




**BENEX**  
**Business Effectiveness**  
**– the Next Level**

**Being served by the poor,  
as partners**

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**'Low-income'**  
**V/s**  
**'Poverty'**

**Alleviating Poverty = increasing  
income of the poor**



# **Being Served by the Poor, as Partners**



## Study of 7 Enterprises:

- GCMMF, SMGULP, STFC, ITC-Paperboards, ITC-eChoupals, L&T and Microsign
- Inputs at lower costs and/or higher quality + Addressing key constraints. Turnover = \$ 3 Million to 3 Billion
- 36 to 3.5 Million people impacted, largely poor. Incomes increased by 10% to 200% or from 0

# GCMMF

|                                |  |
|--------------------------------|--|
| No. of Producer Members:       | 2.42 million<br>(largely subsistence farmers)                  |
| No. of Village Societies:      | 11,615   |
| Annual Milk Collection :       | 2.08 billion litres  |
| Daily Average Milk Collection: | 5.71 million litres  |
| Annual Sales:                  | US \$645 million [US\$ 3.2 billion by purchasing power parity] |
| Distribution network:          | 3000+ Dealers, 500,000+ Retailers                              |





# Essential requirements

1. Productive capacities of the poor are organised, developed & leveraged as inputs to business
2. Creation of commercial value
3. Yielding economic surplus
4. Remunerating the poor fairly

# Conclusion

- Self-reinforcing model
- Competitively superior value chain
- Reduction of poverty & economic dualities
- BENEX: Business Effectiveness – the Next Level

