



**A Firm-Level Approach to
Majority Market Business:
Private Sector
Mapping Project**



**Prepared by
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**A Firm-Level
Approach to
Majority Market
Business:
Final Report**

About SNV Netherlands Development Organisation: With more than four decades on-the-ground experience, SNV helps people overcome poverty in developing countries worldwide. SNV provides strategic advisory, knowledge, and advocacy support through 900 technical advisors and 90 offices in 33 developing countries to more than 1,800 public, private, and social sector organisations in Africa, Asia, the Balkans, and Latin America to accelerate, scale, and sustain their fight against poverty and inequity. SNV Latin America’s regional operations are based in Ecuador and currently employ more than 200 professionals in more than 20 offices in Central America and the Andean Region. For additional information, please visit www.snvworld.org / www.snvla.org.

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About the Inter-American Development Bank (IDB) Opportunities for the Majority Initiative (OM): The Opportunities for the Majority Initiative applies sustainable, market-based strategies for economic and social development to the 360 million people – approximately 70% of the Latin American and Caribbean population – who live on less than US\$300 per month and who have not benefited substantially from the region’s recent economic growth. The initiative promotes and finances emerging business models that engage private sector companies, local governments, and communities in the development and delivery of quality products and services, the creation of employment, and the participation of low-income producers and consumers in the formal economy.

Opportunities for the Majority
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Letter from W. Robert de Jongh

The famous Greek philosopher Loki once said that “poverty is the veil that obscures the face of greatness”. In the case of Latin America, it is not only poverty but inequity – the growing divide between rich and poor that keeps almost 70% of the region’s population trapped in the vicious cycle of poverty, earning less than US\$300 per month, and being traditionally excluded from the economic transformation happening around them.

That is about to change. In fact, it is already changing. This ground-breaking survey conducted by SNV Netherlands Development Organisation – in collaboration with the Inter-American Development Bank Opportunities for the Majority Initiative – found something surprising and inspiring happening in the private sector.

Companies from Argentina to El Salvador, Jamaica to Ecuador are beginning to see the poor as economic actors in their own right – not simply as a large untapped consumer market, but as trustworthy producers and distributors critical to their value chain. Interaction with these communities, once the purview of corporate charities or social responsibility departments, has increasingly become part of core consumer marketing, business development, and growth strategies.

This switch – from the poor as passive recipients to active players in the market and the integration of the poor as integral to companies’ value chains – is what we call “Inclusive Business”. It is the promotion of business practices that include these “majority markets” in ways that both improve their livelihoods and increase their incomes while at the same time generating growth for companies.

SNV has been fighting poverty on-the-ground in Latin America and around the world for more than four decades. Through our partnership with the World Business Council for Sustainable Development (WBCSD), we have seen Inclusive Business grow from an innovative idea to good business and common sense – and we are actively supporting more than 40 business ventures that have the potential to improve the lives of almost half a million low-income families. After all, lifting the entrepreneurial veil from the region’s majority and strengthening their capacities to play an active role in the formal marketplace has unlimited opportunity for greatness. This report comes out of our commitment to sharing this knowledge and starting the conversation about how we can use it to create lasting social change – this is only the beginning.

W. Robert de Jongh
Regional Director, Latin America
SNV Netherlands Development Organisation

Letter from Luiz Ros

In spite of the recent economic growth experienced by Latin America and the Caribbean, the region still faces a major development challenge; to meet the basic needs of 360 million people, the “majority” that are at the base of the socio-economic pyramid and are largely excluded from the formal economy.

We recognize that this is not a simple task. It is indeed a challenge that requires new investment approaches and market-based strategies to provide sustainable solutions that foster innovation at grassroots. However, the increasing awareness of the potential in majority markets is driving the development of new business models that are sustainable and create value for the poor, and this is very exciting.

The Opportunities for the Majority program of the Inter-American Development Bank (IDB) is exploring new business and collaborative solutions to development issues affecting poor and low-income communities by financing projects and conducting outreach and research to bring the benefits of economic and social development to the majority in the region.

A core element of this strategy has been to engage SNV Netherlands Development Organisation to gather first hand information from business executives throughout Latin America and the Caribbean to understand current trends, strategies, obstacles, and incentives for working with majority markets. The Private Sector Mapping Project is a ground-breaking effort, which covers over 500 companies in the region and includes a rich database of company profiles that will serve as an important source of information for originating new business and opening new opportunities for the majority.

Although the challenge is great, this is an exciting analysis that illustrates the potential of new business models that will create value for the majority.



Luiz Ros
Manager
Opportunities for the Majority
Inter-American Development Bank



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Executive Summary

The Private Sector Mapping (PSM) Project constitutes a ground-breaking effort to gather first-hand information from private sector decision-makers to further understand current motives, strategies, incentives, obstacles, and benefits as perceived by firms that work with majority markets (MM). The PSM Project interviewed 521 top management executives from large and medium-sized firms that currently work or are interested in working with MM in thirteen countries in Latin America and the Caribbean (LAC). The project was framed under an agreement between the IDB's Opportunities for the Majority Initiative and SNV, in order to identify and profile firms that incorporate MM in their business models and foster these initiatives.

As a result of the current social, political, and economic influences that many LAC countries have faced in recent years, a more inclusive, innovative, and efficient business model is emerging. The model applies sustainable market-based strategies to bring the benefits of economic and social development to the majority of the population of LAC. By "majority" SNV and the IDB refer to the 360 million people – approximately 70% of the LAC population – who live on less than US\$300 per month. This low-income sector has not benefited substantially from the region's recent economic growth, and meeting its needs requires new investment approaches from both the public and private sectors to make a positive impact from which all will benefit. In particular, the emerging model focuses on the inclusion and capacity development of MM agents within the production chain, as well as on the development of products and services targeted to MM.

Despite the still incipient development of public policies that foster MM inclusion in business activities, market forces alone are generating incentives for firms to involve MM in their business models. If the right system incentives are put in place, the number of firms engaged in these initiatives would increase, as would replication and scaling of existing inclusive models. In particular, targeted inclusive public policies could help encourage these initiatives. Even without these incentives, the private sector has proved its clear competitive advantages in leveraging inclusive business initiatives, and the collected information in the PSM report only serves to underline that firms are making significant efforts to better work with MM as consumers and as part of their production chain.

The PSM Project has brought to light several important findings. First, economic incentives: These incentives appear to be the main driver when firms include MM in their business models. As a contrast to that driver, even though firms are aware of the potential economic benefit of this model, a significant group still incorporates MM because of Corporate Social Responsibility (CSR) policies. Interestingly enough, however, when looking separately at the motives of firms that work with MM as final consumers, the perceived economic benefits outweigh other motives such as CSR policies, mission statement, and risk minimization.

Second, strategies to work with MM: When including MM as part of their production process, firms frequently concentrate on developing the capabilities of the agents involved. However, when working with MM as final consumers, the most popular strategies used by firms are the design of specific products and services, the development of appropriate distribution channels, pricing, and market analysis.

Third, incentives: A higher level of organisational and technological innovation emerges as the most frequent incentive that firms need to scale-up or replicate their MM business models. Increased productivity of the agents within the production chain, the creation of strategic alliances to mitigate risks or to improve access to markets, and financial incentives would also induce an important number of firms that already work with MM to replicate or scale their model.



Fourth, perceived benefits: Firms see tangible economic benefits in incorporating these markets. The most frequently perceived benefit is an increase in income and/or sales for those who work with MM in the production chain. On the consumer side, a significant majority of firms that incorporate MM as final consumers consider that their customers benefit from increased access to new services and products designed specifically for them.

Fifth, perceived obstacles: The initial marginal cost associated with working with MM appears as the most frequent barrier to developing strategies for working with MM as part of the production chain. Conversely, working with MM as consumers entails investments in the identification of new distribution channels and technology development to reduce costs. To overcome these obstacles and better tap into MM, companies need superior market research, information, and innovation within their organisational structures.

In addition to these findings, a variety of unanticipated opportunities for joint learning and action emerged, some of which are:

- a) The lack of clarity between CSR programs and inclusive business strategies provides a promising opportunity to leverage the interest in CSR into actionable inclusive business strategies. Further promotion of the differences between the two approaches should be carried out to help change the paradigm from CSR to inclusive business.
- b) Opportunities exist regarding the study of multinational corporations' role at the country and regional levels. Regional cases that examine inclusive business practices should be assessed to identify specific opportunities to achieve greater regional impact in MM.
- c) The information collected for the PSM Project should be used as a tool in the process to identify opportunities to further develop inclusive business initiatives. Moreover, the high potential firms provide an opportunity for further study to identify factors significantly affecting scaled impact and replication of inclusive business models. In addition, differences in behavioural trends by sector and by country group exist when working with MM. These differences should be further studied and taken into account when developing inclusive business initiatives.

In conclusion, the PSM Project has materially contributed to broadening the scope and detail of the existing LAC MM experiences that populate workshops and international literature. This project should be considered a stepping-off point, whose results will contribute to the identification of the most effective next steps to promote IDB and SNV's joint vision of business solutions for poverty reduction.



I. Introduction: The Private Sector Mapping Project

The focus of this report centers on incorporating majority markets (MM) into business models. For the purposes of the Private Sector Mapping (PSM) Project, MM refers to those segments of the population living on less than US\$3,260 per capita per year, or 70% of the Latin American and Caribbean (LAC) population. MM are also defined by the following characteristics:

- Unattended basic needs: a lack of access to modern financial services, water and sewage, electricity, basic health services, and property rights,
- Dependency on subsistence or informal economies: poorly integrated into the formal economy or with a lack of access to markets where products can be obtained, and
- Penalized for being poor: pay higher prices for goods and basic services than consumers with more financial resources and frequently receive a lesser quality product or service.

Firms of all sizes have begun to develop a greater awareness of MM. This has been reflected primarily through Corporate Social Responsibility (CSR) programs where firms have sought to make altruistic contributions to society and to minimize potentially negative impact to their business. However, such contributions do not necessarily create sustainable opportunities for MM to rise out of poverty. Concurrently, societies are increasingly recognizing that sustainable growth solutions will not be found through official development aid alone. As the private sector continues to incorporate MM into its growth strategies through profitable practices, an opportunity is emerging to study and promote the relationship between these agents that are forging a path to economic growth.

Opportunities for the Majority (OM), an IDB initiative launched to promote and finance emerging business models, recognises that market-based strategies play an important role in the economic and social development of MM. OM aims to support financially sustainable, scalable, and innovative business approaches. These business models should engage private sector companies, local governments, and communities in the development and delivery of quality products and services, the creation of employment, and the participation of low-income producers and consumers in the formal economy. OM supports the following business activities: (i) developing strategies to obtain higher quality products and services at lower prices; (ii) building local value chains; (iii) fostering co-creation of opportunities between businesses and local entities; (iv) increasing access to products and services by adapting products, services, and distribution channels; and (v) enhancing product value by including several services in one product. OM also supports the replication and scale-up of successful business experiences.

SNV Netherlands Development Organisation is focused on accelerating development impact by generating production, income, and employment opportunities, as well as increasing access to and the quality of basic services for the 360 million people trapped in the vicious cycle of poverty. In Latin America, one of SNV's flagship initiatives is Inclusive Business, which is seen as a critical market tool in the global fight against poverty. Inclusive businesses have found profitable ways to incorporate MM into their business operations in a manner that benefits this population and creates sustainable livelihoods. MM may be included in firms' mainstream business model by targeted development of the production chain or development of specialized, high-quality products and services affordable to poor consumers.

During the past few years, several case studies detailing the incorporation of MM into business models have highlighted the potential of business approaches for poverty alleviation. However, a knowledge gap still prevents these models from developing at a mass level. An improved understanding of firms' perceptions of the real potential of MM is necessary, as well as increased knowledge about how firms are operationally addressing the issue of MM incorporation. In addition, it is crucial to determine how other actors, such as governments,



international institutions, and MM themselves, can help motivate firms to successfully incorporate MM into their business models. It is also imperative to identify additional interesting business models in order to better understand the underlying variables for success. Fully aware of this knowledge gap, and under the framework of an agreement signed between the IDB and SNV, these institutions co-financed this effort to produce a more complete picture of how firms approach MM business in LAC. The goal of this initiative was to better determine the most effective next steps to promote their joint vision of inclusive market-based strategies to bring the benefits of economic and social development to the majority of the population in LAC. The purpose of the PSM Project is to contribute new insight toward filling the existing knowledge gap within this field.

This project constitutes a ground-breaking effort to gather first-hand information from the private sector's decision-makers in order to further understand current trends, strategies, obstacles, incentives, and benefits as perceived by firms working with MM. It has also identified potential opportunities to boost and scale impact.

Carried out in thirteen countries in LAC, the PSM Project gathered information from 521 top management executives at large and medium-sized firms that currently work or are interested in working with MM.

The report is structured as follows: Section II presents the PSM Project objectives and Section III explains the methodology. The following two sections present the PSM Project findings and the firm sample facts. Section VI contains the project conclusions and Section VII includes the Annex.

II. Project Objectives

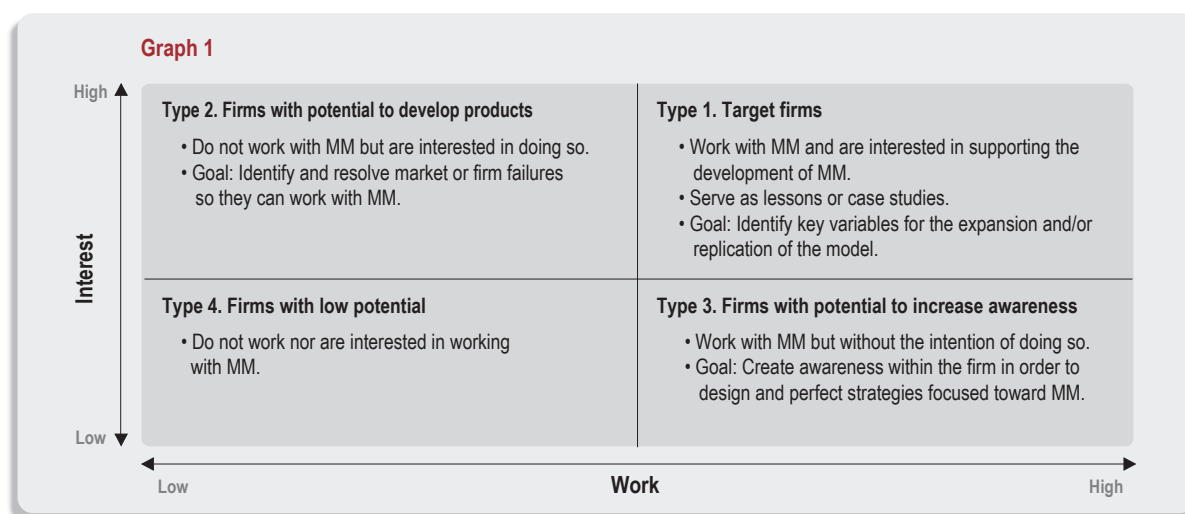
General objective: The general objective of the PSM Project is to identify and profile firms that are currently working or have an interest in working with MM in thirteen countries in LAC. These countries are the following: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, El Salvador, Honduras, Jamaica, Mexico, Nicaragua, Peru, and Trinidad and Tobago.

Specific objectives: Within this general framework, the PSM Project has tried to learn how these firms relate to MM, identifying specific strategies and business models. The project has also identified obstacles encountered by the firms in their efforts to work with MM and the incentives needed to expand existing initiatives.

III. Methodology

The SNV PSM coordination team (from now on "the coordination team") developed a specific methodology for the PSM Project. This methodology included the survey design and questionnaires to be applied to a pre-identified firm sample. The firms were surveyed from September to December 2007, using country teams under the coordination team's management.

In order to better understand the relationship that firms have with MM, the PSM Project concentrated on two main variables: (i) interest in and (ii) work with MM. According to those variables, four types of firms were identified. Graph 1 explains each type of firm according to their combination of interest and work with MM. As shown, Type 4 firms have low potential for working with MM according to their level of interest and work, and hence were not included in the PSM Project's firm sample.



Two relevant instruments were designed to collect the firm information: A general survey and specific questionnaires for each firm type. The general survey included questions about the firm’s business, its relationship with MM on the production side, its relationship with MM as final consumers, alliances, environmental sustainability practices, and potential to add value to public sector funded programs. To complement the survey, questionnaires were designed to collect more specific information from each type of firm in order to target the goals described in Graph 1.

SNV built country teams for the data collection and tabulation. The surveys were administered mostly through personal interviews with high management executives. The country samples were selected according to criteria established by the coordination team and the IDB. Minimum sample size was determined by economy size. Mexico, Brazil, Argentina, and Chile had samples of 50 firms. Ecuador, Colombia and Peru had samples of 40 firms. Bolivia, Honduras, Nicaragua, El Salvador, Jamaica, and Trinidad and Tobago had samples of 30 firms. At the end of the process, some countries had better response rates, which made their final firm samples slightly larger. Final samples of firms that participated in the PSM Project are included in the Annex.

The country firm samples had to comply with several criteria, which were: (i) large and medium-sized firms that work or are interested in working with MM; (ii) sector diversity; (iii) balance between involving MM as part of the production process, as final consumers, or as both; (iv) discussion of the firm sample with SNV, the national allies of the World Business Council for Sustainable Development (WBCSD) and/or the local IDB office (if available); and (v) prevention of duplication between PSM Project firm samples and related projects’ samples¹. The sample selection process was continuously monitored and coordinated by the coordination team, who had final oversight of the PSM Project.

¹ The IDB requested that the PSM Project exclude firms considered in related projects whenever possible.



IV. Private Sector Mapping Project Findings²

1. Business climate and firm engagement with MM in Latin America and the Caribbean

Firms are well aware of the economic benefits of involving MM in their business models. When companies incorporate MM as part of their production process³ or as final consumers, they expect clear and tangible benefits such as increases in productivity and income. However, a significant proportion of firms characterize their CSR policies as inclusive business strategies, illustrating a common lack of clarity around the concept and benefits of sustainable market solutions. Additionally, several obstacles to better incorporate MM were identified, mostly related to the lack of competitiveness of producers and organisational innovations required to better address MM behaviours and preferences.

Most firms are working with clear strategies to solve the problems identified above and tap into the benefits of MM incorporation. By providing the firms with more information about the obstacles identified and how they could be addressed, firms will have a better understanding of their level of engagement with MM. Such knowledge can act as a good starting point for firms to identify innovative ways to enhance the current benefits of MM incorporation.

MM dynamism in most of the surveyed countries has recently brought firms' attention to this population. **Firms have begun to see MM as an interesting business niche and as a way to access new clients, as well as relevant production chain contributors to reduce supply risks.** However, there is little awareness of the term "majority markets", and firms that are working with these populations break into roughly three camps: (i) those who have active CSR programs and often believe that those are inclusive business strategies; (ii) those who have strong, visionary leadership and who identify MM as a strategic business opportunity; and (iii) those who work with MM with little awareness of doing so. In general, these three groups indicate that there is active and growing interest in this population.

This interest is already translating to activity, and while there are few government incentives to spur growth in this area, existing market incentives appear to be sufficient to generate initial activity. It is clear that in time public policies and other specific incentives could play an important role in expanding the reach of these early-adopter firms and generating initiatives in other firms.

Although in general terms the public policies of the countries in the sample are not explicitly conducive to incorporating MM into business models, the public policy environment varies across the countries of the sample. In Ecuador, although firms mentioned the lack of system incentives to encourage them to incorporate MM in their business activities, the Ecuadorian Government has recently started to implement an Economic Inclusion Policy which fosters inclusive business approaches. In particular, the design and application of a program of inclusive agribusiness, whose results are yet to be tested, can be highlighted. Alternatively, several countries have social and economic policies in place that although are not directly intended to benefit MM incorporation in business activities, still motivate firms to work with MM. Such is the case of Brazil, with cash transfer programs such as Bolsa Familia which benefits 20% of the Brazilian population, and the substantial raise in the minimum wage in real terms, which have contributed to a dynamic growth in MM. In the case of Mexico, the Ministry of Social Development has a program in place called "Opciones Productivas", which targets MM.

The following segment presents information about country business environments for MM initiatives, gathered from interviews with top management executives. **As shown, room for improvement exists in every country for the promotion of inclusive business environments and the creation and dissemination of related firm-based information.**

² The results and information contained in this report represent the behaviour of the firms interviewed for the PSM Project only and may not be generalized to a larger population of firms.

³ For the purposes of this project, the production process starts when raw materials are bought and ends when the final product is placed in the market.



A manager's perspective on business environments for MM initiatives

Argentina



The presidential election in 2007 generated some uncertainty in the business environment. Though this resulted in some hesitation among participating firms, the collected information indicates that there is innovation occurring at the firm level, that MM are being integrated as both suppliers and consumers, and that awareness of the benefits of working with this population is increasing.

Bolivia



Firms have intensified their relationship with MM during the past years, responding to the possibility of increasing business opportunities and to the necessity of improving their relationship with the communities surrounding their enterprises, which is considered a welfare improvement objective. Although there is still some lack of clarity between inclusive business and CSR, there is a commitment to creating win-win relationships for all.

Brazil



The rapid growth of MM creates a favourable business environment for firms with operations related to MM and that are concentrated on MM as final consumers. However, some firms are still prejudiced with regard to incorporating this market into their operations.

Chile



MM inclusion is relatively new among firms in Chile and the existing awareness is linked to CSR, especially among large firms. Although business people in general know concepts such as “building supply chains”, they do not link these practices to the concept of doing business with MM. In general, smaller firms on the whole relate to MM through their production process.

Colombia



Firms' involvement with MM has increased within the past years with primarily large companies initiating interesting operations. Movement toward these markets indicates a shift in attitude in Colombia, and the results of the mapping show that firms are now drawing in low-income populations as consumers and in some cases as participants in the production chain.

Ecuador



The firms that participated in the mapping recognise the value of working with MM. Firms perceive their relationship with MM as part of the production process, stemming from private sector initiatives, CSR policies, and/or economic interest. The relationship between the firms and MM as contributors to the value chain tends toward informality and is conducted through verbal contracts and the goodwill of the parties.

El Salvador



Firms articulated that MM are indispensable to business. Firms usually engage MM that are geographically close to them, which lowers costs and increases sales. Firms' activities and management influence the intensity and quality of the relationship they have with MM populations and determine to what degree MM are included in the firm's strategies.

Honduras



An explicit and conscious relationship between firms and MM is still scarce. However, some local firms and multinational corporations (MNC) are developing programs with small producers as a strategy to better develop their businesses and create good relationships with communities. On the production side, however, there are perceptions among firms that MM lack the capacity to deliver products of the quality required to meet market demand.



Jamaica



Many firms in Jamaica interact in an unintended way with MM producers and consumers. Businesses with a consumer approach tend to engage MM more easily than those with a production approach. Since much of Jamaica's value-added business relies on imports, there has been little local supply chain development. However, a growing number of innovative examples exist both on the production and consumer sides.

Mexico



Mexican firms have the perception that MM are a sector filled with dynamism and that, as a result, they should explore doing business with this population. Because of this perception, many firms have sprung up with the explicit intention of focusing entirely on MM. These firms' existence has encouraged even previously unengaged firms to seek knowledge about how to integrate MM into their strategies.

Nicaragua



Large firms and MNCs set the standard for relationships with MM by identifying relevant business opportunities. Nicaraguan firms are also increasingly using CSR strategies to expand their contact with these populations and to move towards market-based strategies to incorporate MM.

Peru



Many firms incorporate MM in their production process or as part of CSR policies, having identified these populations as important allies who can be integrated into their production chain. Others focus on MM consumers because the country's economic growth has helped to transform MM into an interesting business niche, and a way to access new consumers in the face of increased competition within higher segments of the economic spectrum.

Trinidad and Tobago



The relationship between firms and MM is relatively weak and generally unplanned. While most firms include MM in both their production processes and as consumers, they do not necessarily consider MM as central to their operations. Additionally, MM have been shrinking as a consequence of recent economic growth, reducing the unskilled labour supply.

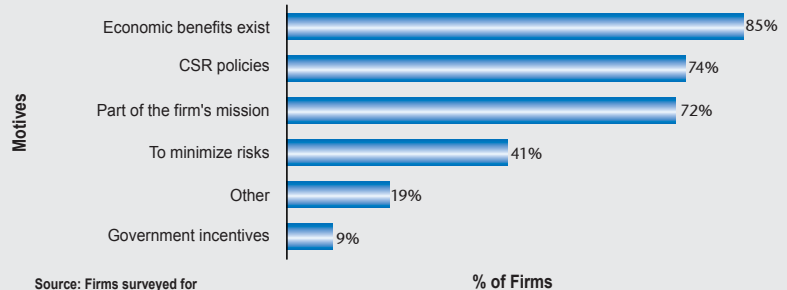
2. Motives and strategies: Why and how firms incorporate MM into their business models

Firms are aware of the potential of involving MM into their business model and incorporate them mainly because of economic benefits. They also do so to minimize risks such as supply instability. Still, there is a significant group that incorporates MM because of CSR policies, or because it is part of the firm's mission. It will be important to inform these companies about the real economic

benefits of incorporating MM into their business. On the other hand, government incentives are not a common motive for involving MM in the business model. This may be due to ineffective public policies or because market or other conditions create sufficient motivation for firms to involve MM in their business strategies. When looking at the motives of firms that work with final consumers separately, the importance economic benefits over other motives is marked (Graph 2).

Graph 2

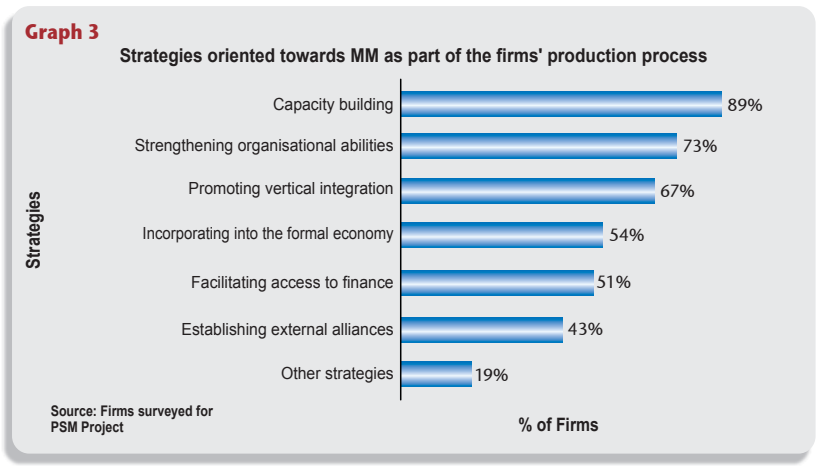
Motives to implement the strategies oriented towards MM as final consumers and as part of the firms' production process



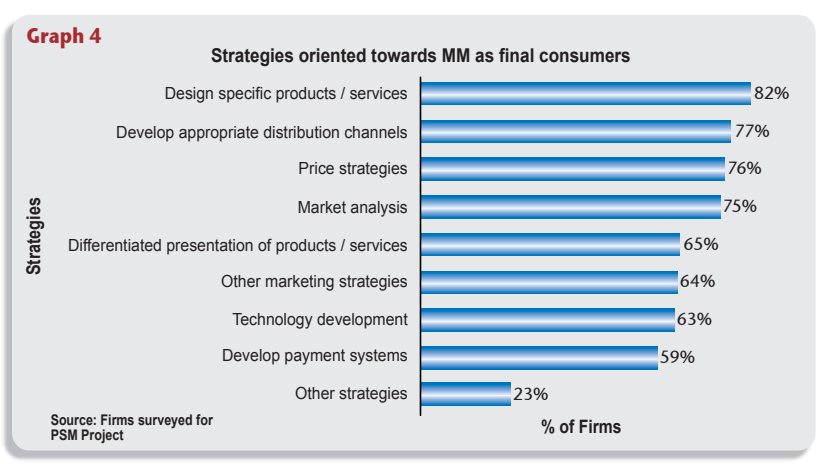
Source: Firms surveyed for PSM Project



When including MM as part of their production process, firms frequently concentrate on developing the capabilities of the agents involved. Firms focus on capacity building for those involved in the production process, as well as in strengthening their organisational abilities to effectively respond to firms' demands. Firms also concentrate on strengthening links with MM by promoting vertical integration, creating mechanisms to incorporate agents involved in the production chain into the formal economy, and facilitating financing for them. Less frequently, firms establish external alliances to share or reduce costs and risks associated with vertical and horizontal integration (Graph 3).



When incorporating MM as final consumers, the most popular strategies used by firms are the design of specific products and services, the development of appropriate distribution channels, pricing, and market analysis. More than three-fourths of firms cited the use of these strategies. In addition, approximately two-thirds of firms use differentiated presentation of products and services, along with technology development and other marketing strategies to reduce costs or develop products targeted to MM. The development of systems to facilitate payments proved to be a less frequently applied strategy (Graph 4).



3. Incentives and obstacles to better incorporate MM: Understanding the possibilities and limitations

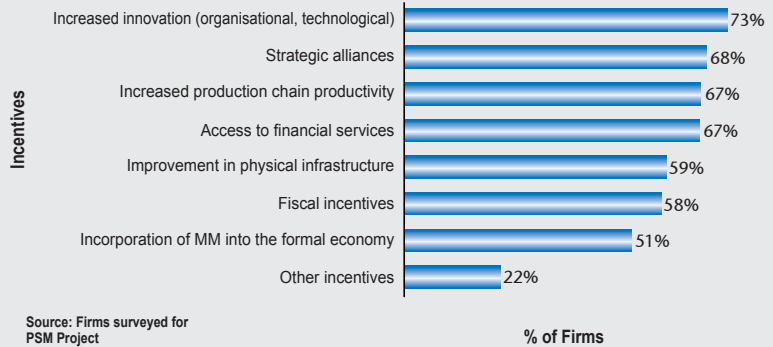
Companies need superior market research and innovation within their organisational structures to better tap into MM. Lack of organisational and logistic innovation, and of information about MM behaviour are seen as common barriers for firms to work with MM as consumers and as part of the production chain. About half of all firms report the former as a barrier, while more than one-third indicate the latter.

A higher level of organisational and technological innovation emerges as the main incentive that firms need to scale or replicate their MM business models. Seven out of ten firms report this requirement. Other factors significantly affect scalability and strategy replication according to firms. Increased productivity of the agents within the production chain through technology transfer programs and training, the creation of strategic alliances to mitigate risks or to improve access to markets, and financial incentives such as an increase in access to financial services and microcredits would serve to induce more than two-thirds of firms

that already work with MM to replicate or scale their model. In addition, nearly sixty percent of firms identify the improvement of physical infrastructure and fiscal incentives such as subsidies and tax incentives as important elements to encourage the expansion of their models. The incorporation into the formal economy of the agents within the production chain is a less popular incentive within firms, with half of them reporting this as a necessity (Graph 5).

Graph 5

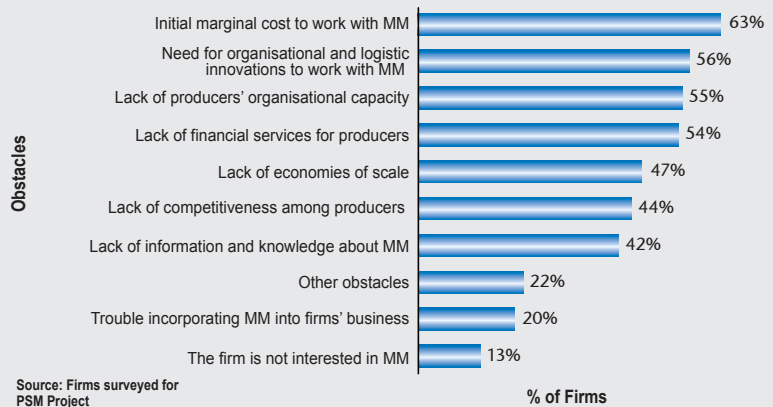
Type 1 firms: Incentives needed to replicate / expand their business models



The initial marginal cost associated with working with MM appears as the most frequent barrier to incorporating strategies for MM as part of the production chain. Six out of ten firms report concerns about initial marginal costs, while more than half of all firms pinpoint the lack of organisational capacity of producers and the lack of financial services for producers as additional barriers. Lack of economies of scale and competitiveness among producers also remain as obstacles for almost half of the firms (Graph 6).

Graph 6

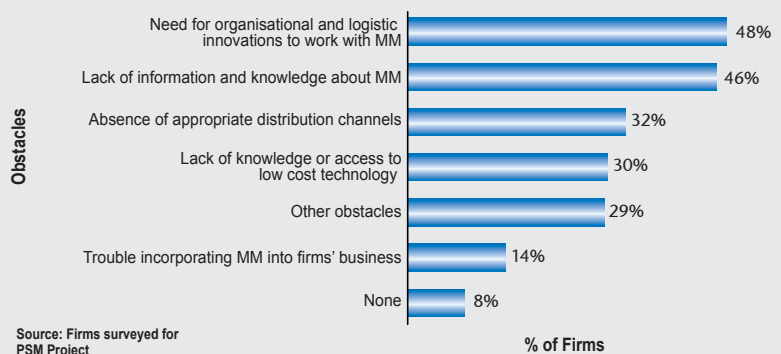
Obstacles for the application of strategies to incorporate MM as part of the firms' production process



Working with MM as consumers entails investments in the identification of new distribution channels and technology development to reduce costs. For around one-third of the firms, the lack of appropriate distribution channels and the absence of technology for cost reduction to enter this market represent significant barriers to work with MM. Resistance to accepting or incorporating MM into their businesses, or incorporating a way of working with MM throughout the firm proved to be a less frequent obstacle for firms (Graph 7).

Graph 7

Obstacles for the application of strategies to incorporate MM as final consumers



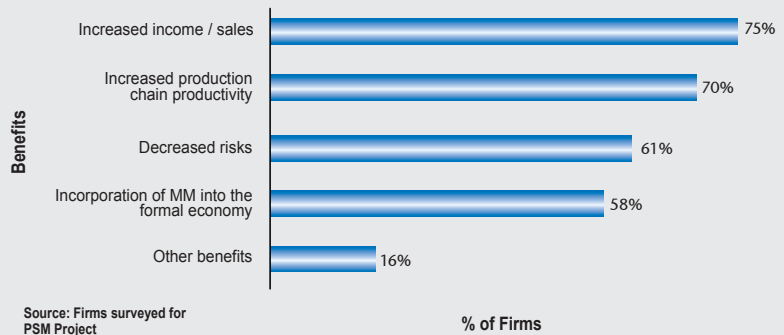


4. Firms' perceptions of the benefits of MM business models

Even when perceiving barriers in reaching MM, firms see the economic benefits of incorporating these markets, which include an increase in income / sales as the most frequent. In addition, seven out of ten firms consider that developing technology transfer programs and training oriented to the production chain agents increases overall productivity of the production chain. Six out of ten firms report that working with MM entails better risk management which results in a stable supply of raw materials and enhanced product quality. Slightly fewer firms reported that incorporating MM into the formal economy also positively affects the firm (Graph 8).

Graph 8

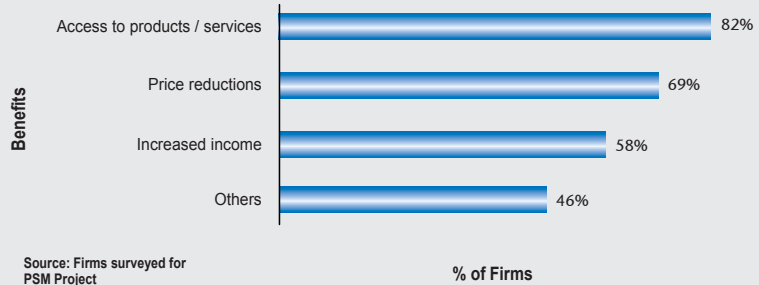
Type 1 firms: Benefits of incorporating MM as part of the firms' production process



A significant majority of firms that incorporate MM as final consumers indicate that their customers benefit by an increased access to new services and products designed specifically for them. Also, more than two-thirds of firms report that consumers encounter lower prices, and therefore their real income increases. This creates options for low-income sectors (Graph 9).

Graph 9

Type 1 firms: Benefits of incorporating MM as final consumers



5. Behavioural trends by sector: A comparison of the 4 main sectors - financial services, agriculture, manufacturing, and wholesale and retail trade⁴

MM in the production process

- Facilitating access to financing for those who are part of the production chain is a more popular strategy among agriculture firms than for manufacturing and wholesale and retail trade firms (more than two-thirds compared to less than half of the firms).
- The lack of organisational capacity among producers is a more common problem for agricultural firms than for manufacturing firms (three-fourths vs. half of firms).
- The need to introduce organisational and logistic innovations that allow the firm to work with MM is mentioned less by manufacturing firms than by agricultural and wholesale and retail trade firms.
- Lack of competitiveness among producers is more often mentioned by agriculture firms than by manufacturing and wholesale and retail trade firms (more than two-thirds compared to nearly two-fifths of firms).

⁴ Calculations in this and the following section are approximate.

MM as final consumers

- Technology development to reduce costs or to design specific products / services for MM is a more common strategy for agriculture firms than for wholesale and retail trade firms.
- Design of specific products / services is a less popular strategy in the wholesale and retail trade firms than in agriculture, manufacturing, or financial services (seven out of ten as opposed to nine out of ten firms).
- Price strategies were more often mentioned by wholesale and retail trade firms than by financial services firms.
- Lack of appropriate distribution channels is a less frequently mentioned obstacle for wholesale and retail trade firms than it is for the other sectors (one out of four as opposed to one out of three firms).

6. Behavioural trends by country groups: A comparison between Caribbean, Central American, and Andean firms; and between firms in large, medium, and small economies

Caribbean, Central American, and Andean firms

- A higher number of Andean firms work with MM as consumers as compared to Central American and Caribbean firms (three out of ten compared to around two out of ten firms).
- For Andean and Central American firms, CSR seems to be a more frequent motive for working with MM than it is for Caribbean firms (around a twenty percentage point difference).
- Although Andean firms are more likely to mention the existence of an initial marginal cost for working with MM compared to Caribbean and Central American firms, more of them are interested in working with these markets (more than thirty percentage point difference).
- Central American firms are more likely to mention their lack of knowledge about MM as an obstacle to enter the market compared to Andean firms. In addition, the latter show less trouble in accepting to work with MM as a new business line as opposed to Central American firms (three-fold difference).
- Central American and Andean firms show a higher need to incorporate agents within the production chain into the formal economy in comparison with Caribbean firms.
- The lack of competitive suppliers seems to be a more significant barrier for Caribbean firms.

Firms in large, medium, and small economies

- A higher proportion of firms in small economies work with MM as both producers and consumers compared to medium economies.
- Minimizing supply and political risks is more frequently mentioned as a reason to work with MM for firms in smaller economies than for firms in large and medium economies (nearly twenty percentage point difference).
- A higher proportion of firms in medium economies state that CSR provides a reason for including MM as opposed to firms in large economies.
- Lack of competitiveness of producers in medium economies and lack of economies of scale in small economies are more relevant obstacles than for firms in large economies (around half compared to around one-third of firms).
- For firms in medium and small economies, the lack of organisational capacity of suppliers and lack of financial services is a more significant obstacle than for firms in large economies.
- The existence of appropriate distribution channels is a more relevant obstacle for firms in large and medium economies. A possible explanation for this is that in smaller areas the investment necessary for distribution and logistics tends to be smaller.



V. Firm sample facts

- 521 large and medium-sized firms were identified. They are working or are interested in working with MM from 13 countries in Latin America and the Caribbean. In large economies, at least 50 firms were interviewed: Argentina (50), Mexico (51), Brazil (53), Chile (50). In medium economies, at least 40 firms were interviewed: Colombia (45), Peru (40), Ecuador (47). In small economies, at least 30 firms were interviewed: Bolivia (34), Nicaragua (30), Honduras (30), El Salvador (30), Jamaica (30), and Trinidad and Tobago (31).
- The firms are distributed among the following sectors: manufacturing (19%); agriculture (13%); wholesale and retail trade (12%); financial services (10%); IT telecom – Internet (4%); energy (4%); health / pharmaceuticals (3%); tourism, restaurants and similar (3%); housing (3%); education (3%); water and sewage (2%); transportation (2%); extraction industry (2%); handicrafts (1%); and other (19%)⁵.
- By type of involvement with MM, 28% of the firms include MM as final consumers, 25% incorporate MM into their production process, and 42% work with MM in both ways. By size, 24% have up to 100 employees, 28% from 101 to 500, 14% from 501 to 900, and 34% more than 900 employees.

VI. Conclusions

The Private Sector Mapping (PSM) Project findings shed light on several issues regarding firms' majority market (MM) involvement and the potential such models have to scale their impact.

1. The private sector has clear competitive advantages in developing market-based models to improve access and quality of services to the majority, as well as to effectively incorporate MM within the firms' production process. The collected information shows that – based on economic reasons – firms are already making efforts to better incorporate MM into their economic activity. A more inclusive and flexible business model is emerging as a result of the social, political, and economic influences that many Latin American and Caribbean (LAC) countries have encountered in recent years. This model focuses mainly on developing the capacity of the agents within the production chain in order to increase competitiveness, and on developing and designing products and services targeted to MM.
2. Despite the still incipient development of public policies that foster MM inclusion in business activities, market forces alone are generating the necessary incentives for firms to voluntarily involve MM in their business models. In that regard, if the right incentives are put in place, these initiatives will increase and replicate.
3. In general, firms perceive MM inclusion as an interesting opportunity. That said; while there are firm segments that identify MM as profitable business alternatives, other segments still remain skeptical. One way to reduce this skepticism is to take advantage of the space that is emerging in the development of data and information regarding MM. International organisations and firms could cooperate to create and disseminate this knowledge broadly, allowing for improvements in MM related work and business strategies.

⁵ Many of the firms that listed "other" as their sector did so because they operate in two sectors, i.e. agricultural and wholesale and retail trade.



4. Despite the efforts carried out by firms to incorporate MM into their business models, investments in the identification of new distribution channels, innovative organisational structures for firms, and technology development to reduce costs are still needed to more extensively and efficiently tap into MM. Such investments would gradually reduce the initial marginal cost of incorporating MM, which is an ongoing concern for firms.
5. An additional element that could motivate the investments articulated in conclusion 4 is greater cooperation between economic agents. Governments can promote a positive environment for economic inclusion through specific policies. These policies should take into account the incentives needed by the firms identified by the PSM Project. Firms can create synergies by complementing offered products and services and thus, generate value added packages with an improved price / quality relationship for MM consumers. Also, establishing a benchmark for firms' practices with MM would constitute an incentive for investments in inclusive business practices. International cooperation can contribute to the dissemination of successful cases and facilitate the interaction among agents to help develop new inclusive business opportunities.
6. As shown in the PSM Project findings, sector and country trends should be considered when developing effective inclusive business initiatives.
7. Firms' interest in developing Corporate Social Responsibility (CSR) policies should be leveraged to motivate them to upgrade their business models such that they are strategic and sustainable. In this sense, there is an opportunity to disseminate inclusive business models with a medium to long-term perspective for generating benefits and to demonstrate that the initial marginal costs associated with working with MM represent an investment that generates returns in the medium and/or long term.
8. The PSM Project findings confirm the already identified need for the improvement of physical infrastructure and overall trade logistics to reduce transport and transaction costs. Focusing on improving these conditions would not only permit the increase in firms' competitiveness, but also would facilitate MM inclusion in said firms' business models.
9. There is a space to improve small producers' competitiveness by linking them with exporting firms. In this way, the exporting firms' economies of scale could be leveraged to strengthen the production and organisational capabilities of small producers.
10. The PSM Project has contributed to broadening the scope and detail of the existing LAC MM experiences that populate workshops and international literature. This project should be considered a stepping-off point to further study high potential firms and multinational corporations' (MNC) business models and to identify key variables that allow for scaled impact and replication of successful inclusive business models. The knowledge generated in the PSM Project should be built-upon and used in future related work.

VII. Annex: Country Firm Samples

Argentina


No.	Firm
1	10 de Septiembre - Cooperativa de Trabajo
2	Aguas y Saneamientos Argentinos S.A.
3	Brukman Cooperativa de Trabajo 18 de Diciembre
4	Carucha
5	Cerámica de Cuyo - Cooperativa de Trabajo
6	Cooperativa de Trabajo Citrus Argentinos
7	Cliba
8	COTAPA - Cooperativa Tambera de Paraná
9	Coca Cola South Latin Business Unit
10	Cooperativa de Trabajo 15 de Noviembre Limitada (antes Indublas S.A.)
11	Cooperativa de Trabajo Arribeños Limitada
12	Cooperativa El Ceibo
13	Danone Argentina S.A.
14	Deshidratados Humahuaca, Producción y Comercialización
15	Disprofarma S.A.
16	Don Lucas - Fábrica y Panificados
17	Dow Chemical Company
18	Edenor
19	Edesur S.A.
20	El Gauchito Limitada - Cooperativa de Trabajo
21	FIS Empresa Social S.A.
22	Frutafiel S.A.
23	Fundición LB Ltda.
24	Gas Natural Ban
25	Grupo Arcor
26	Grupo Motta
27	Juan Minetti S.A.
28	La Agrícola Regional - Cooperativa de Crespo
29	La Cabaña Limitada - Cooperativa de Trabajo
30	La Juanita - Cooperativa de Provisión de Servicios Educativos, Asistenciales y Comunitarios "Barrio La Juanita Limitada"
31	La Mocita - Cooperativa de Trabajo
32	La Rosa Blanca - Ostorero Darío A. y otros, Sociedad de Hecho
33	Ledesma S.A.A.I.
34	Malvinas Limitada - Cooperativa de Trabajo
35	Manpower
36	Masisa
37	Mastellone Hermanos S.A.
38	Microsoft
39	Miguel Waigel y Cía. S.A.
40	Nestlé
41	Nobleza Piccardo
42	Nueva Covencoop - Cooperativa de Trabajo 2 de Diciembre Limitada
43	Openware
44	Palmar Limitada - Cooperativa de Trabajo
45	Pesa - Petrobras
46	Tenaris Siderca
47	Tetra Pak S.R.L.
48	Transportadora de Gas del Norte S.A.
49	Unilever
50	Unión Saladeña Limitada - Cooperativa de Trabajo

Bolivia

No.	Firm
1	Altifibers
2	Banco Sol
3	Bodegas y Viñedos la Cabaña - Vinos Kohlberg
4	Bosques del Norte
5	Bosques Tropicales
6	Central de Cooperativas El Ceibo
7	Cooperativa Integral Fotrama Ltda.
8	Cordill S.A.
9	Coronilla
10	COSMOL
11	Cotas
12	CRE
13	Delizia
14	Eco Futuro
15	ENTEL
16	Gas Transboliviano S.A.
17	Gravetal
18	IRUPANA
19	Ketal
20	La Chonta
21	La Española
22	La Purita
23	La Vitalicia
24	Macaws
25	Madepa S.A. (Grupo La Papelera)
26	Mitsuba
27	Multiagro
28	Naturalaleza
29	PIL
30	Pisaból
31	Sofía
32	SumaPacha
33	Tahuamanu
34	UNAGRO

Brazil

No.	Firm
1	Akzo Nobel (Divisão Tintas)
2	Andrade Gutiérrez
3	Anhanguera Educacional
4	AON Affinity
5	ARP MED - Atendimento Rápido de Prod. Médicos e Hospitalares
6	Associação Comercial de São Paulo
7	Avenida Brasil
8	Banco Cacique
9	BASF
10	Bit Company
11	Brisia Ind. e Com. de Cosméticos Ltda.
12	Camargo Correia Desenvolvimento Imobiliário
13	Camil
14	Cetelem
15	Construtora Tenda
16	Cooperativa Central dos Produtores Rurais de Minas Gerais Ltda.
17	Cury Construtora
18	Dana Perfumes
19	Data Popular
20	Di Cico
21	E.M.S.
22	Editora Abril
23	Embaré Ind. de Alimentos S.A.
24	Eurofarma
25	Even Construtora
26	Faber Castell
27	Grupo Ouro Verde
28	Grupo Silvio Santos (SBT)
29	Instituto Presbiteriano Mackenzie
30	Intel Semi Condutores do Brasil Ltda.
31	Jornal Destak
32	Klabin Segall
33	Latina Eletrodomésticos S.A.
34	Lemon Bank
35	Lopes
36	Mabe Campinas Eletrodomésticos S.A.
37	Magazine Luiza
38	Mastercard
39	McCann Erickson
40	Medley S.A. Indústria Farmacêutica
41	Microsoft
42	OI
43	Pão de Açúcar
44	Perdigão
45	Pernambucanas
46	Philips
47	Positivo Informática
48	SABESP
49	Samcil
50	Shoebiz Calçados
51	Shopping Metrô Santa Cruz
52	Suggar - Madison Eletrometalúrgica Ltda.
53	Votorantim Cimentos

 **Chile**

No. Firm

1	Aes Gener
2	Agrosuper
3	Aguas Andinas S.A.
4	Angloamerican
5	Arauco
6	Argos
7	Banco Santander
8	BCI Banco Nova
9	Besalco S.A.
10	Caja Compensación Los Andes
11	Carnes Ñuble S.A.
12	Central de Restaurantes Aramark Ltda.
13	Chilectra
14	CIAL Alimentos
15	Empresa TUCAPEL S.A.
16	Empresas AASA S.A.
17	Essbio
18	Farmacias Kurth
19	Gerdau Aza
20	Grupo Entel
21	Hospital Clínico FUSAT
22	Hewlett-Packard
23	IANSA
24	JPM Exportaciones Ltda.
25	Laboratorios Farma 7
26	Líder D&S
27	Lipigas
28	Masisa
29	Methanex
30	Metrogas
31	Microsoft
32	Minera Los Pelambres
33	Movistar
34	Natura
35	Nestlé
36	Oriencoop
37	Phelps Dodge
38	Procter & Gamble
39	Recycla
40	Red Market S.A.
41	Sociedad Agrícola La Rosa Sofruco S.A.
42	Sociedad de Inversiones Carmencita
43	Sociedad Vitivinícola Sagrada Familia S.A.
44	Sodimac S.A.
45	Tres Montes Luchetti
46	Tur Bus
47	Unilever
48	Universidad Tecnológica de Chile INACAP (Sede Rancagua)
49	Viña Valle del Itata
50	VTR

 **Colombia**

No. Firm

1	Agencia de Viajes Aviatur
2	Alianza Team
3	Alkosto
4	Alpina
5	Asocolflores
6	Banco Caja Social y Colmena
7	Banco de Occidente
8	Bancolombia
9	BICO Internacional
10	Caja de Compensación Familiar - Cafam
11	Caja de Compensación Familiar - Comfama
12	Carrefour
13	Casa Luker
14	Cementos Argos S.A.
15	CEMEX
16	Codensa
17	Colcerámica
18	Colsubsidio
19	Compañía Nacional de Chocolates
20	Cooperativa Colanta Ltda.
21	Coviandes
22	CRC Outsourcing S.A.
23	Crepes & Waffles
24	Federación Nacional de Cafeteros
25	Fundación BBVA Microfinanzas
26	Fundación Mario Santo Domingo
27	Fundación Social de Unibán - Fundaunibán
28	Holcim Colombia S.A.
29	Homecenter - Sodimac
30	INCAUCA S.A.
31	Indupalma Ltda.
32	Ingenio Providencia S.A.
33	ISAGEN
34	Landers y Compañía S.A.
35	Masisa
36	Natura Cosméticos S.A.
37	Pavco
38	Promigas S.A. S.P.
39	Refocosta
40	Riopaila Industrial S.A.
41	Suramericana de Inversiones
42	Telefónica Móviles de Colombia S.A.
43	Unilever
44	Uniminuto – Corporación Universitaria Minuto de Dios
45	Unipalma

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Ecuador

No. Firm

1	Aaasa Corporation S.A.
2	Adelca
3	Agrícola Ganadera Reysahiwal
4	Agripac S.A.
5	Amanco Plastigama S.A.
6	Asiservy
7	Cafiesa - Triairi S.A.
8	Cetca
9	Codesarrollo
10	Colineal
11	Comprolacsa S.A.
12	Confiteca
13	Consortio Textilero Azuayo
14	Credife
15	Cuerotex Confecciones S.A.
16	Econofarm S.A.
17	Ecuavegetal S.A.
18	Ecuavisa
19	El Universo
20	Empresas Pinto S.A.
21	Farmaenlace
22	Floralp
23	Fundación Chasquinet
24	Fundación Nobis
25	General Motors
26	Hogar de Cristo
27	ILE - Industria Lojana de Especerías
28	Incubadora Anhalzer
29	Industrias Lácteas Toni S.A.
30	IQF Agroindustrial
31	KFC - Kentucky Fried Chicken
32	La Fabril
33	Miracielo S.A. Construcciones
34	Monterrey Azucarera Lojana C.A.
35	Nueva Industria Farmacéutica Asociada S.A.
36	Plasticaucho Industrial S.A.
37	Porta
38	Produbanco
39	Pronaca
40	Red Financiera Rural
41	Repsol YPF
42	Seguros Colonial
43	Sociedad Agrícola e Industrial San Carlos S.A.
44	Supermercados La Favorita C.A.
45	Supermercados Santa María
46	Trafimo S.A.
47	Ultramares El Café C.A.



El Salvador


No. Firm

1	AES (Sistemas de Energía Aplicada)
2	Agrisal
3	ANEP
4	Banco Cuscatlán
5	Banco Hipotecario
6	(BMI) Banco Multisectorial de Inversiones
7	Banco Procredit
8	Bon Appetit
9	Calleja S.A. de C.V.
10	Cementos de El Salvador
11	Compañía Azucarera Salvadoreña (CASSA)
12	CTE Telecom
13	Droguería Imberton
14	Fértica
15	GARBAL
16	Iberplastic
17	Industrias Caricia
18	Industrias La Constancia
19	Industrias Torogoz
20	Kimberly-Clark
21	La Canasta S.A. de C.V.
22	LA GEO
23	Laboratorios Suizos
24	Ortiza S.A. de C.V.
25	Pentágono S.A. de C.V.
26	Petacones
27	Plycem Construsistemas
28	Productos Alimenticios Diana
29	Rodríguez Unidos S.A. de C.V.
30	Wal-Mart

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 **Honduras**

No. Firm

1	Aguas de Puerto Cortés S.A.
2	Amanco
3	Bamer
4	Banco Procredit
5	Cadelga - Casa del Ganadero S.A.
6	Cargill
7	Celtel S.A. de C.V.
8	Cementos del Norte
9	Central de Ingenios S.A.
10	Cía. Azucarera Hondureña S.A.
11	Cía. Industrial Lido Pozuelo
12	Constructora Eterna
13	Corporación DINANT
14	Galittec S.A. (Tropitec)
15	Grupo Financiero Ficohsa
16	Grupo Granjas Marinas San Bernardo S.A.
17	Grupo Invalar
18	Cigrah, Comercial Internacional de Granos de Honduras - Grupo Mercon
19	Hondupalma
20	Hortifruti Wal-Mart
21	Inversiones Mejía S.R.L.
22	Laboratorio y Clínica Naturista Vida Natural S.R.L. de C.V.
23	Larach y Cía. S.R.L.
24	LIDER's - Empresa Regional de Servicios Integrados para el Desarrollo Lenca
25	Plycem
26	Sogimex - Grupo Ecom
27	Supermercados La Colonia
28	Telamar (Hotel Maya)
29	Universidad Tecnológica de Honduras - UTH
30	Vanguardia S.R.L.

 **Jamaica**

No. Firm

1	Alkali Ltd.
2	Canco Ltd.
3	Chukka Caribbean
4	Churches Cooperative Credit Union
5	City of Kingston Credit Union
6	Coffee Traders Ltd.
7	Countrystyle Community Tourism Network
8	Digicel Group Ltd.
9	El Greco - Unique Jamaica
10	First Caribbean Bank
11	Grace Foods
12	Hardware & Lumber
13	Jamaica Broilers
14	Jamaica Fibreglass Products Ltd.
15	Jamaica International Insurance Company
16	Jamaica National Building Society
17	Jamaica Producers Group Ltd.
18	JMMB
19	Life of Jamaica
20	MicroEnterprise Financing Ltd.
21	Paymaster of Jamaica Ltd.
22	Pickapeppa Ltd.
23	Sandals International
24	Southern Fruits & Food Processors Ltd.
25	Superclubs
26	SuperPlus Food Stores
27	Tradewinds Citrus Ltd.
28	WalkersWood Marketing Ltd.
29	West Best Foods Ltd.
30	Wisynco Group Ltd.

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Mexico

No. Firm

1	Abastecedora de Empacadoras y Rastros
2	Adepsa Consultores
3	Administración Corporativa en Telecomunicaciones
4	Alfarería Doña Rosa
5	Angloamericano de Idiomas
6	Autobuses del Noreste
7	Autobuses Estrella Blanca
8	Boliches AMF y Compañía
9	Botas y Derivados
10	CASCO
11	Centro Escolar Cedros
12	Coca Cola
13	Cortineros Metálicos Superiores
14	Crédito Real
15	DHL Exel Supply Chain
16	Distribuidora Intermex
17	Estuchados de Azúcar Gloria
18	Famsa
19	Fedex
20	Gamesa
21	General Motors
22	Grupo Adinsa
23	Grupo Chapa
24	Grupo Fidman
25	Grupo Jade
26	ICAMI
27	Imdecit (Citrofrut)
28	Landus
29	Loeffler
30	Mapfre Seguros
31	Mezcla Asfáltica de Alta Calidad
32	Milyon
33	Misa National Metal Processing
34	MITA
35	Nova Air
36	Nuevo Gas
37	Paquete con Imaginación
38	Prendamex
39	Préstamos Relámpago
40	Printpack Gipsa
41	Printpack Packaging de México
42	Probiomed
43	Qualtia Alimentos
44	Quo Automotriz
45	Sorteo TEC
46	SSS Olinaltzin
47	Tierra Urbana
48	Tyson
49	Universidad TEC Milenio
50	Univex
51	Viajes Liberación



Nicaragua

No. Firm

1	Agricorp
2	Agropecuaria Lafise
3	Amanco
4	Café Soluble S.A.
5	Camarones de Nicaragua S.A. (Camarica)
6	CEMEX
7	Cisa Exportadora
8	Corporación de Inversiones Turística S.A. (Hotel Holiday Inn Select)
9	Crowne Plaza Managua
10	Desarrollos Sooner
11	Exportadora Atlantic S.A.
12	GMG Nicaragua (Gallo más Gallo)
13	Gran Pacífica
14	HOLCIM
15	IBW
16	Industrial San Martín S.A.
17	INNICSA - Inmuebles Nicaragüenses S.A.
18	Centrolac - Lácteos Centroamericanos S.A.
19	Nuevo Carnic S.A.
20	PARMALAT
21	Polaris Energy S.A.
22	PROCREDIT
23	Silva Internacional S.A. (SINSA)
24	Supermercados La Colonia S.A.
25	Telefonía Celular de Nicaragua (Telefónica)
26	Tip Top Industrial S.A. (Cargill)
27	Uca - Nittlapan
28	Universidad Americana (UAM)
29	Universidad de las Regiones Autónomas del Caribe Nicaragüense (URACCAN)
30	Wal-Mart



Peru

No. Firm

1	A. Serviban S.A. (Representante Western Union Perú)
2	Acopagro Cooperativa Agraria Cacaotera
3	Aguaytía Energy Group
4	Ajeper S.A.
5	Amanco
6	Backus - Unión de Cervecerías Peruanas Backus y Johnston S.A.A.
7	Banco Falabella
8	Belcorp - Global S.A.
9	Cadbury Adams Perú S.A.
10	Cementos Pacasmayo
11	Cerro Verde
12	Cía. Minera Antamina S.A.
13	Cía. Agroindustrial de Lanchas
14	Clínica Vesalio (Vesalio S.A.)
15	Condor Travel
16	Construcsur
17	Constructora Moromizato
18	Corporación Cervesur S.A.A.
19	Edpyme Edyficar
20	Empresa de Generación Eléctrica "San Gabán"
21	Empresa Maderera Sullana S.A.
22	Estación de Servicios Porteño S.A.
23	Franky & Ricky
24	Gandules Inc. S.A.C.
25	Grupo Pana
26	Grupo RPP
27	Imaco S.A.
28	Incalpaca
29	Industrias Plásticas Reunidas S.A.C.
30	Inkafarma
31	Karinto S.A.C.
32	La Positiva Seguros Generales
33	Lima Tours
34	Masisa
35	Odebrecht Perú
36	Pacífico
37	Perales Huancaruna S.A.
38	San Fernando
39	Tecnofil S.A.
40	Universidad San Martín



Trinidad and Tobago

No. Firm

1	A.S. Bryden & Sons Trinidad Ltd.
2	Ace Printery Fed - Traders Ltd.
3	Angostura Ltd.
4	Associated Brands Industries Ltd.
5	Asthabasca LB's
6	Atlantic LNG Co. of Trinidad and Tobago
7	Chatak Food Products Ltd.
8	Consolidated Appliances Ltd.
9	Courts (Trinidad) Ltd.
10	Eastern Credit Union
11	Electrical Industries Ltd.
12	Food Master Supermarket
13	Geddes Grant
14	H.D. Charran & Company Ltd.
15	Hi-Lo Food Stores
16	Jadoo's Trading Ltd.
17	Lensyl Products Ltd.
18	Maruni Enterprises Ltd. T/A Gopaul Lands Hardware
19	National Canners Ltd.
20	Pennywise Cosmetics
21	R.H.S. Marketing
22	Repsol YPF
23	Rhand Credit Union
24	Rod Ghany Enterprises Ltd.
25	Ross Budget Drugs Ltd.
26	Scotiabank Trinidad and Tobago Ltd.
27	Telecommunications Services of Trinidad and Tobago (TSTT)
28	Trinidad Cement Ltd. Group (TCL)
29	Trinidad Tissues Ltd.
30	Tru Valu Supermarket
31	Xtra Foods Supermarket

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