CASE STUDY: INVESTING IN A CÔTE D’IVOIRE

ENTREPRENEUR TO ENSURE CHILDREN’S FIRST FOODS ARE FORTIFIED

Global Alliance For Improved Nutrition (GAIN) Supports A Woman-Owned Local Enterprise To Produce And Distribute Nutritious Infant Cereal Porridge In Côte d’Ivoire
EXECUTIVE SUMMARY

Many children in Côte d’Ivoire are consuming an inadequate diet that lacks the important nutrients, including vitamins and minerals needed for healthy growth. Today, over thirty percent of Ivorian children under the age of 5 are considered stunted, and may never recover the height lost in their early years, nor the corresponding physical and mental development.

To help address the malnutrition issues facing young infants and children, the Global Alliance for Improved Nutrition (GAIN) sought to build a commercial business model in Côte d’Ivoire by building a partnership with a locally owned company, Protein Kissée-La (PKL), the first Ivorian company to manufacture infant cereal porridge, and the international NGO Helen Keller International (HKI). This private-sector partnership focused on developing, manufacturing, and distributing low-cost sachets of a fortified, instant milk-based cereal porridge, Nutribon, to the Ivorian population.

PKL received technical assistance for improving the quality of their product and also obtained financing for the construction of a new production facility. HKI focused on changing infant feeding behavior and educating parents on the importance of feeding their children adequate complementary foods to complement breast feeding after 6 months of age. Fortified infant cereal porridges were mentioned as one of the healthy options. In turn, GAIN aimed to contribute to reducing child malnutrition for the more vulnerable populations by increasing access to locally produced and affordable fortified infant cereal-based porridges.

Benefiting from GAIN’s investments and nutrition expertise, PKL was indeed able to improve the accessibility and affordability of fortified complementary foods for Ivorian infants and young children. However, this has not come without challenges. Civil war, rising costs, budget constraints, international competitors and challenges in reaching vulnerable children have put pressure on the business model, resulting in short-term sacrifices and concerns with long-term viability of the product in the market.

Key Strategic Lesson

It is challenging to bring a high-quality product to the market that is affordable to consumers at the bottom of the pyramid. Nutritional quality and food safety come at a cost.

INVESTMENT SNAPSHOT

Geographic coverage: Côte d’Ivoire
Project start: June 2009
Stakeholders: GAIN, Protein Kissée-La (PKL), Helen Keller International (HKI)
Nutrient Products: Fortified instant milk- and cereal-based complementary food (Farinor Nutribon)
Target customers: Infants and young children aged 6 to 24 months in low income populations of Abidjan and in rural poor regions
Project Goals: Increase accessibility and affordability of a nutritious fortified cereal porridge by investing in a local producer
Total anticipated project cost: $11 million
GAIN contribution (% total project): $3.5 million (31%)
**Key Operational Lesson**

Investments in production, distribution and marketing need to be balanced in order to ensure the product reaches its target markets.

**BACKGROUND & CONTEXT**

Côte d’Ivoire, with a population of nearly 20 million people, consistently ranks in the lowest 20% of economic and health indicator surveys. Today, the average Ivorian is expected to earn $1,800 per year, live only 55 years, and has a 30% likelihood of chronic childhood malnutrition. Thirty percent of Ivorian children under the age of 5 are stunted, a condition associated with decreased cognitive function. Stunting negatively impacts the educational ability, work performance and ultimately income potential of future generations. Although there are many reasons for malnutrition among children in Côte d’Ivoire, food shortage is actually not one of them. According to UNICEF, Ivorian malnutrition stems from a lack of hygiene and poor feeding practices.

Before age six months, GAIN strongly supports exclusive breastfeeding of infants. It is estimated that about 800,000 children’s lives (13% of all deaths) could be saved every year among children under 5 if all children 0–23 months were optimally breastfed. These include protection for the baby against illness due to the nutrient and antibody provision by breast milk and the prolonged period between two pregnancies for women who breastfeed.

At around six months infants start to need complementary nutrition in addition to breastfeeding. In countries where stunting is highly prevalent the promotion of breastfeeding and appropriate complementary feeding could prevent about 220,000 deaths among children under 5 years of age.1 In many societies infant porridge is one of the first foods consumed by infants to complement breast milk and combat malnutrition. Cereal-based porridge is introduced around age six months and typically is consumed through age two. The nutrient density of cereal porridges (even if mixed with legumes) is low and only provides a proportion of the daily requirements. Ensuring the appropriate nutrient composition of widely consumed commercialized cereal porridges can be an effective contributing strategy in combatting dietary deficiencies in infants and young children, so that they grow up to their full potential.

In 2008 the Global Alliance for Improved Nutrition (GAIN), recognized the opportunity to address infant and young child malnutrition in Ivorian children ages 6 to 24 months by investing in locally produced fortified foods. Despite the benefits of consuming fortified foods, marketing of commercial infant foods is highly restricted due to the history of major international brands using exploitative practices and marketing commercial formula to women in the developing world.

Today, the WHO and Health Ministries are cognizant of the importance of encouraging breastfeeding and limiting inappropriate and exploitative marketing of food products to young children. Many fortified infant cereal-based porridges are relatively expensive and are imported from abroad. If made locally, they often don’t meet standards of quality or fortification requirements. By increasing the availability, quality, and affordability of fortified cereal porridges in the marketplace, GAIN aims to improve the nutritional quality of food young children consume.

**OBJECTIVES AND APPROACH**

**Woman Entrepreneur Takes on Commercial Giants**

Although infant cereal porridge has been around and consumed for over one hundred years in Côte d’Ivoire, a dynamic female entrepreneur envisioned a

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convenient fortified cereal-based product that could be sold at a low enough price to make it accessible to all families with young children.

Twenty years ago, Madame Marie Konate sat in her kitchen in Abidjan contemplating how families could feed their young children nutritious meals quickly, easily, and most importantly, inexpensively. Her business plan began with a black-and-white sketch of a small sachet of infant cereal-based porridge. Konate started her business in the early 1990s with only 600 Euro, one machine and a rented stand in her local market. Under her fervent leadership, Protein Kissée-La, also known as PKL, grew into an established local competitor amongst major international food giants such as Danone and Nestle. PKL became the first Ivorian company to successfully bring commercial fortified cereal-based porridge to market. PKL offers a cheaper, local alternative to families wanting to feed their children nutritious cereal-based porridge.

For those consumers at the base of the pyramid, affordability is key to reaching the infants and children who most needed the additional nutrients. Due to this positioning in the market, GAIN saw an opportunity to partner with Madame Konate and PKL in launching and producing a new locally produced fortified infant food .

GAIN’s investment in Côte d’Ivoire was called the ‘Projet de Promotion de l’Alimentation de Complètement Enrichie du Jeune Enfant’, also called PACE.

PKL’s role in the partnership as a business was to source, produce, market and distribute high-quality nutritious cereal porridge for infants and young children. In addition to the investment in PKL, GAIN worked with Helen Keller International, a non–governmental organization for social marketing to encourage widespread adoption and behavior change. PACE was a commercial business model partnership, functioning with little to no government involvement. GAIN did not have any field team in-country but relied on PKL for all value chain activities and Helen Keller International (HKI) for social marketing.

Through their investment in PKL, GAIN assisted in reformulating the original cereal-based product into one fortified with the amount of vitamins and minerals that young children need, and repackaging it in more affordable sized sachets. Unfortunately, in 2011, soon after the partnership started Civil War broke out and the crisis escalated into a full-scale military conflict. In Abidjan Madam Konate and her employees were faced with heavy fighting. Production decreased significantly and the cost of raw materials ramped up. Building a new facility and bringing a new product on the market seemed a challenging task.

**GAIN Partners to Develop a High Quality, Affordable, Financially Sustainable Product**

When the project began in 2009, PKL had already penetrated the infant cereal porridge market with its flagship product, called Farinor. PKL was an established player in the market and the Farinor brand had developed positive brand equity in the Abidjan region. GAIN’s investment was intended to build on the success of Farinor by improving the product formulation and nutritional content, becoming code compliant with the International Code for Marketing of Breast Milk Substitutes (‘the WHO Code’, 1981), and reaching a new segment of the population through smaller, less costly packages. This product line extension was branded Farinor-Nutribon (Nutribon).

The PKL business proposal and plan was based on large production investment early on—in product quality, quality control and production capacity—followed by small marketing and distribution investments in the later phases. This seemed like the best approach since PKL’s factory needed fundamental improvements in order to manufacture the 50g sachets and produce the required volume to break even. As a result, about 80% of the $2 million of GAIN’s investment went to constructing the new plant and purchasing new equipment, with only 13% allocated to distribution and 7% to marketing.

**Figure 1: Production by Product Type (kg)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Nutribon (50g Sachets)</th>
<th>Nutribon (200-250g)</th>
<th>Farinor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>16</td>
<td>95</td>
<td>38</td>
</tr>
<tr>
<td>2010</td>
<td>79</td>
<td>44</td>
<td>37</td>
</tr>
<tr>
<td>2011</td>
<td>12</td>
<td>93</td>
<td>38</td>
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<tr>
<td>2012</td>
<td>24</td>
<td>98</td>
<td>36</td>
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<td>2013e</td>
<td>38</td>
<td>97</td>
<td>37</td>
</tr>
</tbody>
</table>

GAIN did not invest in branded marketing because this was expected to be the strength of the private sector. Instead GAIN relied on HKI to implement social marketing, to raise awareness on appropriate infant and young child feeding. HKI trained health workers to demonstrate fortified porridge preparation in clinical visits and workshops, while educating Ivorian mothers on infant and child feeding practices. While HKI demonstrated how to prepare (unlabeled) Nutribon, PKL planned to follow up by distributing sachets to participants. In addition to relying on HKI for social
marketing, the business plan assumed that Nutribon could be distributed largely through existing infrastructure and that once it was on the shelves it would attract consumers mainly due to its low price point.

GAIN made the first large production investment in 2009 towards a new packaging machine, delivery vehicles, packaging design, and reformulation of the product. This was a critical first step since it gave PKL the ability to package 50g sachets where they were previously only able to make 200g and 250g sachets. By reducing the size the product became available at a more affordable price point.

The next investment went into purchasing additional motorbikes for its sales force, to distribute Nutribon to the poorer areas of Abidjan, which lack paved roads. With this relatively small investment, PKL would have access to both key target segments: low income semi-urban consumers in Abidjan and rural non-poor consumers.

This newly branded and reformulated product, Nutribon, was launched in 2011 and is sold through traditional retail channels including grocery stores, pharmacies, convenience stores, and roadside stands.

**Figure 2: 2013 Price (FCFR)/Gram**

<table>
<thead>
<tr>
<th>Product</th>
<th>Price (FCFR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Foods</td>
<td>2.2</td>
</tr>
<tr>
<td>Farinor Nutribon</td>
<td>4.9</td>
</tr>
<tr>
<td>Ninolac</td>
<td>5</td>
</tr>
<tr>
<td>Baby Lac</td>
<td>5.1</td>
</tr>
<tr>
<td>Lait Lac</td>
<td>5.5</td>
</tr>
<tr>
<td>France Lait</td>
<td>6.1</td>
</tr>
<tr>
<td>Cerelac</td>
<td>6.7</td>
</tr>
<tr>
<td>Bledina</td>
<td>7.9</td>
</tr>
</tbody>
</table>

Improving Quality While Maintaining Affordability

Working with GAIN, PKL enhanced the nutrition, quality and packaging of their products in order to become the affordable alternative to international branded fortified cereal-based porridges.

GAIN and PKL aimed to launch a new product that was of comparable quality to international competitors, but at a much more affordable cost. With help from GAIN, PKL boosted Nutribon’s vitamin and mineral concentrations, more than doubling the content of some nutrients, including Vitamins A and C. Nutribon offers superior nutrition at a lower price compared with its competitors’ products, such as Bledina and Cerelac. Other competitors, Lait Lac, Babylac, and Ninolac have prices that are higher for their levels of quality compared to PKL.

At the same time, affordability for rural and lower income consumers was also a priority. The original 50g sachet price was set at $0.25 per sachet (two servings). However, prioritizing quality called for higher priced raw material input, which cut into Nutribon’s margins, and, in turn, created tension with the goals of the product affordability and financial sustainability. PKL had to raise the price slightly to cover those costs in addition to the cost of the redesigned, smaller packaging. Packaged in 50g sachets or 200g boxes, the product retails for $0.31 and $2.00, respectively, and is specifically targeted towards low-income consumers.

**Increasing Production Capacity**

The new production facility for PKL will almost triple the amount of production of cereal-based porridge.

The new PKL factory, built with almost half of GAIN’s 80% investment in production, is expected to triple Nutribon and Farinor production by 2016, if not earlier. This investment is also expected to improve profitability by improving production yield, reducing product handling, and improving production process and quality.

Identifying an appropriate equipment supplier, negotiating terms, and ensuring additional finances initially delayed the start of production. Capital budgeting for expansion was under-estimated by $1.4 million due to civil unrest, high inflation and under-estimation of costs. Yet, even with these roadblocks the facility construction was completed in 2014.

PKL has increased distribution to rural areas and thousands of Abidjan shops using motorcycles.
Expanding the Geographical Reach of Distribution Network

The distribution network has increased, but it still does not extend far outside of Abidjan, in part due to civil war in 2011, but also due to cost constraints of reaching rural markets.

PKL used GAIN’s grant to invest in motorbikes for the company’s sales force to distribute Nutribon to the poorer areas of Abidjan, which lack paved roads. With this relatively small investment, PKL had access to both key target segments: low income consumers in Abidjan and rural non-poor consumers.

To distribute to consumers in rural areas PKL mainly planned to leverage existing relationships with pharmacies and mini-markets in those areas.

GAIN’s requirement for PKL to reach to segments of low-income consumers in Abidjan and rural non-poor consumers is straining PKL’s existing distribution network. With a majority of the total investment going towards this goal, the next question is how to accelerate distribution and marketing of Nutribon in order to increase sales in line with increased production capacity. Though too cash-constrained to engage in mass-media promotion, PKL is now searching additional investments to finance several innovative marketing ideas to grow its market.

While PKL may not have a large enough distribution network and strong enough marketing presence to sell the additional volume, it actually may benefit from the slower production ramp up—impacted by the country’s civil unrest—which could give the company additional time to strategize and act on new solutions for distributing and marketing Nutribon.

Bringing a New Product to Market

The industrial benchmark for successful market penetration of a new consumer product may take around six to eight years. In this case, GAIN and PKL have accomplished this in a much shorter timeframe.

The initial assumption that the newly packaged 50g packets of Nutribon would compete purely on price is working well in Abidjan where category awareness is high. However, Nutribon is struggling in rural areas where category awareness is low. HKI was intended to provide social marketing benefits to Nutribon in these rural areas through workshops, but the unbranded messages on the optional use of fortified infant porridges got lost in the multitude of other child feeding messages and did not noticeably influence demand. At the same time, the initial marketing costs allocated to the new product were estimated only at $0.025 per unit. This appeared to be an underestimation given that PKL was not only introducing a product line extension, but was also targeting a new consumer segment that was unfamiliar with this type of product. The marketing approach was based on two key assumptions: one, that Nutribon would compete purely on price, which itself does not require much marketing spend and two, that in areas where fortified complementary food awareness is low, PKL could leverage HKI’s social education campaign. Both assumptions seemed to hold when selling to the low-income population in Abidjan but appeared to breakdown when selling to the rural areas.

In Abidjan, Nutribon was able to take advantage of existing product category awareness that its two largest competitors, Cerelac (by Nestle) and Bledina (by Danone), have created. In addition, the low cost strategy proved effective as consumers were able to essentially ‘sample’ the cheap 50g sachet and once they determined that it met quality needs, they would continue to buy more. However, in rural areas, where awareness for fortified complementary foods is low, Nutribon is often the only product on shelves at pharmacies and struggles to achieve the same sales volumes per retailer as in Abidjan.
Influencing Policy Change & Competition

The WHO breastfeeding code was passed in June 2013 and steps toward setting a country standard for fortified foods have started to be discussed.

Due in part to HKI highlighting the issue of malnutrition, the government has started to increasingly prioritize the problem. On the policy front, the government of Côte d’Ivoire adopted the WHO’s Code on Marketing Breast-Milk Substitutes in June 2013 with the support of HKI and GAIN. HKI, with GAIN support, has also made considerable progress towards establishing a national standard for fortified food products, aligned with the revised Codex Alimentarious standard for complementary foods.

Fully commercial business model created competitive pressure on existing Consumer Packaged Goods (CPG) firms, improving affordability across the market.

Despite a very challenging political and economic situation in Côte d’Ivoire, the GAIN-PKL partnership succeeded in influencing the broader industry of infant nutrition. Since launching the 50g sachets, PKL has improved access and affordability for rural and lower income consumers, producing 38 thousand kilograms of 50g sachets in 2013 alone.

Competitors have responded to this success by expanding 50g sachet offerings and reducing prices, with Nestlé recently lowering its price for its infant cereal Cerelac by 10%. As PKL has increased its distribution into rural areas, competitors have followed. It is worth noting that CPG competitors’ product labelling and marketing are not always fully aligned with the WHO Code. Despite these constraints, PKL’s Nutribon has captured significant market share and its presence in the marketplace at an affordable price point has altered existing CPG behavior.

CHALLENGES AND OPPORTUNITIES

Maintaining Affordability Amid Rising Costs

While the product does meet the standards for nutritional quality, the rising cost of raw materials has impacted both affordability and financial sustainability.

GAIN and PKL established a fixed price in their initial agreement, but civil unrest, raw material inflation, and increased distribution costs threatened the sustainability of the project. Rather than passing on all of the cost increases to consumers, PKL agreed to accept lower profit margins and to raise prices only slightly, from $0.25 to $0.31 per 50g sachet. Ultimately this price increase reduced affordability for consumers but helped the sustainability and viability of the business. Despite the price increase, at current input prices, Nutribon is still unlikely to break even until 2018.

With regard to long-term sustainability of the investment, it is critical to balance the consumer needs for high-quality and affordable fortified products with business sustainability. In a market-driven environment, when faced with competing priorities, balancing these priorities is crucial, and in some cases impossible, in order to achieve the overall success of the business. Given its low contribution margins, PKL could raise prices in order to reach the breakeven point much quicker. However, this is unlikely as higher prices may jeopardise their competitive positioning and would put PKL at risk to lose clients to other brands.

Figure 3: Cost Structure (per 50g sachet)

Due to the low contribution margin of the Nutribon product, PKL will need to roughly triple sales volume for
PKL operates in a dynamic business environment and will continue doing so after the GAIN-PKL partnership ends in 2014. Although Côte d’Ivoire is today recovering from the civil war and unrest, there is a generally positive outlook for 2015, with a shift towards reconciliation and economic development. Nutribon is positioned today as a high-quality, low-priced product in the market.

Going forward, the attention will fall primarily on PKL. For PKL, the most immediate challenge is developing an effective strategy to fully use the additional capacity of the production facility. In order to address the latter, PKL is currently looking for ways to increase product marketing and rural distribution.

**Key Operational Lesson**

It is challenging to bring a high-quality product to the market that is affordable for the poorest segments of society. Nutritional quality and food safety comes at a cost.

In establishing the GAIN investment, PKL prioritized quality and affordability over sustainability. This created tension between these priorities, and has put the overall sustainability of the business in question. With the 20/20 vision of hindsight, one can see that packaging and marketing costs were foreseeable and could have been more accurately predicted at the beginning of the project.

It is mainly the high cost of designing and creating the new packaging—as well as inflation, over which PKL had no control—that ramped up packaging costs. Compared to the Boston Consulting Group (BCG) benchmark, Nutribon’s price structure was heavily skewed towards packaging and marketing. However, with the production facility completed and upfront costs for package design and package production equipment no longer an issue, the increased production capacity and increased market share should relieve the tension between quality and affordability vs. profitability and sustainability. PKL has to increase market share from 25% to 40% in order to

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**Figure 4: Sales Volume by Product Type (kg)**

PKL Partnership

**OUTCOME AND LOOKING AHEAD**

PKL expects to increase sales volume as new production capacity comes online end of 2014, but it faces challenges to achieving long-term financial sustainability.

**Mitigating Risk in an Unstable Environment**

Due to civil war and the need for additional funding, goals for achieving volume targets and capacity expansion have not been met.

Only a year after the PACE contract was signed in 2009, Côte d’Ivoire fell once again into civil war. Abidjan soon became the focal point of disruption and virtually shut down for five months in 2011. As a result, PKL fell behind in the construction of its new factory and lost several months of production. The original business plan was ambitious, overly optimistic and had not taken into account the adverse effects political instability could have on the business. To its credit, PKL launched the 50g Nutribon sachets in 2011 despite the turbulent political climate. However, given the political unstable environment, and subsequent economic crisis PKL was unable to meet the original production targets and amended their goals accordingly.

In addition to understanding the operating environment, it is also important to anticipate and build in flexibility for changes that may occur during the ramp-up process, such as the need to adapt product lines to consumer preferences. While some of the product adjustments and associated costs were not predictable, others could have been accounted for in the original cost estimates. For example, initial packaging costs were estimated based on the inner packaging used in other PKL products; this was a poor comparison and did not provide a realistic estimate, because this packaging was of lower quality, a different size, and it did not include any printed text or branding.

In summary, building sufficient flexibility and contingencies into the business plan regarding key cost items, including marketing, packaging, and product design, can help companies be proactive rather than reactive to market and environmental changes, and thus better equipped to provide alternatives to raising prices which may alienate target consumer segments.

**N**utribon to be profitable. Increasing costs due to inflation and product mix changes forced PKL to sell products at a higher price than originally anticipated (variable costs per unit increased by 69% from 2008 to 2013). The PKL business model is highly sensitive to price point and variable costs.
reach breakeven by 2018. The crucial issue of just how to make this great leap in market share is something PKL must explore with any of its post-GAIN investment partners.

**Key Strategic Lesson**

*Investments in production, distribution and marketing need to be balanced in order to ensure the product reaches its target markets.*

While clearly PKL needed new production equipment and a new facility to create the smaller packets of Nutribon and increase its production capability in general, the emphasis on and investment in scaling up production has come at a cost to distribution and marketing. Relying on PKL’s reputation as a market leader with its Farinor cereal-based porridge, PACE did not take into account the cost of bringing an entirely new product to market, especially in rural areas where even the category recognition, never mind the product recognition, is low. Goals of tripling production through the new improved facility require simultaneous development of concrete strategies and tactics—and a commensurate budget—for increasing distribution and marketing.

Investments are not only financial ones. Companies and projects, such as PACE, invest in strategies and the tactics required to carry those strategies out. In the rural areas where Nutribon is the only fortified cereal-based porridge on the shelf, PACE knew that low income and rural non-poor consumers needed to be educated about using fortified cereal-based products in the first place. The involvement with HKI was an investment in the right social marketing strategy—aimed squarely at educating consumers on the fortified complementary foods category. PKL met distribution targets of 1.6 Metric Tons per year to HKI for use in (non-branded) social marketing campaign. Yet the plan for PKL to distribute its branded Nutribon packets immediately after HKI demonstrated how to use the unlabeled Nutribon never came off.

GAIN, HKI and PKL had different views on how to carry out this part of the marketing strategy due to the International Code’s prohibition against using branded products at health center demonstrations.

**Looking Ahead**

It is clear PKL still has further work to do in order to reach marketing and distribution goals. Currently, PKL offers superior quality fortified product at lower prices than its primary competitors and a large increase in sales volumes may be the best way to ensure sustainability while maintaining current prices. However, the pressure to increase prices to make the company and product financially sustainable is mounting.

International competitors are lowering prices, the cost of raw materials is continually increasing and GAIN is nearing the end of its investment.

**Figure 5: Net Income ($K)**

Though Nutribon faces challenges and needs some more time to achieve long-term financial sustainability, there are levers that they can actively employ to accelerate the time to breakeven without necessarily increasing price. Possibilities include unlocking institutional markets by building public-private partnerships, unlocking rural markets by broadening the distribution network, and creating loyalty with existing consumers via smart marketing efforts. Given the cost of each of these options, PKL will likely need additional post-GAIN investment partners, or additional private bank loans, in order to secure the funding necessary to put these ideas into practice.

Today peace has returned to Abidjan, but not without widespread insecurity and economic instability. Still, Konate’s dream of providing fortified cereal to young children remains intact. The new production facility, made possible by GAIN’s investment, is nearing completion as the private sector slowly returns to normal in Abidjan. PKL is now well positioned to seek out a new future partner. With the country stabilizing and the return of public investment, partnership opportunities are a strong possibility. In addition, PKL can seek to work with institutional partners considering Côte d’Ivoire has now
joined the global effort to improve infant nutrition through support and encouragement by HKI, GAIN and PKL.

CONTRIBUTING ORGANIZATIONS

This article was written in collaboration with the Global Alliance for Improved Nutrition (GAIN), the Global Business School Network (GBSN), and the Tuck Global Consultancy Program at the Tuck School of Business at Dartmouth. Information is as of January 15, 2014. For more information on GAIN, please contact Dessie Tarlton at dtarlton@gainhealth.org; GBSN, please contact Lisa Leander at lleander@gbsnonline.org; and the Tuck Global Consultancy Program or the Tuck School at Dartmouth, please contact Kerry Laufer at Kerry.L.Laufer@tuck.dartmouth.edu.