

private sector profit small and growing businesses prosperity access to finance innovation invention business development services

technology environmental sustainability networking job creation scale

ENTERPRISE ACCELERATION

social impact infrastructure impact investing capacity building



When a **small business** becomes large, it creates an average of **200 jobs.**

Supporting enterprise growth to sustainably foster global prosperity

AREAS OF PRACTICE

Resilience
Dairy & Livestock
Crops
Food Safety & Quality Assurance
Market Access

ENTERPRISE ACCELERATION

Gender
Nutrition
Environment



OUR VISION

Transforming lives by engaging in agriculture and enterprise partnerships that replace poverty with prosperity and dependency with self-reliance.

As drivers of job creation and innovation, small businesses are effective avenues for lifting communities out of poverty. However, access to finance, human capital, markets and infrastructure are persistent challenges.

A concerted effort is needed to overcome barriers to business growth, making way for accessible investment opportunities in developing countries.

Land O'Lakes is a Fortune 200 company and the second-largest cooperative agribusiness in the United States. We leverage almost a century of experience, business success and technical expertise to address the specific challenges faced by small and growing businesses in emerging markets.

Using a business-oriented approach to strengthen value chains for growth, we work to fast-track enterprises from one stage of growth to the next. We accomplish this by delivering high-quality business development services to select enterprises, measuring impact and financial performance according to industry standards, and maintaining strong networks with key players in the impact investing space. We widely communicate our successes, failures, best practices and lessons learned to help improve the quality of enterprise acceleration among all practitioners.

LINKING BUSINESSES TO SPUR GROWTH

The core of our enterprise acceleration work is linking businesses to people, information, training, infrastructure and services to grow. We help catalyze and bring to market transformational innovations, attract investors and foster the ability of small and growing businesses to be engines of economic growth.

What is an "accelerator"?

An accelerator is an organization that provides different kinds of support to help grow businesses into profitable and sustainable enterprises. This includes technical assistance, business development services and infrastructure support; linking businesses to mentors, investors and other key contacts; and making businesses more attractive by reducing investor risk.

Who does it support?

Selecting the right entrepreneurs and enterprises is integral to ensuring successful enterprise acceleration. We target small and growing businesses with demonstrated potential for profitability, sustainable growth and positive social impact. Unlike livelihood-sustaining small- and medium-sized enterprises, which start small and usually stay that way, small and growing businesses employ more people, are commercially viable and have strong potential for scale and growth. These businesses forge links to regional and global markets, and often facilitate access to critical goods and services for underserved communities.

Why is this so important?

Unlike well-established, thriving companies, small and growing businesses often lack the human capital, financing, infrastructure or other resources they need to grow, and thus are often viewed as risky investments. Enterprise accelerators actively address this gap by providing tailored, intensive support at each phase of business development. These support services enable small and growing businesses to become more attractive investment opportunities, and to successfully leverage external financial resources.

How does this impact communities?

Enterprise acceleration facilitates a thriving business sector, which in turn contributes to sustainably lifting communities out of poverty. The acceleration of businesses creates jobs for local communities, generates taxes, and strengthens supply chains. Small and growing businesses often reach remote communities, and pioneer innovative business models that are inclusive and promote environmental and agricultural best practices.



In Sri Lanka, new machinery has helped expand operations at a rice and gram processing plant as part of the VEGA/BIZ+ program. This enterprise partnership is creating 53 jobs and providing livelihood opportunities to thousands of local farmers.



In Kenya, an automated produce-weighing innovation uses a Bluetooth-enabled digital scale that transmits the reading to the farmer's mobile phone for easy tracking. This innovation, supported by USAID's Kenya Feed the Future Innovation Engine program, ensures that farmers are properly paid and rewarded for delivering quality produce.

PROGRAM EXAMPLES

FEED THE FUTURE KENYA INNOVATION ENGINE 2012-2017

Bringing to scale innovative market-driven solutions for food security, improved livelihoods and better nutrition

Funded by the U.S. Agency for International Development (USAID), KFIE actively seeks and identifies enterprises with innovative ideas that have commercial potential and that present solutions to select agricultural challenges. The program has a special focus on innovations relating to nutrition-sensitive agriculture, financing, strengthening the dryland economy, enhancing rural women's livelihoods and youth inclusion.

Beyond facilitating catalytic grant funding, Land O'Lakes provides tailored, hands-on, technical assistance to the businesses it supports. By working with innovations at the nascent proof-of-concept and piloting stages, and by helping them transition to scale and attract investment, KFIE encourages experimentation and rewards successes that represent game-changing approaches for thousands of families.



PROJECTED IMPACTS by 2017

Number of technologies or practices per development phase:

1. Thirteen to be researched
2. Five to be field tested
3. Three to be made available for commercial use

Photo: Affordable on-site soil testing boosts environmentally-sustainable farming and improves productivity for smallholders



PROJECTED IMPACTS by 2016

- > 40 invention-based businesses successfully accelerated
- > Over \$1 million in external financing invested in invention-based businesses

Photo: This peanut grinder can shell up to 20 kilograms of peanuts in just five minutes - work that previously took an entire day by hand.

INNOVATIONS IN GENDER EQUALITY TO PROMOTE HOUSEHOLD FOOD SECURITY (IGE) 2012-2016

Accelerating invention-based enterprises that design and market vital agricultural technologies

The USAID-funded IGE program is working to promote household food security by providing technology design training to farmer groups in southern Tanzania. Land O'Lakes is supporting the groups to develop prototypes made from locally available and affordable materials. These inventions address pressing agriculture challenges, and reduce time and labor burdens for completing agricultural tasks, particularly those traditionally conducted by women.

The inventors then pilot and refine their technologies based on client feedback, and the most promising technologies compete to receive funding. Inventors of winning technologies participate in business acceleration training, prepare their products for market, pitch their businesses to investors, and sell their products commercially.

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Land O'Lakes, Inc. is one of America's premier agribusiness and food companies and is a member-owned cooperative with industry-leading operations that span the spectrum from farm production to consumer foods. Land O'Lakes, Inc. is one of the nation's second largest agribusiness cooperative.

Land O'Lakes International Development is a nonprofit helping to transform lives through agriculture and enterprise partnerships that are enhancing profitability and food security in developing countries around the world. Through 280 programs and trainings in 80 countries since 1981, Land O'Lakes has supported international development efforts to generate economic growth and improve the quality of life for millions of people around the world.