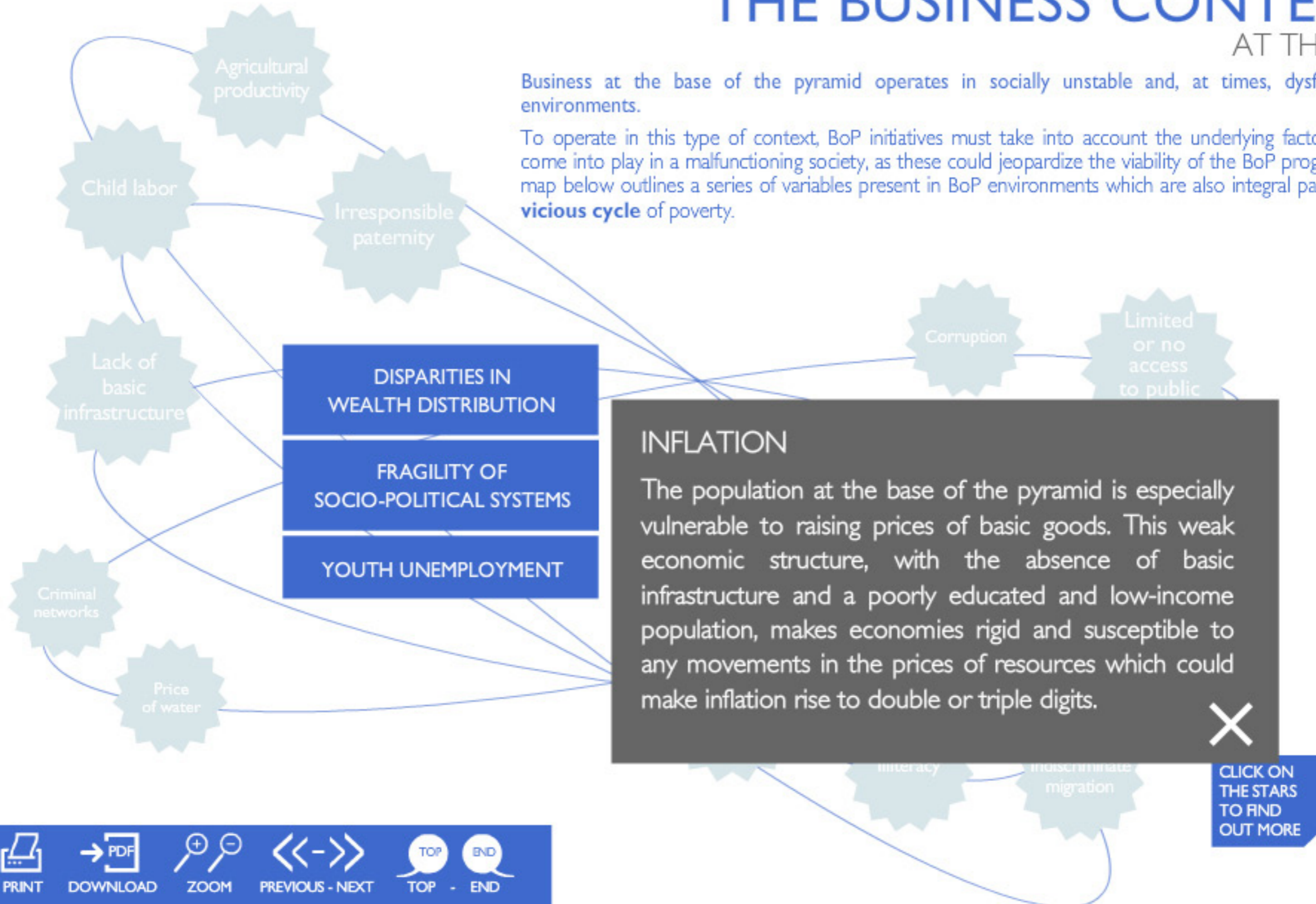
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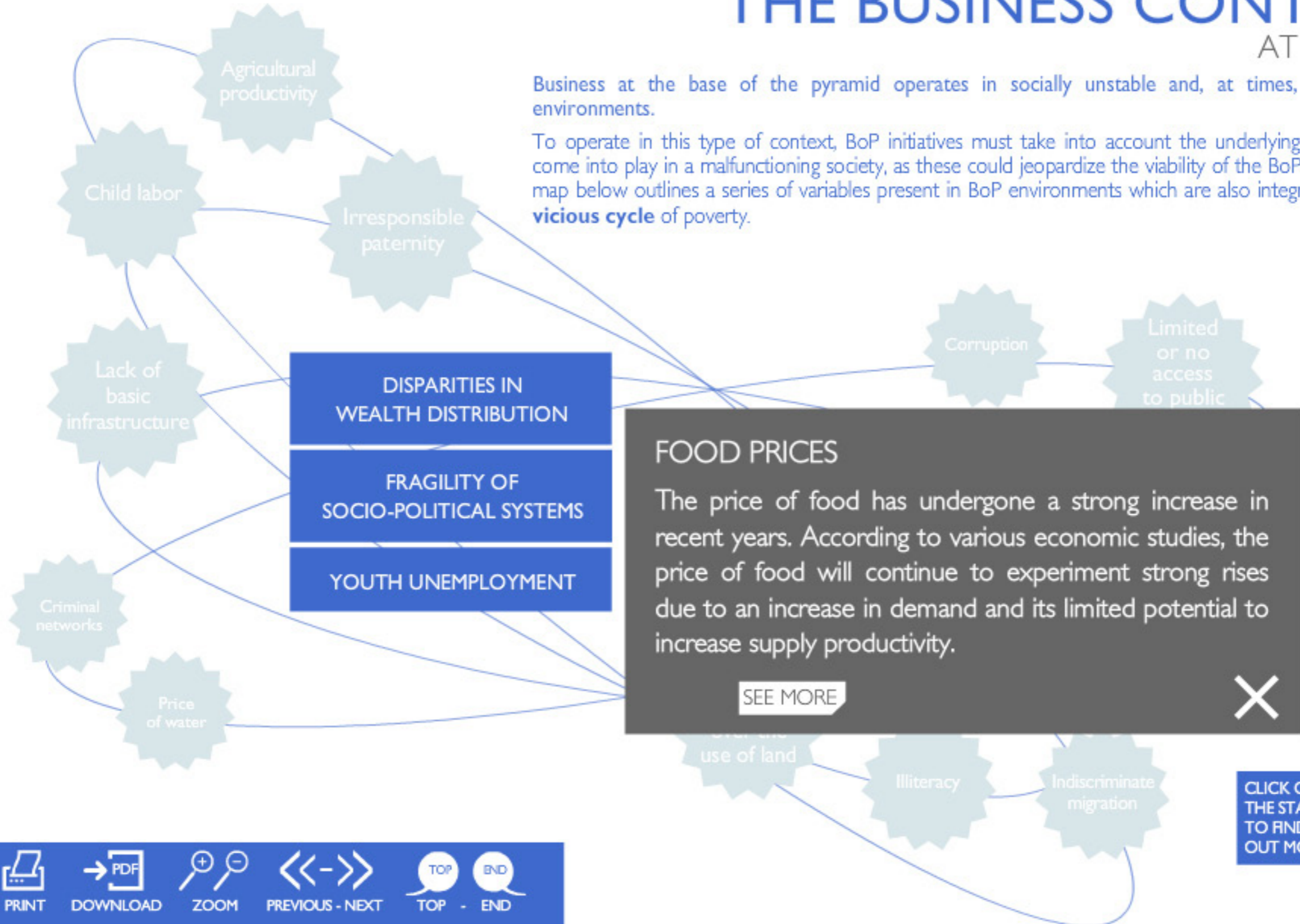


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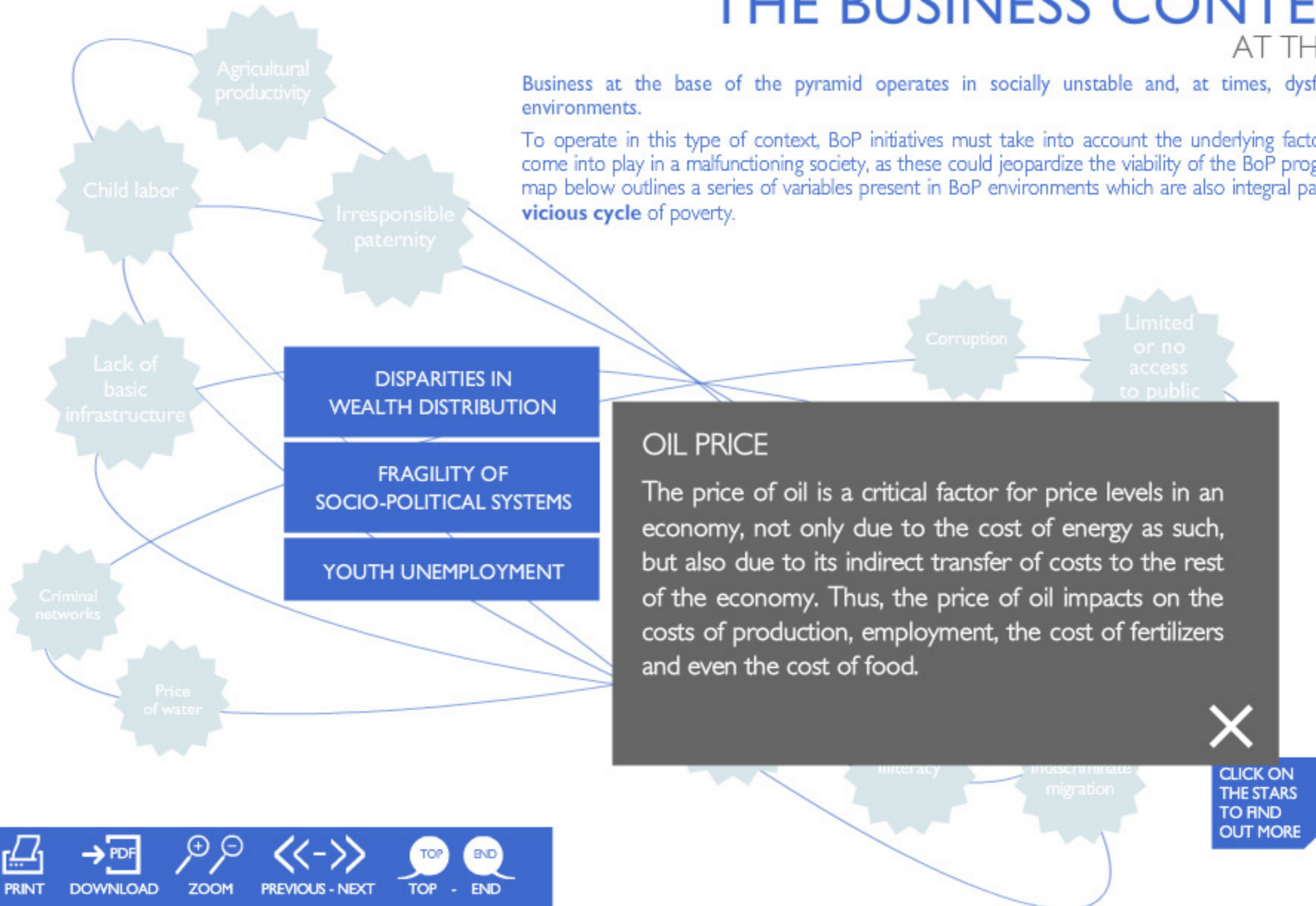
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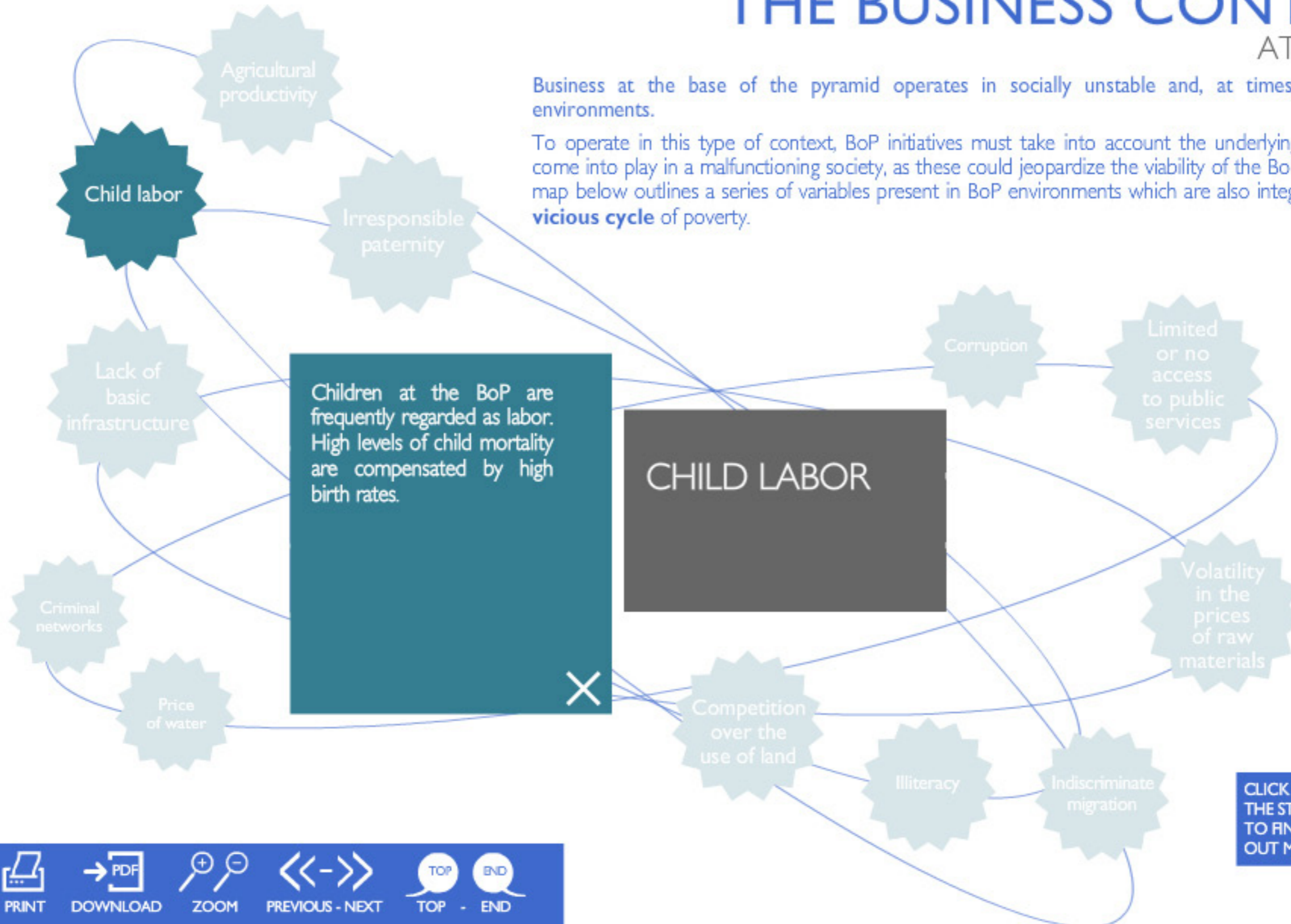
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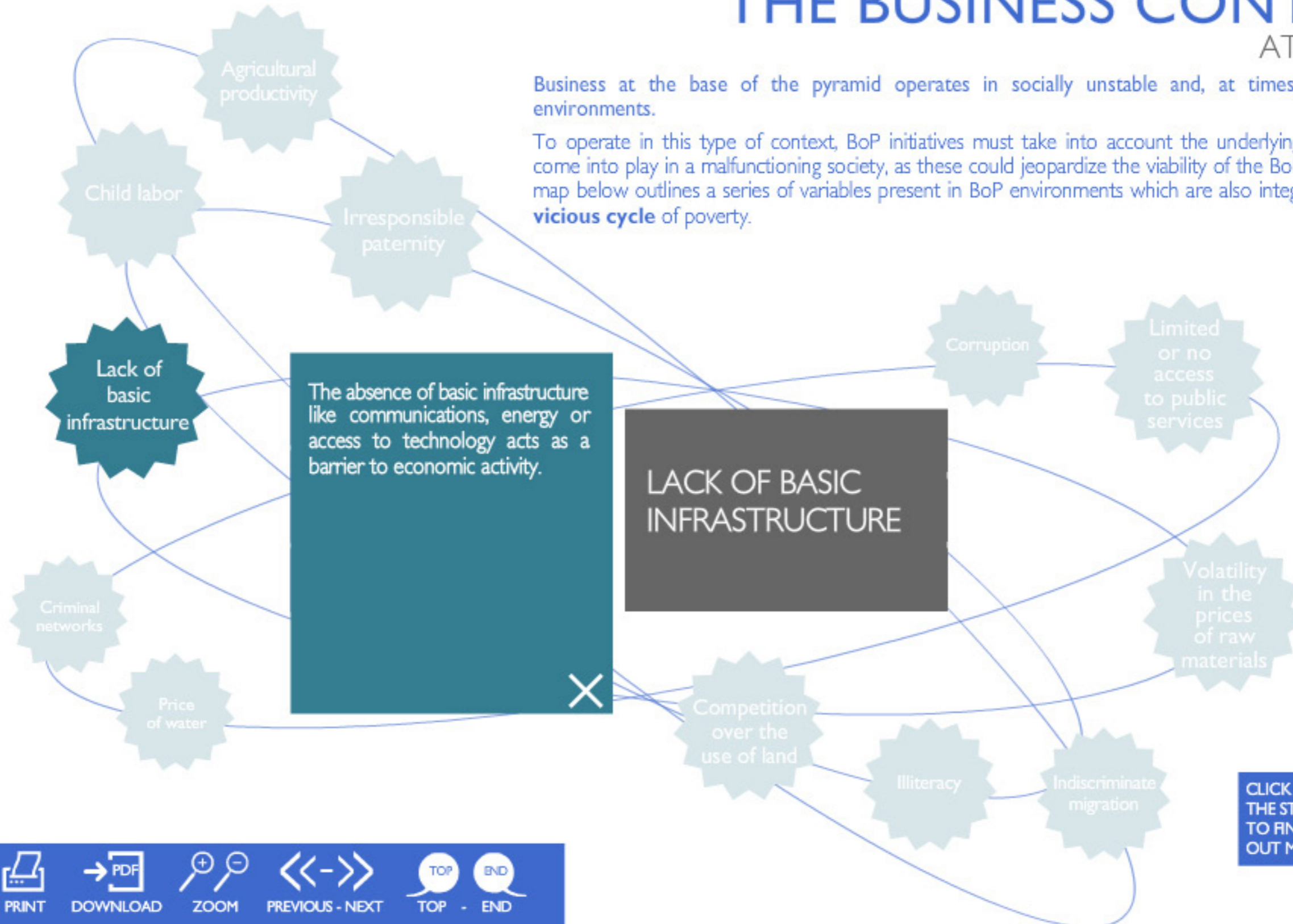
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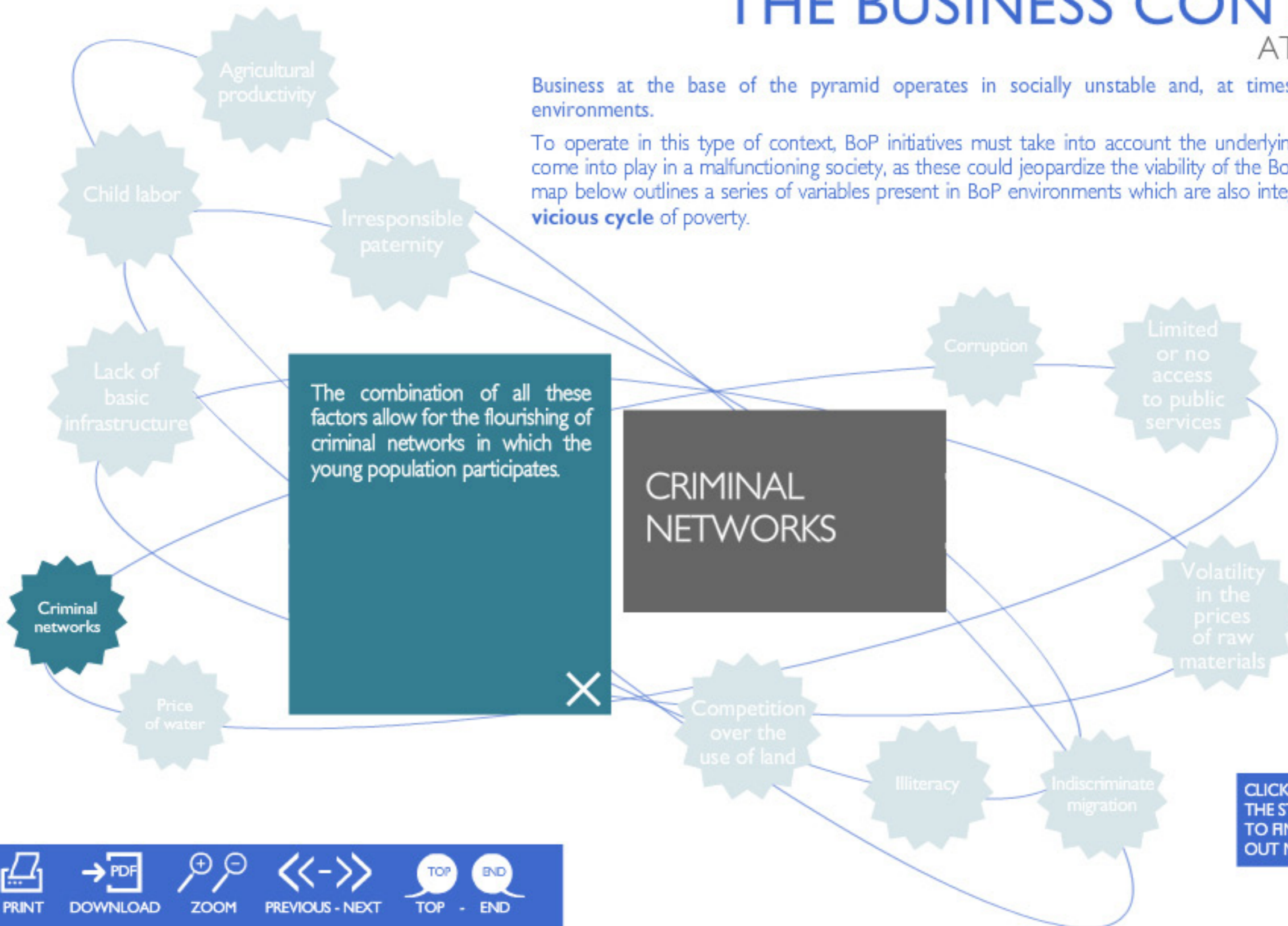
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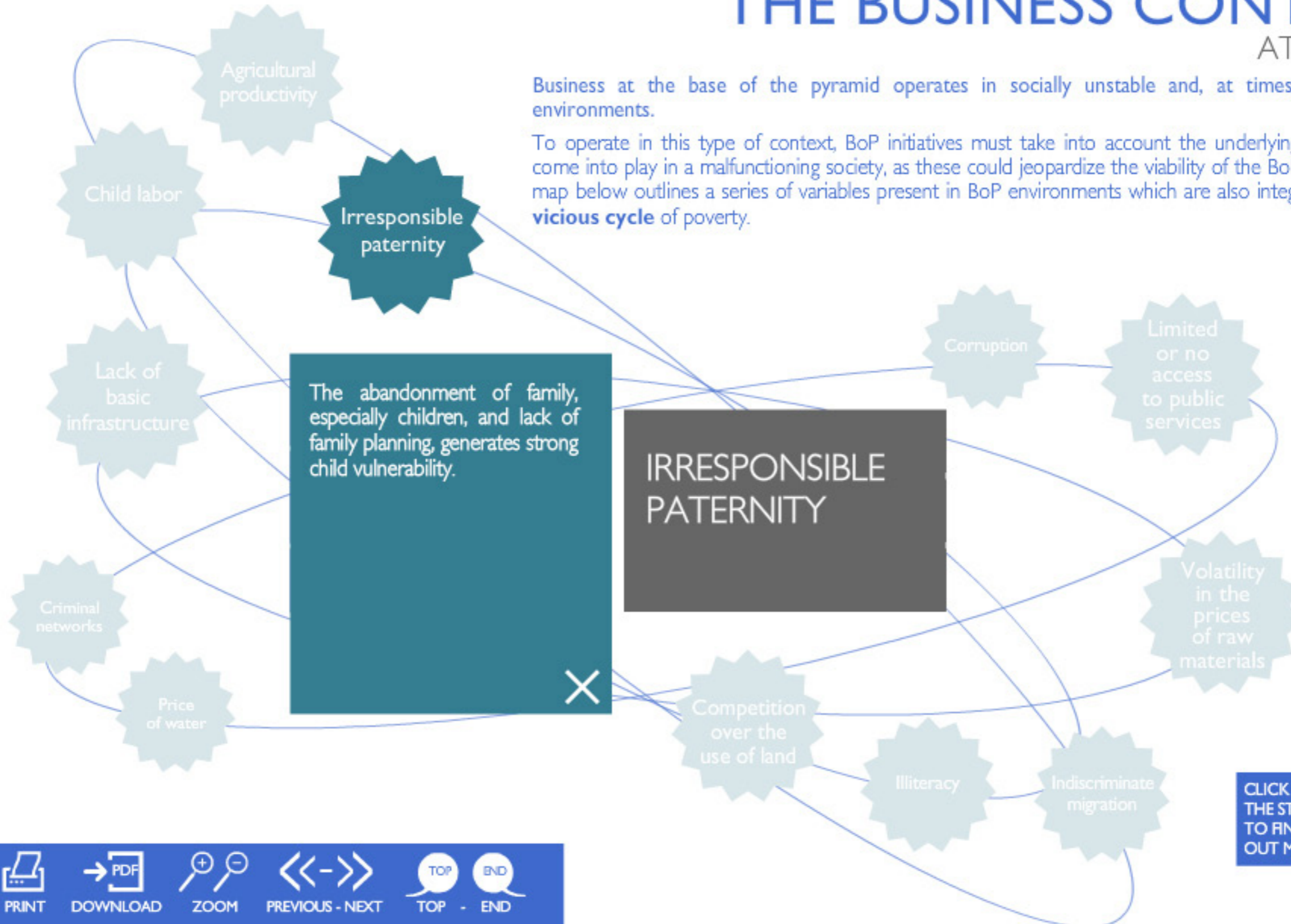
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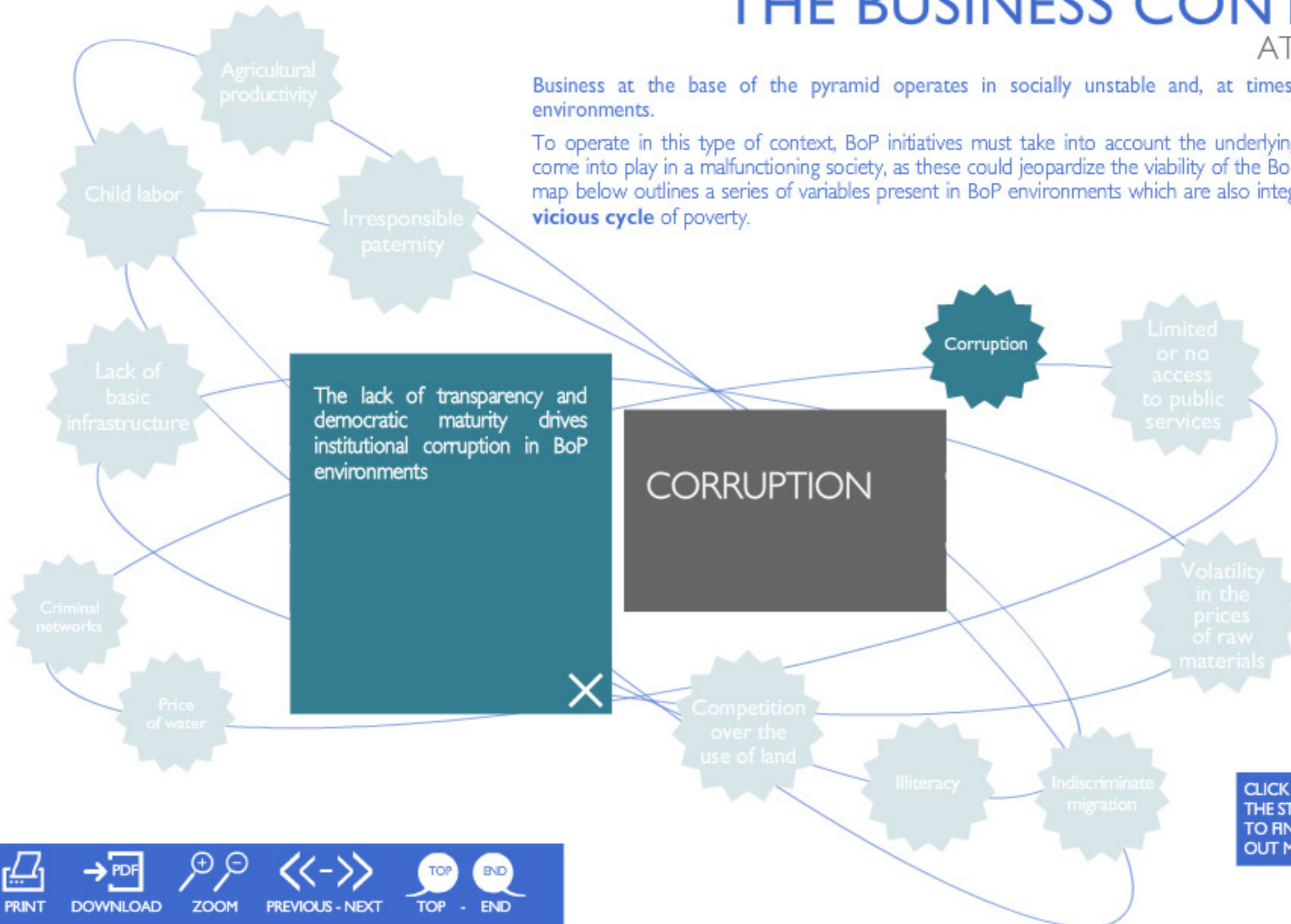


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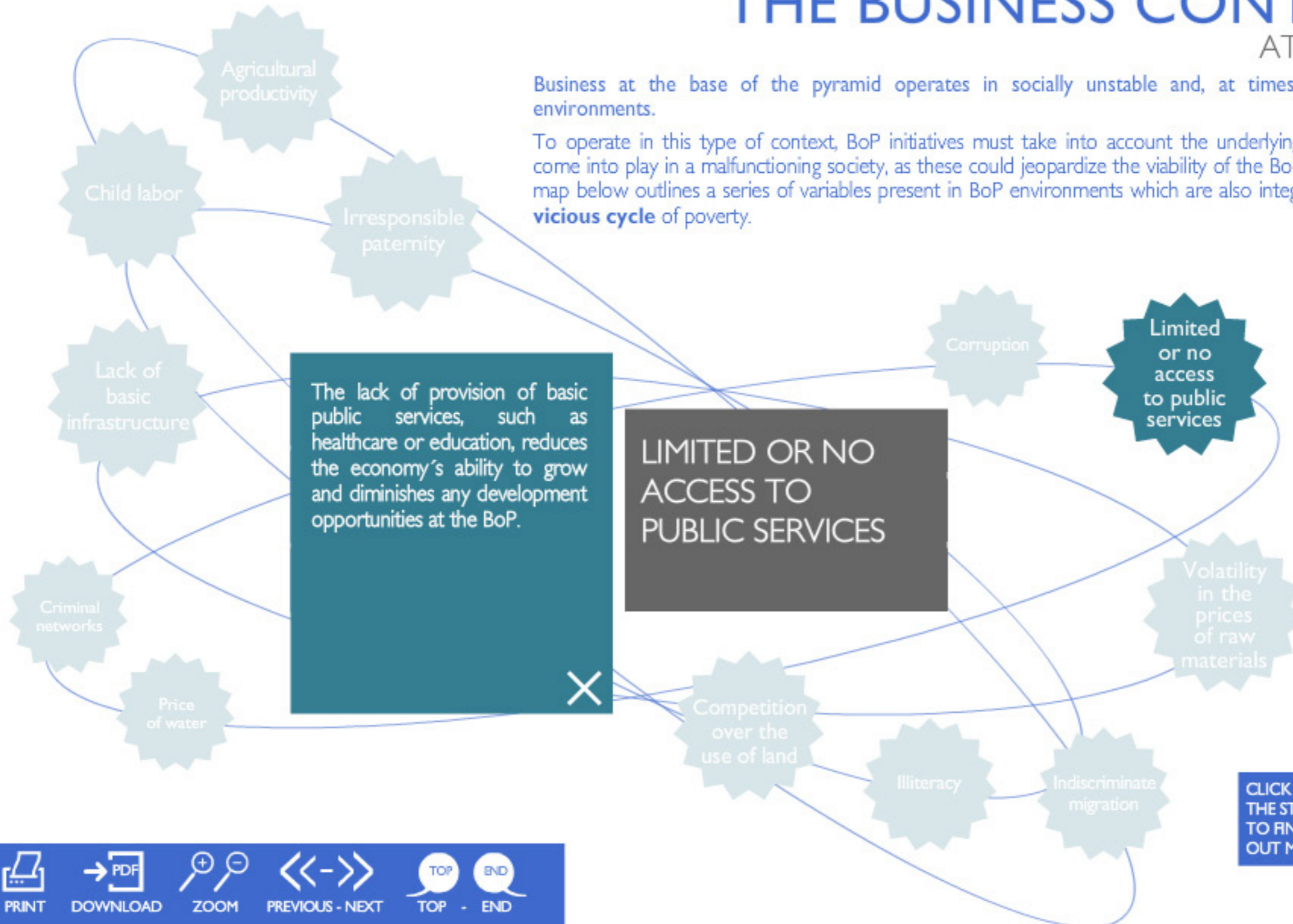
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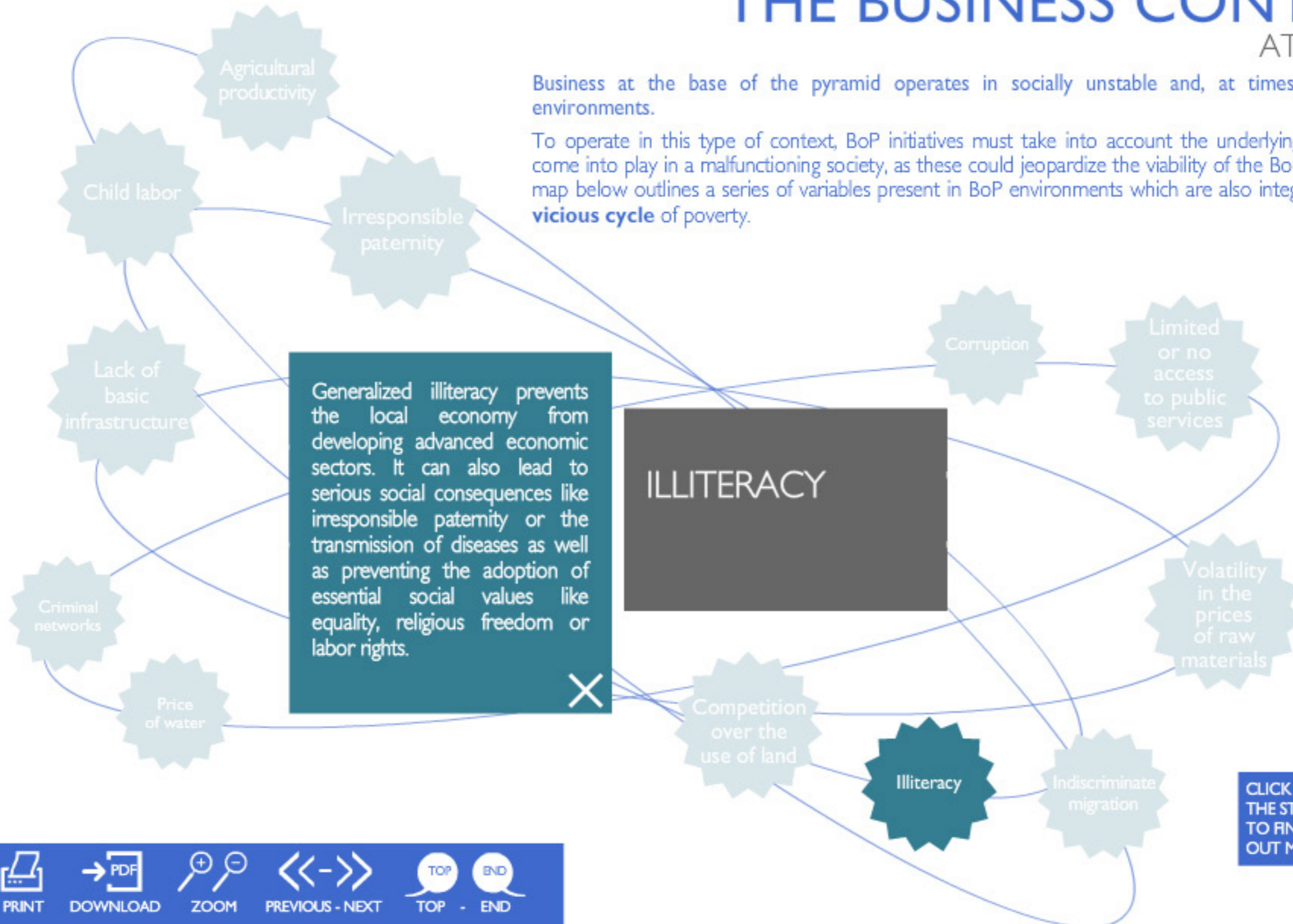
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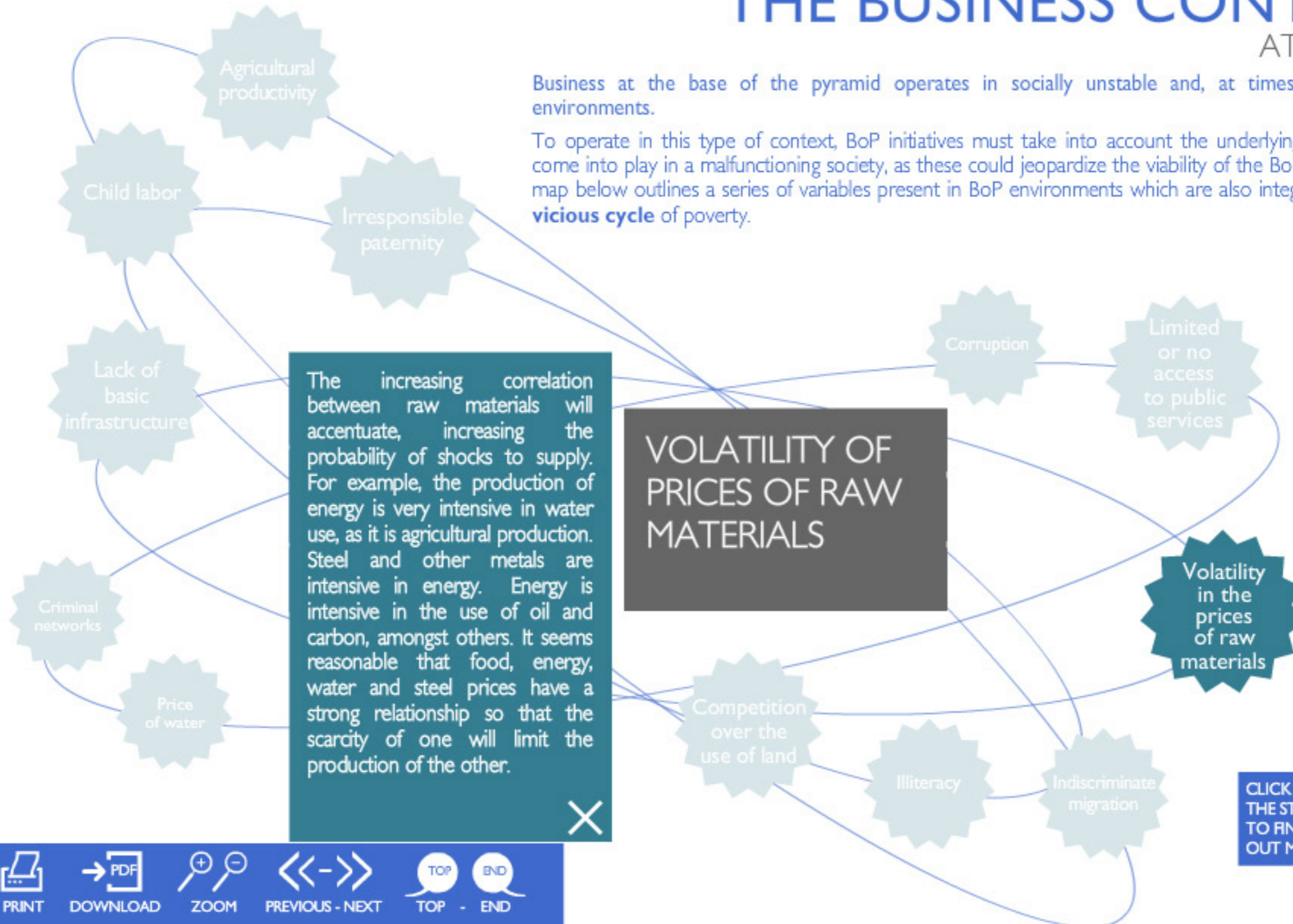


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## OPPORTUNITIES

The essence of the concept of “base of the pyramid” is that it tries to convert dysfunctional societies into functional ones. This process opens a wide range of opportunities to generate shared value amongst society, socio-political systems and companies. The impact of companies at the BoP takes place, fundamentally, in two ways: the direct generation of business opportunities in the supply chain and the opening of new markets or, through social investment programs like the creation of scholarship programs, donations or other types of support. These interventions are done at different levels of the pyramid and depending on the different factors, results in distinct business activities. Let’s review some of them.



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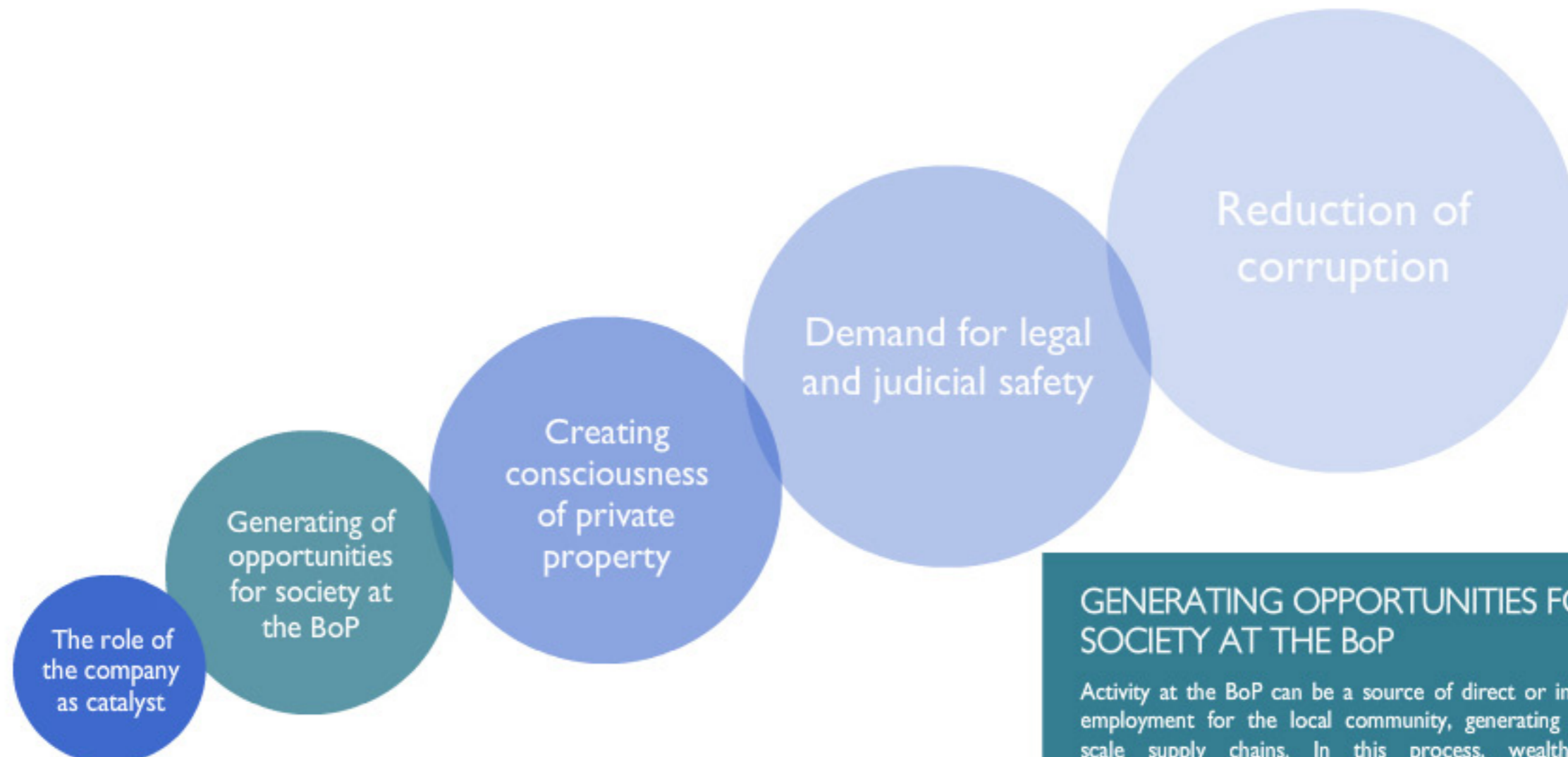
### THE ROLE OF THE COMPANY AS A CATALYST

Companies and other entrepreneurship initiatives can contribute to the eradication of poverty in society, through business interventions at the BoP, allowing the transformation of the socio-economic fabric in their different forms.



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### GENERATING OPPORTUNITIES FOR SOCIETY AT THE BoP

Activity at the BoP can be a source of direct or indirect employment for the local community, generating small-scale supply chains. In this process, wealth and development perspectives are generated in the medium and long-term.



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### CREATING CONSCIOUSNESS ABOUT PRIVATE PROPERTY

The perspective of creating prosperity and generating wealth that benefits people and communities, create an incentive to preserve and protect private property and respect that of others. This develops a consciousness of private property as a useful and valuable asset for the community.



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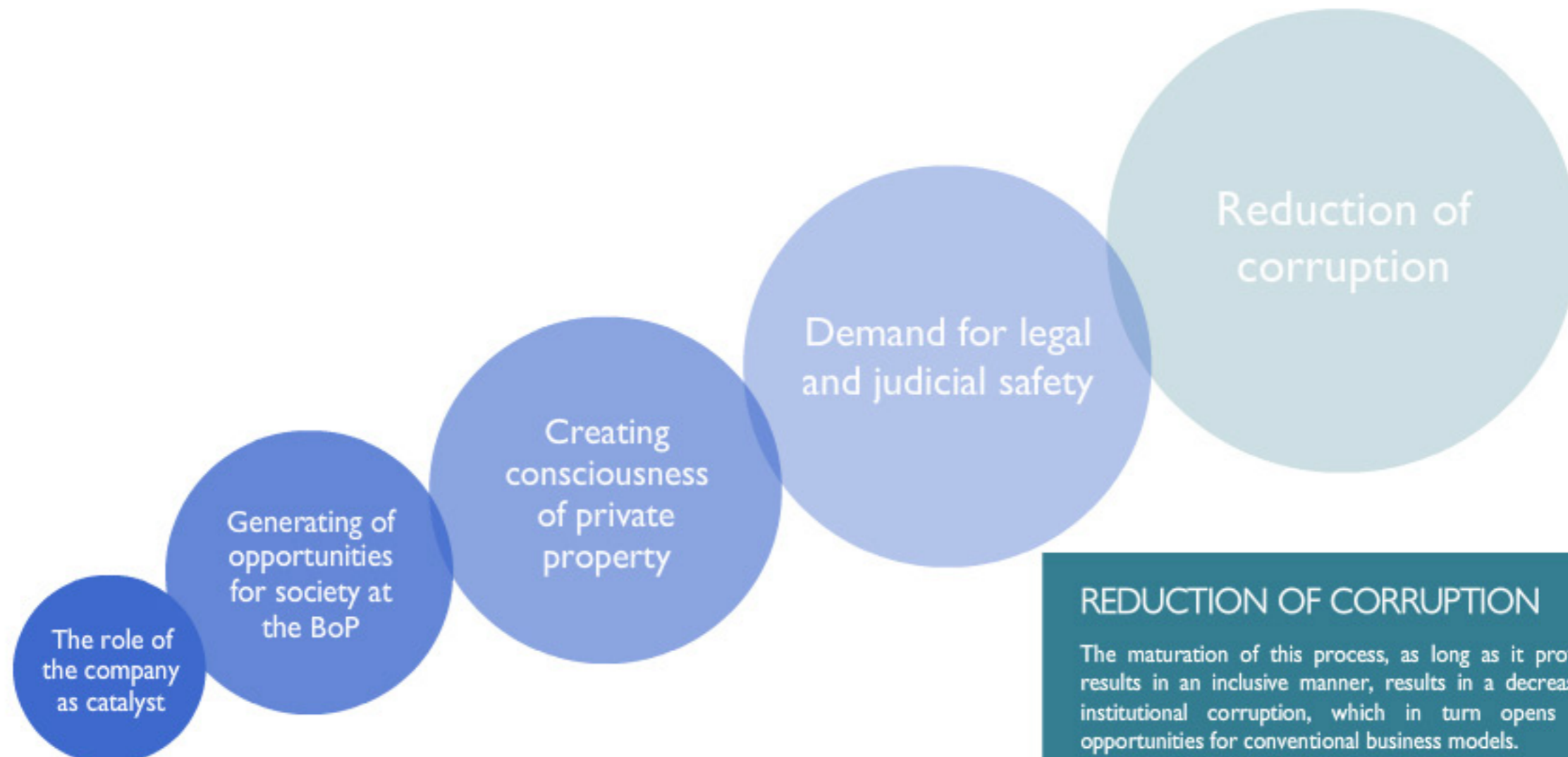
### DEMAND FOR LEGAL AND JUDICIAL SAFETY

As a consequence of the above mentioned, society will become more structured in order to demand greater legal and judicial security while trying to comply with the law and principles of co-existence.



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### REDUCTION OF CORRUPTION

The maturation of this process, as long as it provides results in an inclusive manner, results in a decrease in institutional corruption, which in turn opens new opportunities for conventional business models.



## BEST PRACTICE CASE STUDIES

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HOW TO PROMOTE  
THE CONSTRUCTION  
AND REHABILITATION  
OF HOMES FOR  
RURAL AND URBAN  
FAMILIES THAT EARN  
FOUR BASIC SALARIES  
OR LESS?



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## BEST PRACTICE CASE STUDIES

### PATRIMONIO HOY (HERITAGE TODAY): MUCH MORE THAN A HOME



The objective of this program is to support low-income families, providing them with complete and accessible solutions for the construction and rehabilitation of their homes and the facilitation of microcredits (70 weeks and a weekly payment of \$19 USD) for the acquisition of construction materials and technical advice.

**To date, more than 187 million dollars have been granted as credit.**

Since its creation 13 years ago, the 84 centers that manage the program have benefitted more than 1.6 million Mexicans. During this time, more than 2.8 million square meters of housing have been built in 47 cities. As a result, more than 336 families have a better quality one bedroom house. 70% of the program participants in Mexico agree that they could have not built their homes without the support provided by the program.

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### PATRIMONIO HOY (HERITAGE TODAY): MUCH MORE THAN A HOME



Additionally, "Patrimonio Hoy" promotes local economic development and generates employment for construction workers and others at the local level. In particular, it offers significant job opportunities for women. The 810 local promoters of the program- persons who sell and manage the credits- are women, half of whom did not have any previous work experience. Through "Patrimonio Hoy", they receive training, experience and the opportunity to have significant income as well as an esteemed position amongst their community.

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## BEST PRACTICE CASE STUDIES

### PATRIMONIO HOY (HERITAGE TODAY): MUCH MORE THAN A HOME



#### Specific benefits of the program for families.

Purchase and use of construction materials for a 10 meters square room. It traditionally involves:

- Investment of \$1,500 USD
- Duration of 260 weeks
- Inefficient use and loss of 35% of materials (lack of technology, proper use and inadequate storage)
- Risk of the increase in the price of materials and labor
- Frustration and resignation leading to inaction.

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## BEST PRACTICE CASE STUDIES

### PATRIMONIO HOY (HERITAGE TODAY): MUCH MORE THAN A HOME



#### With Patrimonio Hoy:

- Investment: \$1,000 USD
- Duration: 70 weeks
- Inefficient use and loss of 5% of materials (application)
- Self-reliance and sense of achievement
- Access to the federal fund, "Esta es tu casa" and accelerate the accumulation of property. (2X + PH)

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## BEST PRACTICE CASE STUDIES

### PATRIMONIO HOY (HERITAGE TODAY): MUCH MORE THAN A HOME



#### Awards and recognition of "Patrimonio Hoy":

2006- Winner of World Business Award

2007- Recipient of the Award for Corporate Citizenship of the Americas

2009- Honored with the United Nations World Habitat Awards in the solutions to accessible housing category

2010- Business in the Community's (BITC) Big Tick Award awarded to CEMEX for its "Patrimonio Hoy" program in Mexico and Latin America.

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More information:

<http://www.cemex.com/SustainableDevelopment/cases/MoreThanHome.aspx>  
(ENG)

<http://www.cemexmexico.com/DesarrolloSustentables/PatrimonioHoy.aspx>  
(ESP)

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HOW TO DEVELOP, WITHIN  
A LARGE FINANCIAL  
INSTITUTION, A BUSINESS  
UNIT DEDICATED TO  
GRANTING ACCESS TO  
MARKETS AND FINANCIAL  
SOLUTIONS FOR  
INTERMEDIARIES WORKING  
ON MICROCREDIT?

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## BEST PRACTICE CASE STUDIES

### CITI MICROFINANCE



Citi works with the microfinance sector and various investors through their business units and regions to develop products, distribution channels and adequate financing structures to increase the reach and impact of financial services at the base of the pyramid.

Citi participates in these activities through the provision of direct financing and structured finance to associated financial institutions, access to local capital markets, foreign exchange and interest hedging, as well as through payment services and access to alternative distribution channels (prepaid cards, mobile banking, access to non-banking representatives) oriented at the base of the pyramid.

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## BEST PRACTICE CASE STUDIES

### CITI MICROFINANCE



#### Benefits of this initiative:

- Through this strategy Citi serves more than 140 microcredit actors in 40 countries, 13 of which are in Latin America, Citi's largest presence in microcredit. It has supported the development of microcredit as an essential part of the financial infrastructure, offering innovation, financing and product-development for this segment of clients.
- Citi developed a successful \$350 Billion USD program with the Overseas Private Investment Corporation (OPIC) for long-term financing in local currency of microfinance institutions. This program has already financed more than 29 institutions, impacting on 330,000 micro-businesses in 16 countries around the world.

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## BEST PRACTICE CASE STUDIES

### CITI MICROFINANCE



- Citi has acted as a structuring and placement agent of the first international bond of ACP Group, a not-for-profit regional organization with microcredit investments in 10 Latin American countries.
- Citi, through its subsidiary Banamex, has joined several investors to launch the Microcredit Growth Fund (MIGROF), a microcredit funding initiative in Latin America comprised of over \$250 million USD.
- Innovation in products; PRO-SAVINGS. [CLICK HERE](http://pro-savings.org/en) <http://pro-savings.org/en>
- Through its own infrastructure, Citi has joined forces with microcredit institutions and governments to provide access to financial services to clients at the base of the pyramid through more accessible distribution channels: non-banking agents, prepaid cards or mobile banking initiatives for example.

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## BEST PRACTICE CASE STUDIES



HOW TO CREATE A  
COMMERCIAL  
MODEL FOR GAS  
DISTRIBUTION  
ADAPTED TO LOW  
INCOME AREAS?

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## BEST PRACTICE CASE STUDIES

### “CUARTEL V” GASIFICATION PROJECT



In 2002, 65% of the population of the Cuartel V neighborhood in the greater Buenos Aires, Argentina, lived under the poverty line and did not have access to basic services such as gas or drinking water.

Companies experienced difficulties in extending their gas networks in these areas through a conventional commercial model. Access to the gas network requires external funding difficult to obtain for inhabitants in this area with unstable and precarious employment.

The creation of a new commercial and operational model which involved the local community became necessary.

With the support of the experience of the organization “Fundación Pro Vivienda Social”, working in the area to improve living standards and infrastructure, Gas Natural Fenosa established a relationship with the community. Neighbors, represented through neighborhood associations, committed to the project, financed through the Solidarity Network Trust, a fund created by public and private capital.

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## BEST PRACTICE CASE STUDIES

### “CUARTEL V” GASIFICATION PROJECT



Gas Natural Fenosa executed the project to extend the gas network and adopts its processes based on the specific features of the neighborhood. Changes in the billing process were introduced and a new form of commercial relationship is developed; for example, a public pay-phone was installed to allow access to client services

**Benefits of the program:**

- 20,000 direct beneficiaries (more than half of the target population)
- Reduction in the amount of the family budget dedicated to energy- from 14% to 3%
- Access to cleaner energy
- Increase in the value of the properties
- Construction of over 84,000 meters of new gas networks
- Approximately USD 300,000 in profits

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CLICK HERE <http://www.gasnaturalfenosa.com/en/home/reputation> (ENG)

<http://cuartelquinto.gasnaturalfenosa.com> (ESP)



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## BEST PRACTICE CASE STUDIES



**PEPSICO**

HOW TO INCREASE  
WASTE RECYCLING  
AND IMPROVE THE  
QUALITY OF LIVE OF  
PEOPLE THAT  
WORK IN OUR KEY  
MARKETS?

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## BEST PRACTICE CASE STUDIES

### WASTE TO WEALTH



Since 2008, PepsiCo Latin America, in cooperation with regional partners like the Inter-American Development Bank (IDB) and local NGOs, have established the recycling program, "Waste to Wealth."

The objective of the program is to promote recycling solutions for solid waste that:

- a. Contribute to the care and conservation of the environment
- b. Improve the quality of life and work of recycling workers
- c. Facilitate the development of local recycling markets. are sustainable in time and involves PepsiCo, its people and products

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## BEST PRACTICE CASE STUDIES

### WASTE TO WEALTH



Argentina: Cooperation with the NGO AVINA and the Inter-American Development Bank (IDB) to develop the local market for recycling, supporting 2000 recyclers between 2010 and 2013. The program includes the support to ten recycling cooperatives through training, equipment, and integration in the supply chains of large companies.

Bolivia: Cooperation with IDB and the NGO Swisscontract to support 20 local municipalities to start 20 micro-entrepreneurship activities related to cleaning and recycling, which will benefit the local communities between 2010 and 2013.

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## BEST PRACTICE CASE STUDIES

### WASTE TO WEALTH



Colombia: Partnership with IDB, the Association of Recyclers of Bogotá and the Avina Foundation to create a recycling cluster which will help people who work within the industry to access training, equipment and technology. 2009-2012.

Guatemala: Recycling program in partnership with CabCorp and the NGO Fundes through the creation of community micro entrepreneurship projects. Training module for groups working on the collection of PET and sale to recycling companies, using the reverse logistical system of Cab Corp. Currently, 88 communities are beneficiaries of the program.

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CLICK HERE For more information on the Sustainability Strategy of PepsiCo visit, [www.pepsico.com](http://www.pepsico.com)



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## BEST PRACTICE CASE STUDIES



HOW TO SUPPORT  
THE BUSINESS  
DEVELOPMENT  
POTENTIAL OF SHOP-  
KEEPERS IN COLOMBIA  
AND PROMOTE  
EDUCATION ADAPTED  
TO THEIR NEEDS?

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## BEST PRACTICE CASE STUDIES

### OPORTUNIDADES BAVARIA: MICROCREDITS AND EDUCATION



Small shopkeepers (tenderos) represent a significant percentage of retail sales in Colombia and are an essential part of the supply chain for any company in the country. According to a study undertaken about shopkeepers, one of the greatest aspirations of this population is to guarantee advanced education for their children and to access financing opportunities.

SABMiller and the Bavaria Foundation developed the "Oportunidades Bavaria" program. Through a strategic partnership with private banks- in order for them to believe in the shopkeepers and consider them as clients with specific needs (like the possibility of paying credits on a daily basis with daily interests), opportunities to access flexible microcredits valued at a total of USD 7.1 million were granted to over 5,390 shopkeepers across the country; 66% of them were women. The support of Bavaria was key to obtaining the commitment of the banking sector and shopkeepers.

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## BEST PRACTICE CASE STUDIES

### OPORTUNIDADES BAVARIA: MICROCREDITS AND EDUCATION



With regards to education, an alliance with the Lumni Foundation was developed. The partnership was aimed towards improving financing for education and, with the support of Bavaria; a USD 5 million fund was created for the children and grandchildren of shopkeepers, providing them with the option of studying technical and technological careers. As a result of the program, more than 5,500 students have registered. Out of these, 950 are currently being financed and are active.

66% of these students are the children and grandchildren of shopkeepers. The best students are provided further incentives, like computers. Additionally, they are monitored during the course of their studies and provided with guidance for their professional life and labor inclusion.

[CLICK HERE www.bavaria.co](http://www.bavaria.co) (ESP) [http://www.bavaria.co/7-499/microcredito\\_ds/.Pregunta](http://www.bavaria.co/7-499/microcredito_ds/.Pregunta)

<http://www.sabmiller.com/index.asp?pageid=2131> (ENG)

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## BEST PRACTICE CASE STUDIES



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WHICH IS THE INITIATIVE  
THAT THE IDB HAS  
CREATED TO PROMOTE  
SUSTAINABLE BUSINESS  
DEVELOPMENT MODELS AT  
THE BASE OF THE PYRAMID  
IN LATIN AMERICA AND  
THE CARIBBEAN?



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## BEST PRACTICE CASE STUDIES

### OPPORTUNITIES FOR THE MAJORITY



The initiative, Opportunities for All (OMJ), created in 2007, by the Inter-American Development Bank (IDB), promotes and finances sustainable business models that involve the private sector, local governments and communities around the development and provision of quality goods and services of quality to the socio-economic base of the pyramid (BoP) in Latin America and the Caribbean.

OMJ aims to increase productivity, integrate low-income populations into the formal economy, create employment, contribute to reducing the market gaps that increase costs for those that are least likely to be able to manage them and promotes quality goods and services for the 360 million people in Latin America and the Caribbean which are that the BoP. OMJ offers three types of products: loans, guarantees and grants or technical cooperation.

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# BEST PRACTICE CASE STUDIES

## OPPORTUNITIES FOR THE MAJORITY



OMJ supports different innovative approaches and financially sustainable models with the possibility of increasing the scale. The initiative supports several innovative projects including:

**Promotion of higher quality and lower prices.** New technologies, new materials, designs and production processes support the lowering of prices and thus, increase their access to BoP markets.

**Building local supply chains.** The use of local ecosystems and value creation through local micro-companies is an excellent strategy to build supply chains (buyers and sellers), distribution and sales channels. This benefits the company because it facilitates access, not just to a wide base of consumers and suppliers, but also to clients and a micro-company environment.

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# BEST PRACTICE CASE STUDIES

## OPPORTUNITIES FOR THE MAJORITY



**Promote opportunities for companies and local entities.** Private sector managers do not always understand the specific needs of their low-income clients. Getting closer to local communities can promote the development of combined solutions to satisfy those needs. This approach can attract community organizations, NGOs, local governments, social enterprises and other agents to create new opportunities.

**Adaptation of products, services and distribution channels to widen access.** Products and services can be adapted to the consumption profiles and financial limitations of the low-income markets. For example, products in smaller containers, prepaid services or innovative credit models can increase the access of the majority to essential products and services.

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## BEST PRACTICE CASE STUDIES

### OPPORTUNITIES FOR THE MAJORITY



**Provide greater value for products.** The integration of various services in one package tends to be a successful strategy to promote the access of low-income communities to essential services. There are several possibilities: banking through mobile phones, electricity bills which also provide access to credit, free training and capacity development to producers for the acquisition of materials are some examples of combined innovative solutions.

**Offer the possibility of repeating successful experiences.** The duplication of successful models is an essential part of the preparation of transformative projects; many projects can begin with pilot experiments and afterwards, obtain a greater scale. Additionally, the project can be replicated in other parts of the world.

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CLICK HERE More information: <http://www.iadb.org/en/topics/opportunities-for-the-majority/idb-opportunities-for-the-majority-serving-the-base-of-the-pyramid-in-latin-america,1377.html>



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# CONCLUSIONS

The do's and don'ts to be successful with a BoP strategy.

CLICK ON EACH ITEM TO READ MORE

1. BUSINESS AT THE BOTTOM OF THE PYRAMID IS JUST THAT....BUSINESS

2. NECESSITY IS NOT DEMAND

3. NEW MARKETS REQUIRE DIFFERENT APPROACHES

4. BoP IN THE SUPPLY CHAIN

5. INNOVATION IS AN IMPORTANT ASPECT

6. PARTNERSHIPS AND COOPERATION WITH STAKEHOLDERS IS ESSENTIAL

7. A BRAND STRATEGY IS NEEDED

8. THE IMPACT AND RETURN ON INVESTMENT MUST BE CONTROLLED



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## CONCLUSIONS

The do's and don'ts to be successful with a BoP strategy.

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Business at the BoP must be approached, apart from the focus on social development, from a perspective of profitability and self-sufficiency; it should not be confused with the philanthropic activities of the company. This requires the development of metrics which include economic indicators, of impact on the organization and of social and environmental impacts (which capture the shared-value creation of the BoP initiative). Such metrics are key in valuing the success of the project and allow for strategic decision-making such as the need to introduce certain modifications to the project, cancel or scale it up.



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## CONCLUSIONS

The do's and don'ts to be successful with a BoP strategy.

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BoP markets are comprised of low-income individuals with significant needs and demands. Even if the product or service covers those needs, it is important to analyze how and under which parameters this concrete need will turn into demand. In Latin America, thanks to economic growth and social mobility, this new demand must be guided and educated to use these products in a sustainable manner.



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## CONCLUSIONS

The do's and don'ts to be successful with a BoP strategy.

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Business strategies at the base of the pyramid require an adaptation of the business model. BoP markets function with a high number of transactions, of low value (normally cash) and with limited margins. Development timelines are frequently long and require great organizational flexibility which promoting adaptability and a long-term vision.



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## CONCLUSIONS

The do's and don'ts to be successful with a BoP strategy.

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Beyond strategies to develop and sell products at the BoP, companies will find great value in doing business at the base of the pyramid as they search for new formulas to integrate this segment of the population in parts of their value chain, for example as an array of suppliers or distributors.



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## CONCLUSIONS

The do's and don'ts to be successful with a BoP strategy.

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It is a critical process which must be reinforced by the company and in cooperation with their internal stakeholders (creation of multidisciplinary groups, business units and corporate functions). Innovation, applied to development, design and production, in relation to clients and suppliers, in logistics or management of cash should be one of the key parameters to create products and services which generate shared-value for the company and the BoP.



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## CONCLUSIONS

The do's and don'ts to be successful with a BoP strategy.

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Cooperation with other agents (public administration, multilateral institutions and organizations, NGOs, local leaders, other companies) is a key aspect of understanding these markets and offering solutions which generate value. One must work on the creation of networks which spawn social capital and reputation and can support the success of the initiative. Leadership and understanding from a human perspective is necessary so that the project doesn't lose its essence, as the metrics are not purely commercial (social responsibility).



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## CONCLUSIONS

The do's and don'ts to be successful with a BoP strategy.

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The planning and development of a communications and reputation strategy to support the success of the project is important. The key is that the inclusive business programs have a positive impact on the company brand through the communication of the impacts of the BoP strategy in the community and with real stories from the direct beneficiaries of the intervention of the company.



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## CONCLUSIONS

The do's and don'ts to be successful with a BoP strategy.

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The return on investment must be measured in the long-term when investing in social responsibility. The return on the beneficiaries is not always direct and it also affects the work of organizations, partners, governments and counterparts with whom the company works locally. New forms of social inclusion can be reinforced, where BoP is not only seen as a segment of a potential market (a market to develop).



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The CSR Innolabs are focused on the combined work of a series of leading organizations on CSR in Latin America and the Caribbean. These Organizations are:



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BID



INTER-AMERICAN DEVELOPMENT BANK (IDB)

The IDB is a major source of long-term financing for Latin America and the Caribbean. Founded in 1959 and with a present membership of 48 countries, the Bank helps to accelerate the economic and social development of its 26 borrowing member countries in the region.

As one of the largest regional multilateral development institutions, the IDB collaborates with many partners through its provided through its Office of Outreach and Partnerships.

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CEMEX



Building the future™

CEMEX is a global company that produces high quality materials for the construction industry and reliable service to customers and communities in America, Europe, Africa, Middle East, and Asia. Its network of operations produces, distributes, and markets cement, ready-mix concrete, aggregates, and related products in over 50 countries. It conducts business operations in some 102 countries.

The company encourages the development of countries in which it operates by creating innovative and sustainable solutions for construction to improve the quality of life.

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Citi, the leading global bank, has approximately 200 million customer accounts and does business in more than 160 countries and jurisdictions. Citi provides consumers, corporations, governments and institutions with a broad range of financial products and services, including consumer banking and credit, corporate and investment banking, securities brokerage, transaction services, and wealth management.

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# PARTICIPANTS

## GAS NATURAL FENOSA



Gas Natural Fenosa is the largest integrated gas and electricity company in Spain and Latin America. Currently, the company is present in more than 25 countries and has over 20 million clients. One of their main challenges, as a leading energy multinational, is satisfying the energy demand of the developing world and doing so in a cleaner, safer and more efficient manner.

The company's CSR policy highlights its commitment to recurrent stakeholders and is articulated around the following concepts: client orientation, commitment to results, environment, and interest for people, health and safety, commitment to society and integrity.

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# PARTICIPANTS

## MICROSOFT



How to help people reach their maximum potential.

Being a good corporate citizen plays a vital role in the achievement of the mission of Microsoft as a company: enable people and companies around the world to realize their full potential.

Microsoft has a permanent commitment to comply with our public responsibilities and serve the needs of the people in communities around the world. The role that we play as a responsible global corporate citizen is fundamental for this commitment.

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MICROSOFT



As our company has grown, this commitment has expanded far beyond our products and services, and has been extended to our network of partners, including governments, non-profit organizations and others.

In this sense, we serve our communities through the empowerment of young people and non-profit entities.

"You need more than great products to make a great company". - Bill Gates

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PEPSICO



## PEPSICO

PepsiCo is a world leader in the food and beverage industry. The company has a net income of more than US\$ 65 billion and a product portfolio that includes 22 brands that individually generate more than US\$ 1 billion in annual retail sales. Its main businesses—Quaker, Tropicana, Gatorade, Frito-Lay and Pepsi-Cola—produce hundreds of delicious foods and beverages that are appreciated around the world. PepsiCo is committed to sustainable growth through its investments in a healthier future for people and the environment, which also means a more successful future for PepsiCo. The company calls this commitment "Performance with Purpose": PepsiCo is committed to providing a wide range of foods and beverages to suit local tastes, find innovative ways to minimize its impact on the environment by conserving energy and water and reducing the volume of its packaging, provide excellent working conditions for its employees, and respect, support and invest in local communities where it operates.

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SAB MILLER



SABMiller is one of the world's leading brewers with more than 200 beer brands and some 70,000 employees in over 75 countries. We also have a growing business in soft drinks and are one of the world's largest Coca-Cola bottling companies. We have become a global leader nurturing strong local brands and building brand portfolios which respond to the needs of our consumers in each of our markets. Our portfolio includes premium international beers like Pilsner Urquell, Peroni Nastro Azzurro, Miller Genuine Draft and Grolsch, as well as local leading brands like Águila, Castle, Miller Lite, Snow, Tyskie and Victoria Bitter. We have grown thanks to a culture of excellence in operations, providing high quality products, innovation and sustainable development. We believe that our business is not isolated from society and that the success of SABMiller is completely linked to the wellbeing of the general community. Everywhere we operate, we are working to build strong local businesses that can contribute to the local economy.

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FORÉTICA



Forética is the leading CSR organization in Spain and Latin America. Its mission is to promote ethical management and social responsibility by providing organizations with the knowledge and tools to successfully develop a sustainable and competitive business model. Currently, it has over 200 members.

Forética is present in main CSR forums at European level and in Latin America. It is CSR Europe's national partner in Spain and a member of Forum Empresa in Latin America. In Spain, Forética is a member of the State Council on CSR (Consejo Estatal de RSE) as an expert organization in the field. Additionally, it is the owner of the standard SGE 21, the first CSR management system which permits voluntary certification.

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