



# **New Economies and rural wellbeing: Ecosystems for Empresas B in Latin America**

**Project Report presented by Sistema B to the Ford Foundation**

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## INTRODUCTION

After the successful completion of a 2012 project supported by Ford Foundation and Sistema B<sup>1</sup> to evaluate the potential of Empresas B in rural areas in Chile, Colombia and Argentina<sup>2</sup>, a second project was developed to further understand the commercial impact of the Empresas B with impact on rural areas. This report summarizes results of the second project.

Initial work in 2012 showed that there are a promising number of organizations in the three countries using market tools to solve social and environmental problems in search for a positive impact on rural areas. While there is potential for the existence of a community of rural Empresas B addressing key challenges in the region, the great majority of cases represented subsistence, informal, or non-for-profit organizations, with few commercial channels, and little cooperative work between them. This type of organizations are not quite qualified to use the B Impact Assessment tool, so few are going to be able to become certified Empresas B.

The second step of the action research project aimed at promoting and strengthening Empresas B with a positive rural impact in Colombia, Chile, and Argentina. Maintaining coherence with lessons learned, and building on Sistema B as a network facilitator, this project worked to promote a community of Empresas B, identify access to impact capital, new commercial channels, adequate public policies, and raise awareness. Results of this project are summarized in this report.

## 1. OLD PROBLEMS, NEW ACTORS

The rural sector is a significant influence on the economy, food security, the diversity of cultural traditions, the unique endowment of natural capital, and even the political stability of Latin America. Cities have grown considerably in the last decades, but still some 43% of the population lives in rural areas<sup>3</sup>. Economic growth expectations for the next decades are supported in the production of food, minerals, and oil, all of which are produced in rural areas.

Yet, rural areas are also places of inequality and poverty, as well as rampant biodiversity loss. Notwithstanding the rise in GDP allowed by the reprimarization of the Latin American economy, poverty and environmental degradation are very much a part of rural areas. In Colombia, small farmers produce 70% of the national food supply, yet 65% of the rural

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<sup>1</sup> Sistema B: a nonprofit working in Latin America with a global view, led by the vision of an economy where success is measured by the wellbeing of people and planet, not just by financial profits. Sistema B wants to bring a new meaning of success in business, promoting Empresas B as a concrete tool for innovation: private companies that generate public good *and* profits for shareholders. Sistema B was born simultaneously in Chile, Argentina and Colombia in 2012. Brazil was launched in late 2013, Uruguay in 2014, and operations will begin in Ecuador and Peru early 2015. Of the world's over 1,120 certified B Corps in 35 countries, 12 % are located in Latin America, where there are also more than 200 new companies in the process of certification. ([www.sistemab.org](http://www.sistemab.org)).

<sup>2</sup> "El Potencial de Impulsar Empresas B". Reporte de Sistema B para Ford Foundation. Mayo 2013. ("The Potential to Promote Rural Empresas B"). Annex 1

<sup>3</sup> According to local census, and to the World Bank definition of "rural" (a density of less than 150 inhabitants per km<sup>2</sup> and more than an hour distance to urban centers of 100,000 hab.), Latin America has some 237 million rural inhabitants, 43% of all population. "Características del empleo rural no agrícola en América Latina con énfasis en los servicios". Köbrich y Dirven, CEPAL 2007.



population lives in poverty 33% in extreme poverty.<sup>4</sup> In Chile's Araucanía region, 18.1% and 9% live in poverty and 18% in extreme poverty<sup>5</sup>, and in the north of Argentina rural poverty can reach 50%<sup>6</sup>. Large industrial operations, such as mining, oil, and large scale food production are mostly private companies, sharing territories with economies mostly based on subsistence agriculture with restricted access to resources such as clear land ownership, education, financial support, connectivity, and information.

Thanks to private corporations, billions of people all over the world can provide for their families and improve quality of life, but when their only goal is the pursuit of profit, corporate excess can destroy communities, damage the environment and even endanger the global financial system. There is an urgent need for new economies where markets generate equality and sustainability along with wealth. Production of goods and services must be compatible with new climate conditions, and markets should offer real opportunities and wellbeing for people and nature and not just financial growth.

Empresas B are part of the growing movement of a new type of business with the potential to support transformations toward sustainability in Latin America. They are part of the emerging group known as "hybrid companies" or "business with a purpose": private sector corporations that use the market to offer public goods. They were created by B Lab in 2007, and the first Empresas B were certified in Latin America in 2012 ([www.bcorporation.net](http://www.bcorporation.net)). Today there are B Corps in more than 80 industries around the world, from microbusinesses to multinational corporations. Currently, the global movement stands at more than 1200+ Empresas B in 34 countries, 12% of which are in Argentina, Chile, Brazil, and Colombia ([www.sistemab.org](http://www.sistemab.org)).

## 2. EMPRESAS B IN THE RURAL AREAS

Empresas B meet three conditions:

1. Higher standards of social and environmental performance,
2. Greater transparency of their impact on society and the environment, and
3. Legal consideration of stakeholders and shareholders.

Shareholders in Empresas B redefine their purpose and commit to creating positive social and environmental value. The potential of this vehicle lies in the voluntary but legally binding extension of the purpose and fiduciary duty that is included in the company's by-laws. This new legal structure expands corporate accountability with a commitment embedded into the company's charter rather than being temporarily aligned with a particular leader.

Work done by Sistema B and Ford Foundation explores the opportunity of Empresas B to become engines of wellbeing in rural areas in Chile, Colombia and Argentina. A strong community of Empresas B could address important social and environmental challenges, as they have the potential to create good quality jobs, accelerate the closing of the urban-rural divide while broadening the connection to the national and global economy, foster environmental protection and regeneration, and assist the public sector in designing pertinent

<sup>4</sup> <http://www.semana.com/especiales/colombia-rural/174024-3.aspx>

<sup>5</sup> <http://www.pnud.cl/areas/ReduccionPobreza/datos-pobreza-en-Chile.asp>

<sup>6</sup> <http://www.ruralpovertyportal.org/web/guest/country/home/tags/argentina>

policy and development programs. To establish a common understanding of the term “rural”, the following definition will be used throughout this report:

**EMPRESAS B WITH POSITIVE RURAL IMPACT ARE THOSE THAT CREATE RELEVANT SOCIAL AND ENVIRONMENTAL BENEFITS IN RURAL AREAS THROUGH THEIR CORE BUSINESS ACTIVITIES. The term “rural” will be used in this paper to refer to any business that is either operating in a rural area or has a positive impact on a rural community.**

### **3. BUILDING A GROWING, ROBUST AND DIVERSE COMMUNITY OF EMPRESAS B THAT GENERATE POSITIVE ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACT ON RURAL TERRITORIES AND COMMUNITIES**

Sistema B was created to promote an economic system that serves people and planet, producing simultaneously economic and public goods. In order to achieve this vision, Sistema B articulates and scales businesses that redefine success, and clusters and connects communities of impact investors, academia, media, civil society, large procurement actors and policy makers.

In a little over 2,5 years, Sistema B has been successful in building a community of more than 300 for profit companies that have taken the B Impact assessment, 150+ of them now certified Empresas B in Argentina, Brazil, Chile and Colombia, across 16 different industries, with over US \$5 billion in collective revenues. Additionally, it has thrived in partnering and building trust relationships with existing key actors in the field.

Thanks to the support of Ford Foundation, Sistema B has worked to build a robust community of Empresas B with impact on rural areas, by finding potential companies that wanted to complete the B Impact Assessment<sup>7</sup>, some of which became certified as Empresas B. In order to be a certified Empresa B, organizations must have a commercial and for profit legal status and at least 12 months of operations. Therefore, the following list does not include nonprofit associations, cooperatives or foundations, but only companies that must pay the cost of capital.

The regular average is that for every 5 companies that take the B Impact Assessment, one becomes a certified Empresa B. Annex 2 presents companies identified per country, including their impact on rural areas and their results for the B Impact Assessment.

<sup>7</sup> The B Impact Assessment is a very useful tool, free and available on line, for companies that have a social or environmental purpose and want to identify areas of improvement and strength in their sustainability strategy. It is a comprehensive survey of business models, policies and practices to determine the impact on stakeholders; it includes a Disclosure Questionnaire related to significant negative impacts. The assessment is divided into 5 sections:

1. **Governance:** Standards related to mission, stakeholder engagement, governance structure and controls, and transparency.
2. **Employees:** Standards related to employee practices.
3. **Community:** Standards related to supply chain, customers and community.
4. **Environment:** Standards related to direct and indirect environmental impacts.
5. **Impact Business Models:** Standards related to how business models serve society and the environment.

<b>Certified Empresas B, and Companies that completed the B Impact Assessment between June 2013 and December 2014</b>		
<u>Colombia</u>	<u>Argentina</u>	<u>Chile</u>
<ol style="list-style-type: none"> <li>1. Fruandes</li> <li>2. Caravela Coffee</li> <li>3. OBA</li> <li>4. Aral Thel</li> <li>5. La 25</li> </ol> <p>Companies that completed the B Impact Assessment (jun 2013 – dec 2014)</p> <ol style="list-style-type: none"> <li>6. Selva Nevada</li> <li>7. EcoFloraCares</li> <li>8. Awake Travel</li> <li>9. EcoFlora Agro</li> <li>10. Induguadua</li> <li>11. Taller de Té</li> <li>12. Crepes&amp;Waffles</li> <li>13. María Panela</li> </ol>	<ol style="list-style-type: none"> <li>1. Animaná</li> <li>2. Dolium</li> <li>3. Xinca</li> <li>4. Tonka</li> </ol> <p>Companies that completed the B Impact Assessment (jun 2013 – dec 2014)</p> <ol style="list-style-type: none"> <li>5. Huanqui</li> <li>6. Hausbrot</li> <li>7. Dominio del Plata</li> <li>8. EDP Agro</li> <li>9. Interrupción</li> <li>10. Groatec</li> </ol>	<ol style="list-style-type: none"> <li>1. Andes Spring water</li> <li>2. Latitud 90</li> <li>3. Comparte</li> <li>4. Orgánicos Brita</li> <li>5. Rupestre</li> <li>6. Smartrip</li> <li>7. Rembre</li> <li>8. Geco</li> <li>9. Travolution</li> </ol> <p>Companies that completed the B Impact Assessment (jun 2013 – dec 2014)</p> <ol style="list-style-type: none"> <li>10. Viña Polkura</li> <li>11. Viña Miguel Torres</li> <li>12. Ekun</li> <li>13. Total Hydro</li> <li>14. Subsole</li> <li>15. IMO</li> <li>16. Ovitec</li> </ol>

### 3.1. IMPACT BUSINESS MODELS OF EMPRESAS B THAT CREATE BENEFITS IN RURAL AREAS

Companies that want to create positive impact on rural areas can use one or several business models and practices as part of their core business. Some of these models are:

1. Product or service that benefits rural communities directly and intentionally (rural communities are consumer beneficiaries).
2. Product or service that benefits the environment of rural areas directly and intentionally (e.g. life regenerating companies).
3. Corporate ownership structures that include rural workers.
4. Corporate ownership structures that include rural providers.
5. Improved access to markets for rural providers.
6. Generation of socioeconomic opportunity for local distributors (micro-franchises / rural micro-distribution).
7. Networking and profit generation for non-profit organizations working in rural development.
8. Creating high quality jobs in rural communities.
9. Production in rural areas designed to preserve the environment through all operations.

In order to include the particularities of companies with an impact on rural areas in Chile, Argentina, and Colombia, Sistema B considered complementary criteria to understand business models that take into consideration impacts on rural areas. A categorization of the community of Empresas B with rural impact can be the following:

**1. Product or service that benefits rural communities directly and intentionally (rural communities are consumer beneficiaries):**

- The company provides access to basic products or services, such as water, energy, or education: AIC, Total Hydro\*, La25
- The company creates economic opportunities or supports empowerment for local rural communities: Geco, Ekun\*, Selva Nevada\*, Dominio del Plata\*
- The product or service provides benefits for their local consumers, such as healthy products, healthy food, medicine: Aral Thel, EcofloraCares\*, SubSole\*, Ovitec\*
- The company has responsible or culturally relevant processes of production, such as handcraft, artisan techniques, or biodynamic agriculture, improving or preserving local tradition or cultural knowledge: Dolium, Viña Polkura\*, Travolution, Selva Nevada\*, EcoFloraCares\*, Awake Travel\*, Viña Emiliana\*
- The product or service provides infrastructure for local rural communities: Hybritec (Certified before 2014).

**2. Product or service that benefits the environment of rural areas directly and intentionally (e.g. life regenerating companies):**

- The raw material used to make the product is obtained generating a positive environmental impact, for example, via reforestation or regeneration: Selva Nevada\*, Induguadua\*, Groatec\*
- The production process generates positive environmental impact, for example, via responsible farming or organic food production: Orgánicos Brita, Fruandes, Dolium, Caravela Coffee, Total Hydro\*, Selva Nevada\*, Hausbrot\*, EDP Agro\*, Ovitec\*, Viña Emiliana\*, Interrupción\*
- The company has FSC or other certification of positive local environmental impact: Dominio del Plata\*, Viña Emiliana\*, Interrupción\*

**3. Improve access to markets for rural providers:**

- The company buys its supplies, or some of them, from local rural providers: Latitud90, Caravela Coffee, Xinca, Comparte, Fruandes, Travolution, Ekun\*, Viña Miguel Torres\*, Interrupción\*
- The company hires local rural people as suppliers of services, for example, tourist guides or artisans: Latitud90, Rupestre, Animáná, Xinca, Fruandes, Travolution
- The company works with local rural cooperatives or buys its supplies from local rural cooperatives: Xinca, Caravela Coffee, Lohas Beans

**4. Networking and profit generation for non-profit organizations working in rural development:**

- The company works with non-profit organizations for environmental and social measurement or control of impacts associated with their work: Smartrip, Andes Spring water, EcofloraCares\*, Tonka, Viña Miguel Torres\*

## 5. Creating high quality jobs in rural communities:

- The company provides high quality jobs to underserved population in rural areas: Animaná, Orgánicos Brita, Andes Spring water, Smartrip, Latitud90, Fruandes, OBA, EcoFloraCares\*, Dominio del Plata\*

## 6. Production in rural areas designed to preserve the environment through all operations:

- The company provides jobs to underserved population in rural areas, that includes relevant training and capacity building: Dolium, Xınca, Caravela Coffee, Fruandes, OBA, Aral Thel, Awake Travel\*, EcoFloraCares\*, Viña Miguel Torres\*
- The product or service is produced with Fair Trade certification and or other certification on rural social impact: Orgánicos Brita, Comparte, Geco, Caravela Coffee, Fruandes, IMO\*, Induguadua\*, EcoFloraCares\*, EcoFloraAgro\*, Selva Nevada\*,

\* This company is not yet certified as Empresa B

Entrepreneurs that create these companies are mostly university educated and have supporting networks. The most successful have some business training or business partners, and they opt for this type of companies even when “business as usual” would still be an option.

Empresas B are changing the rules of the game. They can promote sustainable rural wellbeing, minimize energy consumption, restore ecosystems, build strong communities, and offer motivating jobs, **while articulating financially robust business models**. The fact that these entrepreneurs are able to deliver public goods in a sustainable way thanks to their value propositions that get proven in market, is an immense hope for the rural world.

Some Empresas B have created tremendously innovative business models, such as ‘life regenerating companies’, whose purpose is the restoration of degraded ecosystems and distressed communities, like Selva Nevada, producing ice creams using fruits from regenerated Amazonian forests in Colombia, or Guayaki ([www.guayaki.com](http://www.guayaki.com)), created to restore 60,000 hectares of Atlantic Forest in Paraguay, Brazil and Argentina. So far it has restored more than 30,000 hectares of forest while working with indigenous and disadvantaged communities. It sells “yerba mate” and 20 by products in the beverage industry in more than 12,000 points across the US and Canada.

Ovis 21 ([www.ovis21.com](http://www.ovis21.com)), dedicated to the regeneration of grasslands and increasing the profitability of businesses, has restored almost 1 million hectares of Patagonian soil in Argentina and Chile, while selling merino wool to Patagonia ([www.patagonia.com](http://www.patagonia.com)), which happens to be another certified B Corp. The price of wool includes the additional carbon sequestration, and together, Ovis21 and Patagonia will regenerate some additional 6 million hectares in five years. Ovis 21 also sells to international designers such as Stella McCartney, and the much smaller Cúbreme, another Empresa B in Argentina. Ovis 21 offers a sustainable solution that supports the effort of the United Nations Convention to Combat Desertification while improving the economic, ecologic, social and human sustainability of families, businesses and communities.

#### 4. THE NEED FOR ECOSYSTEMS

- **The Viral Multiplication Model: Communications and awareness raising**

For Empresas B to prosper and scale they require favorable ecosystems. A critical mass of Empresas B with impact in rural areas is necessary, but it is not sufficient, as the sum of individual players is not enough. A multidimensional strategy is needed to develop an ecosystem where diverse players – customers and investors who recognize and value impact, the right public policies, academia, media and opinion leaders – support Empresas B with rural impact.

In order to raise awareness and actions among key stakeholders, and with the belief that each individual has the potential to be a change maker, Sistema B has worked to disseminate key messages through massive awareness and outreach campaigns to instill this vision in the public agenda<sup>8</sup>. Publications in the most relevant media in each country, mainstream economic media as well as wide reach media in the three countries have covered Empresas B.

In order to encourage the development of an ecosystem for Empresas B with rural impact, Sistema B supports *communities of practice*.<sup>9</sup> This strategy entails the generation of *critical connections* among key actors in business, academia, civil society and government, working through alliances, and supporting other actors at local and national levels.

During 2014 Sistema B promoted group dialogues, workshops and one to one meetings between relevant actors in Chile, Colombia and Argentina to discuss the changes needed to promote Empresas B with rural impact: Government, civil society, academia, entrepreneurs and organizations that promote entrepreneurship and innovation in business, as well as agricultural trade unions and supporting organizations for rural business.



These workshops were complemented with special presentations to Government officials, such as SENA in Colombia and the Ministry of Economy in Chile, as well as presentations in specialized public forums, such as Universidad de los Andes in Colombia, "El Cultivo de la Quínoa y otros Negocios verdes", together with Engineers without Borders, where Sistema B presented cases of Empresas B with rural impact and invited interest in supporting and creating this kind of companies.

<sup>8</sup> For all the details of press coverage, visit the following link: <http://www.sistemab.org/category/noticias>

<sup>9</sup> [http://www.oxfordleadership.com/journal/vol1\\_issue1/wheatley\\_frieze.pdf](http://www.oxfordleadership.com/journal/vol1_issue1/wheatley_frieze.pdf)

These meetings allowed for public communication of Empresas B as a new business model for rural areas, and the discussion of obstacles and opportunities in each country to further this new economic actor.

Sistema B has also promoted “Legal Round Tables”, where practicing lawyers, civil society representatives and Government agencies come together to discuss the advancement of legal frameworks and public policies for Empresas B. Started in Chile and Argentina, and learning from the Chilean experience, these Round Tables are very diverse and include political representation from several stances, as well as civil society and traditional business and trade organizations. The Legal Round Tables meet 3 or 4 times a year and have the goal to produce B Legislation in each country, similar to what has been installed in 27 States in the US<sup>10</sup>. In Colombia the focus has been directed to including Empresas B in the CONPES document that is that basis for the country’s social innovation policy, and will strengthen the legal round table in 2015.

Conclusions from those meetings, workshops and dialogues support the understanding of public policy issues presented in this report, as well as issues related to facilitating value chain opportunities for Empresas B with rural impact within the global community of Empresas B and increasing the opportunities of impact capital toward the community of Empresas B with rural impact.

#### **4.1. ACCESS TO MARKETS FOR RURAL EMPRESAS B**

This section provides an overview of market opportunities, the opportunity landscape, concrete value chain opportunities, challenges and suggestions. Sistema B has information available on detailed data of contacts and companies, products and services for export, investors and funds. Where possible, actual value chain opportunities have been prescribed based on information from Sistema B or from primary information collected from Empresas B.

- **Market Analysis**

There are over 1,200 B Corps worldwide with a large concentration of nearly 800 companies in the United States. The North American B Corp market demonstrates a similar industry make up to that of Latin America: 66% are service providers, 21% are in wholesale/retail and 12% are in manufacturing. The Latin American B Corp market shows a similar make up of 50% services, 29% wholesale/retail and 17% manufacturing. The most relevant industries in both the North and South American landscapes are: food, apparel, textiles and personal care. The overlap of these markets suggests a potential for larger North American “B” buyers to have demands that can be met by South American “B” suppliers.

- **Specific Markets for Empresa B with rural impacts**

Empresas B with rural impacts are currently concentrated in the organic fruit and food, fair-trade coffee and textile industries, with other product offerings on a smaller scale. The industry presence of organic food, coffee and textiles lends to high-potential partnership and

<sup>10</sup> <http://benefitcorp.org/>



market opportunities for Empresas B with large organic grocers and co-ops in the U.S. - such as the National Cooperative Grocers Association and New Seasons Market - who are in need of sustainable value chain opportunities.

Based on a sector integration analysis alone, there are nearly 480 B Corps worldwide with potential to partner and support each other. Industries with high partnership potential for rural Empresas B are: apparel, beverages, books and media, environmental consulting, food products, furniture, games and toys, jewelry, management consulting, personal services, retail, personal care products, textiles, travel, wholesale and wood products. Some international B Corps are already sourcing from South America. Other potential US buyers that have large supply chains and source from B Corps but are not B certified are Whole foods and Costco.

- **Challenges**

A survey was conducted with Empresas B to determine the current export challenges.

### **CHILE**

Of the 14 companies that replied to the Market Challenges survey, only four reported that they currently export outside of Chile and 60% of those who do not export would like to.

The main challenges for the Chilean companies were:

- Cost
- Insufficient Team
- Low participation in local market
- Lack of access to funding/investors

For those who do currently export, the reported challenges were:

- Coordinating transportation
- Creating documentation to find clients
- Accessing a bank account outside of Chile

### **ARGENTINA**

Of the companies that responded to the survey, 5 currently export and 5 want to export their products or services. Interestingly enough, the main challenges for these companies vary from those in Chile:

- Insufficient team
- Challenging and complex export conditions.

### **COLOMBIA**

In Colombia, 5 Empresas B responded to the survey, 2 are actively exporting and all three that are not would like to do so. Their main challenges are:

- Management team insufficient or lacking
- Cost
- Access to investment
- Capacity
- Complicated export channels

Sistema B has identified actions and is carrying them out to help facilitate B-to-B partnerships both within South American countries, across countries, and globally. The findings and outcomes from this project have allowed Sistema B to raise additional capital in order to continue building B-to-B partnerships over the next three years with the help of the MIF-IADB.

## 4.2 ACCESS TO INVESTMENT AND CAPITAL MARKETS

The growth of Empresas B with rural impact requires capital but these businesses have historically been challenged to attract resources. This chapter provides a high-level analysis of the impact investment landscape in order to inform Sistema B's strategy to generate catalytic capital for Empresas B with rural impact, identifies potential impact investment opportunities which warrant further investigation, analyzes survey results obtained from the Empresas B community, and provides key recommendations regarding next steps. (Annex 3. List of potential investors for Empresas B in Chile, Colombia and Argentina).

It is important to note that although the focus of this report is on the impact investment landscape, further analysis must be conducted to evaluate other sources of capital. The mechanisms to finance social enterprises vary widely by geography, sector, and legal structure.

- **Impact Investing Landscape**

"Impact Investing" is a relatively new term that has been established within the past decade to describe a type of investing that aims to generate positive social, environmental, and financial returns. The sector is made up of a myriad of stakeholders, ranging from individuals and foundations to funds and insurance companies, and there is wide variation regarding the ROI expectations, with some investors taking a "financial-first" approach and others gravitating towards an "impact-first" approach. Overall, regardless of the approach or ROI expectations, the current market size of the impact investment sector is approximately \$25 billion USD (WEF). Although estimates vary widely, the sector as a whole is projected to see significant growth. By 2020, the World Economic Forum estimates that the market could grow as large as \$1 trillion USD if mainstream investors begin allocating significant capital to the sector.

- **Impact Investing in Latin America**

As interpreted from a Webinar by the Aspen Network of Development Entrepreneurs, impact investors in Latin America generally face the same set of challenges as impact investors elsewhere,<sup>11</sup> mainly a lack of investable opportunities. In Colombia alone, there are 25 impact investment funds with some US \$500 million, but their pipeline is still not significant (Foro Latino Americano de Inversión de Impacto, FLII, Bogotá, octubre 2014).

Despite the challenges the industry as a whole faces, it is progressing at a rapid pace, including in Latin America where there is a growing interest in impact investing. As of April 2014, there has been over \$1.4 billion in commitments made of which \$800 million has been invested.<sup>12</sup>

<sup>11</sup> <http://www.globalpartnerships.org/featured-stories/impact-investing-latin-america/>. The Stanford Social Innovation Review sheds light on other critical ecosystem gaps in the impact sector including investor misconception of risk, research, relationships, institutional investor participation, and Government support.

<sup>12</sup> <http://www.globalpartnerships.org/featured-stories/impact-investing-latin-america/>

This represents a surge in investment of about 8.75 times since 2008 coming from roughly 70 impact investors in the region.<sup>13</sup>

A combination of factors contributes to excitement about the Latin American market. The market size is substantial, with 70% of the population still at the bottom of the pyramid in terms of poverty, combined with a favorable investment climate and upward GDP growth.<sup>14</sup> Additionally, there are up to \$400 billion in unmet needs from formal and informal small and medium enterprises. Nearly one-third of impact investment funds responding in a survey conducted by J.P. Morgan Chase and captured in a report from the World Economic Forum reported that their capital is deployed in Latin America & the Caribbean.

The increasing flow of capital provides an exciting opportunity for Empresas B, but attracting impact investment capital for early stage or small enterprises would appear to be a challenge in the short-term. An increasing amount of local impact investors are cropping up in Latin America who may be more likely to invest in earlier-stage ventures than foreign investors.<sup>15</sup>

Experiences like Little Big Money (<http://littlebigmoney.org/>) and Fundación Capital are very promising. Their experience shows the need of support for those who need the investment in rural areas, but it is very exciting to for opportunities to open up to entrepreneurs from more disadvantaged communities

- **Empresas B with rural impact Seeking Investment**

A survey was distributed to Empresas B with rural impact in order to gain a better understanding of the capital needs as well as the perceived challenges to obtaining capital, growth plans and the need for support.

From a capital standpoint, 63% (5 of 8) of the companies noted that their capital requirements were less than \$500,000 USD. Only 37% (3 of 8) reported that their requirements exceeded \$500,000 USD. None of the companies declared their capital needs were in excess of \$2M USD. A majority reported interest in receiving support with their growth plans and 37% (3 of 8) have no access to investors.

#### **4.3. Final thoughts around markets for Empresas B with rural impact**

- B Certification facilitates trust and awareness of value chain partnerships between big buyers and triple bottom line businesses in rural areas. B Certification is an important way for rural social companies to connect with marketplaces and scale.
- Companies looking for value chain suppliers respect and recognize the GIIRS rating system.
- There is a need for human connection to break down cultural barriers, build partnerships, and increase access to information, in addition to on line marketplaces.
- Rural B Corps need capacity building. They face challenges in growth and quantity to export to bigger buyers

<sup>13</sup> Webinar titled “Experiences in Impact Investing in Latin America and the Caribbean” presented by Arabella Advisors in partnership with the IDB

<sup>14</sup> Webinar titled “Experiences in Impact Investing in Latin America and the Caribbean” presented by Arabella Advisors in partnership with the IDB

<sup>15</sup> <http://www.globalpartnerships.org/featured-stories/impact-investing-latin-america/>

- Sistema B applied for funding to pursue better supply chain opportunities for Empresas B. The approved funding from the MIF/IDB will cover development of a B Marketplace and a campaign showing the benefits of incorporating Empresas B into supply chains.
- There is a need for resources dedicated to building partnerships and educating groups about the products and services offered by rural Empresas B. One potential resource is via the online platform: <http://canopybridge.com/>

#### **4.4. Final thoughts about access to Investment for Empresas B with rural impact**

- Impact Investing in Latin America is growing. Funds like the Dutch fund Annona, LGVT, and FIS ask companies to take the GIIRS rating and many become certified Empresas B.
- The B Certification brand helps companies attract investors. It is a “stamp of approval” for investors.
- Funds looking to invest in Latin America need help identifying the right investment for their portfolio.
- Many rural Empresas B are seeking smaller amounts of capital than is the average investment for most funds. The cost of the due diligence for the investor is high and presents a barrier to investment.
- Empresas B with rural impact seeking capital need assistance finding the right investors. The right investor match is critical for the entrepreneur and the company to maintain their core mission and successfully scale over time. They also need capacity building. Many entrepreneurs are passionate and driven, but need guidance when it comes to scaling a business, and most Empresas B are in start up/early stage so venture capital and seed funds are crucial.
- Sistema B applied for funding for a “Company Builder”, a program to support Empresas B that want and are able to scale, in order to build a portfolio of Empresas B that can receive more significant amounts of capital. The approved funding from CAF is covering the first experience in Chile, and will be deployed in Colombia in 2015, together with local allies.

### **5. SUPPORTIVE PUBLIC POLICY TO PROMOTE EMPRESAS B WITH IMPACT ON RURAL AREAS AND THEIR ECOSYSTEMS IN CHILE, COLOMBIA AND ARGENTINA**

Supportive public policies are essential for Empresas B with rural impacts and their ecosystems to prosper in Latin America. The three countries have specific policies directed to rural areas and conservation of natural resources, but not so to promote entrepreneurship and strengthen new SMEs. Therefore, rural entrepreneurs face huge challenges to develop their businesses, most notably dealing with the inequitable global supply chain for agricultural products.

Issues such as geographical differences between Chile, Argentina and Colombia, size, and local particularities need to be taken into account; also the fact that Chile and Argentina have a model of large industrial production in natural resources in rural areas (food production, oil and mining), and Colombia has a larger sector of small and medium size producers, who face as well challenges related with drug traffic and war.

Areas of public policy that would support the development of Empresas B with rural impact include:

- **Clear legal status for for-profit companies with core business models and practices that create positive social and environmental impact in rural areas, such as Empresas B**

The choice of legal type is a challenge, and many organizations identified as potential Empresas B opt for non-profit status. This allows them to work for social good while developing market activities and does not force them to focus only on maximizing financial return. The Colombian Sociedades Agrarias de Transformación (SAT) is well suited for smaller companies, but they need to include wider fiduciary responsibility and, most of all, have supporting entities to serve their financial and market needs. Legal forms for associative models, such as cooperatives and associations, could be used to include for profit business models.

Companies such as Mukatri, identified in the first project developed with Ford Foundation, changed its non profit legal status to become a for profit SAS, when the investment fund LGTVP decided to invest in the company. Changing the legal status and going through the due diligence process took them about a year.

The B Impact Assessment is a good tool to organize the company. Several companies, such as Ecoflora Agro, another company identified in the first project that could not reach the level required for certification, nevertheless have been using the tool to identify areas of improvement.

A new law to allow the incorporation of Empresas B may support the coops and non-profit-associations of small and medium size rural producers, and give more certainty to impact investors.

- **Facilitate the legal creation of new companies and clear land titles**

Empresas B and their rural suppliers face the same challenges of any company in terms of their legal creation and operation. To deal with informality it is essential to reduce the difficulties, cost, time, and steps required to create a company and pay taxes.

Chile, with Your Company in one day (Tu empresa en un día), and Colombia, with the Special Support Centers (Centros de Atención Empresarial (CAE)), show important advances in this line. Further work is needed in Colombia to have a unified system and overcome regional variations, to expand CAE services to small municipalities, and to include active companies as CAE customers. Argentina still has a long way to go: The creation of a for-profit company demands 14 steps, has a cost of some \$5000 US, and requires 26 working days. Paying taxes (107% rate, including social and labor costs!) takes 52 days per year, and informality is thus around 44%.

A specific issue in Colombia is the need for better permitting processes to allow for the sustainable use of biodiversity. Red tape, expensive frontal payments, and lack of legal clarity promote in fact corruption and informal even illegal use of biodiversity resources.

Insecurity over land titles affects business development and investors. The three countries have specific policies and laws for this purpose, but they still have high costs to modify titles

and face the accumulation of land ownership by large owners with extensive industrial projects.

In Argentina, Laws N° 26.160, 26.311 26.209-2006 have been issued to protect indigenous communities, organize title management and protect the native environment are significant advances. In Chile special offices such as INDAP and regional SEREMIS support programs such as “Esta es mi Tierra” (this is my land), to give legal advice and reduce costs complement efforts to reduce red tape for land titles. In Colombia, INCODER is working to solve issues of land ownership, further complicated by paramilitaries, drug traffickers, and other violent actors that have taken over rural land. The Policy for Land Ownership currently being discussed furthers work in this line, but has been widely criticized for not really taking into consideration the needs and rights of smaller owners.

- **Active support and promotion for companies creating good quality agricultural and non-agricultural employment**

Informality, non-compliance with legal minimums, child labor, and discrimination of women and minorities are serious problems in the three countries. Governments in Chile, Colombia and Argentina have advanced much to reduce vulnerability, specially with poverty reduction programs, but policies to promote better quality employment are still required in rural areas.

The three countries have implemented public policies to improve rural education, focused mostly on increasing coverage and infrastructure, but still, rural areas in the three countries have lower quality education compared to urban areas. Furthermore, education programs lack the necessary pertinence for rural business, especially for non-agricultural fields, and functional analphabetism and abandonment are high. The quality of education is very diverse, and that is a cause for inequality in income and access to public goods, especially when compared to urban education. Agriculture is not generally as innovative and has had little technical advances in the region, and thus education has not transformed to suit new needs. Chile and Colombia are currently discussing educational reforms, which may reduce segregation and increase inclusiveness, but there is still some time for laws to be clearly defined. Institutions such as SENCE in Chile and SENA in Colombia support the development of new capabilities and may be a strong base for new Empresas B. Abilities to build strong cooperatives and associations could be an asset, and innovation to develop new business models that reduce negative social and environmental impacts could support new Empresas B.

- **Support for distribution and commercialization channels that help alleviate the inequity of global supply chains and the high costs of agricultural inputs**

Lack of basic infrastructure, the exposure to international price fluctuations, lack of basic public services like water and energy, and the need for more coherent action from the part of public agencies, reduce competitiveness for Empresas B with rural impact. A significant issue is the cost of agricultural inputs and the lack of promotion of non-toxic or biological inputs. These items can be around 50 to 75% of total fixed costs.

Policies to promote responsible tourism, adaptation to climate change, and agricultural production could be furthered by policies to support association and social innovation that facilitate access to markets and new products.

Access to financial products is still a challenge. Low numbers of rural citizens use banking systems, and there is generally high cost, poor financial information and limited access about specific products for small producers. Financial inclusion has been helped by the expanded reach of cell phones, electronic payments systems, and the presence of internet services in rural areas, which need to be enlarged but are already an important support to reduce costs and improve business for SMEs. Micro credits have been promoted in the three countries, which is good for new companies, but there is a huge need for policies to help those companies scale. New institutions, such as Banco de Oportunidades Colombia, are a good effort in this direction.

- **Development plans with a territorial perspective, based upon supportive ecosystems to promote companies with core business models and practices that create significant financial value and positive social and environmental impact in rural areas, such as Empresas B**

The three countries have important advances in policies to improve rural economies, that will hopefully be maintained and deepened. Political changes may affect the continuation of these programs, but it is clear that countries are moving towards reduced vulnerability in rural territories. There is, however, a need for more innovative solutions, that allow for new agricultural and non-agricultural business to thrive. A possible way forward are National and Regional Territorial Development Plans, with a long term view, pertinent to local characteristics and climate change, and supporting the development of ecosystems that create significant local financial value in line social and environmental sustainability.

## 6. Conclusions and Way Forward

- Proposed working definition for Empresas B with positive rural impact: “For profit companies that become certified as Empresas B and create relevant social and environmental benefits in rural areas **through their core business activities**, either operating in a rural area or with a positive impact on a rural community”.
- Empresas B can be positive actors to promote rural wellbeing in Latin America, creating positive impacts **through their core business activities**, i.e., via business models and practices, such as:
  1. Product or service that benefit rural communities directly and intentionally (rural communities are consumer beneficiaries).
  2. Product or service that benefits the environment of rural areas directly and intentionally (e.g. life regenerating companies).
  3. Corporate ownership structures that include rural workers.
  4. Corporate ownership structures that include rural providers.
  5. Improved access to markets for rural providers.
  6. Generation of socioeconomic opportunity for local distributors (micro-franchises / rural micro-distribution).
  7. Networking and profit generation for non-profit organizations working in rural development.
  8. Creating high quality jobs in rural communities.



9. Production in rural areas designed to preserve the environment through all operations.

- For profit businesses operating in a rural area or with a positive impact on a rural community can take the B Impact Assessment and become certified Empresas B. Organizations working to promote rural wellbeing with nonprofit legal status, informal companies, or foundations, require support in order to redefine their legal status and improve the financial side of their actions in order to be able to use these tools.
- The B Impact Assessment is a good tool for improvement social and environmental management for established business. Shorter versions, such as a Quick Impact Assessment could be better suited for smaller companies with rural impact, and this could open the way for a larger number of companies to redefine their purpose and join the community.
- Better tools are needed in order to measure the individual and aggregate impact of Empresas B with a rural impact. These impact measurements are basic to support the growth of the community. Case studies and research are needed to develop these tools.
- Empresas B with a rural impact require supporting ecosystems to help them face the multiple challenges they confront. Active support is needed for such ecosystem to flourish, through actions such as awareness raising, communities of practice between relevant actors, education and general dissemination of the proposal in academia and public agenda.
- There are relevant market opportunities for Latin American Empresas B with rural impact among the B Corp community. A B marketplace and many instances of personal networking are basic tools for such market to prosper.
- Significant amounts of investment capital are available for Empresas B with rural impact in Latin America.
- The development of a market requires awareness raising among impact investment funds that can promote GIIRS ratings for all rural investments in Latin America, joint work between investors to help lower the cost of the due diligence process and incentivize smaller investments, and dedicated support, such as mentoring and growth plan services in addition to capital, for Empresas B with rural impact that want and are able to scale.
- Supportive public policies are essential for Empresas B with rural impacts and their ecosystems to prosper in Latin America:
  - Clear legal status for companies with core business models and practices that create positive social and environmental impact in rural areas
  - Processes to formalize operations, legal land titles, and sustainable use of biodiversity
  - Support for distribution and commercialization channels that help alleviate the inequity of global supply chains, reduced costs of agricultural inputs, and active support and promotion for companies that create good quality agricultural and non-agricultural employment.

New Economies And Rural Wellbeing: Ecosystems for Empresas B in Latin America

- Development plans with a territorial perspective, based upon supportive ecosystems to promote companies with core business models and practices that create significant financial value and positive social and environmental impact in rural areas, such as Empresas B.

### ***Certified Empresas B in Latin America as of Dec. 2014***

	<b>Empresa B</b>	<b>País</b>
1	Animana	Argentina
2	B-Green	Argentina
3	Chamana	Argentina
4	Cíclica	Argentina
5	Conexia	Argentina
6	Cubreme	Argentina
7	Dolium SA	Argentina
8	DVIGI	Argentina
9	El Viaje de Odiseo	Argentina
10	Emprendia	Argentina
11	Greca	Argentina
12	Incluyeme.com	Argentina
13	INTI ZEN	Argentina
14	La Costurera	Argentina
15	LQF	Argentina
16	Lucenza	Argentina
17	MAFIA	Argentina
18	M_s Ambiente S.A.	Argentina
19	Noticias Positivas	Argentina
20	Onda Organica	Argentina
21	Ondul_	Argentina
22	Ovis XXI SA	Argentina
23	POMADA	Argentina
24	Reciclarg S.A.	Argentina
25	Sílce	Argentina
26	Tonka SA	Argentina
27	Totebag SRL	Argentina
28	Xinca	Argentina
29	Abramar	Brazil
30	Aoka	Brazil
31	Araruna Filmes	Brazil
32	Avante	Brazil
33	Brazil Impact Investing Management, LLC	Brazil
34	Casa e Cafe	Brazil
35	CAUSE	Brazil
36	CDI	Brazil
37	COMBIO ENERGIA	Brazil
38	Conexao Cultural	Brazil
39	Criando Consultoria	Brazil
40	Ecoservice	Brazil

New Economies And Rural Wellbeing: Ecosystems for Empresas B in Latin America

41	Feiticos Aromaticos	Brazil
42	Geekie	Brazil
43	Grupo GAIA	Brazil
44	Instituto Muda	Brazil
45	Kapa+ EcoSocial	Brazil
46	Maria Farinha Filmes	Brazil
47	Natura	Brazil
48	NewInc	Brazil
49	Okena	Brazil
50	Ouro Verde Amazonia	Brazil
51	PlanoCDE	Brazil
52	Policlínica Granato	Brazil
53	Raíces Desenvolvimento Sustentável	Brazil
54	Recicladora Urbana	Brazil
55	TC Urbes	Brazil
56	The Products Comercial Ltda.	Brazil
57	Turbo	Brazil
58	Via Gutenberg	Brazil
59	ZEBU Mídias Sustentáveis	Brazil
60	Actitudlab	Chile
61	ACTUA360	Chile
62	Advanced Innovation Center	Chile
63	Aguas Santa Amalia S.A.	Chile
64	Algramo	Chile
65	Alkance Comunicaciones	Chile
66	allGreenup	Chile
67	armstrong y asociados	Chile
68	Asesorias Simplicity SpA	Chile
69	Best Energy	Chile
70	Bolsas Reutilizables	Chile
71	Britec Ltda.	Chile
72	Broota SPA	Chile
73	Cerco	Chile
74	Comercial Epullen Ltda.	Chile
75	Comparte	Chile
76	Constructora L y D	Chile
77	CRIDEM	Chile
78	Cubiertosdemadera.com	Chile
79	Cultiva Empresa	Chile
80	Cumplo Chile S.A.	Chile
81	Degraf Ltda	Chile
82	Ecopacto	Chile
83	Ematris	Chile

New Economies And Rural Wellbeing: Ecosystems for Empresas B in Latin America

84	Emprediem	Chile
85	Emprendejuven	Chile
86	Flowing S.A.	Chile
87	focus	Chile
88	FonoEmpleo	Chile
89	Full Runners S.A.	Chile
90	Geco	Chile
91	Gentexpresa	Chile
92	Green Glass	Chile
93	Green Libros	Chile
94	Grupo Educativo	Chile
95	Gulliver	Chile
96	Hora Salud	Chile
97	IMPRESIONUNO	Chile
98	Inclusiva Consultores	Chile
99	Insamar	Chile
100	Jardín Pintacuentos	Chile
101	KarúnShades	Chile
102	La Bicicleta Gestión de Desarrollo	Chile
103	Late	Chile
104	LATITUD 90	Chile
105	LUMNI CHILE	Chile
106	Musuchouse	Chile
107	Needo	Chile
108	Organicos Brita	Chile
109	Parque del Recuerdo	Chile
110	Pegas con Sentido	Chile
111	ProQualitas	Chile
112	Proyecto Importa	Chile
113	Rembre	Chile
114	Route to Green SPA	Chile
115	Smartrip	Chile
116	SSC WOOD	Chile
117	Target-DDI	Chile
118	Te Quiero Verde	Chile
119	Tools4Change	Chile
120	Travolution	Chile
121	TriCiclos	Chile
122	Trum Handcycles	Chile
123	Veomás	Chile
124	VOZ	Chile
125	Acción Verde	Colombia
126	BioPlaza SAS	Colombia

New Economies And Rural Wellbeing: Ecosystems for Empresas B in Latin America

127	Brand Solutions Ltda	Colombia
128	BSD Consulting Colombia	Colombia
129	Caravela Coffee	Colombia
130	contreebute	Colombia
131	Enves	Colombia
132	FRUANDES	Colombia
133	Green Factory	Colombia
134	Hybrytec Solar	Colombia
135	La 25	Colombia
136	La Tercera Mirada	Colombia
137	OBA SAS	Colombia
138	Portafolio Verde	Colombia
139	Productos Naturales Aral Thel S.A.	Colombia
140	SANTOSH	Colombia
141	Byoearth	Guatemala
142	Kiej de los Bosques, S.A.	Guatemala
143	Quetsol	Guatemala
144	Echale a tu casa	Mexico
145	Enova	Mexico
146	ES Global Consulting	Mexico
147	FINAE SAPI DE CV SOFOM ENR	Mexico
148	Hammock Boutique	Mexico
149	IGNIA Partners LLC	Mexico
150	Laudex	Mexico
151	Lindes	Mexico
152	P.A.C.E. MD INTERNACIONAL S DE RL	Mexico
153	Nature Services Peru	Peru
154	xrunner Venture GmbH	Peru
155	Impactivo Consulting	Puerto Rico
156	3vectores	Uruguay
157	ETAVENCA	Venezuela

## ***Annex 1. Project proposal***

Step 1: “El Potencial de Impulsar Empresas B” (“The Potential to Promote Rural Empresas B”).  
Reporte de Sistema B para Ford Foundation. Mayo 2013

### **Conclusions:**

- No evidence suggests that Empresas B flourish only in regions with greater economic development.
- The rural business world is varied; large private investments, and associations and family enterprises prevail.
- There is a large and varied potential for Empresas B.
- Mission-driven value chains are still rare.
- There is an opportunity to generate win-win-win value chains.
- The main challenge is market generation.
- The "B Impact Assessment" is useful for rural businesses, but requires adjustments to consider new business models.
- Governments and public policy promote large agro industrial exporting conglomerates, paying less attention to small rural producers.
- There are windows of opportunity for new public policies in each country

The study recognized the need for additional work in areas where Sistema B could add value as a facilitator of networks and ecosystems:

- The need to build critical connections between Empresas B, large buyers, and investors, supporting value chains that connect supply with demand more efficiently.
- Despite evidence of interesting business models, many cases represented subsistence, informal or non-for-profit entrepreneurship, non scalable businesses.
- Public policy in each country differs, but there are new opportunities to promote Empresas B with rural impact in the three countries.
- Common working agendas are rare, and there is a significant opportunity to promote eco-systems to harness the lessons in promoting sustainable and inclusive rural development. Eco systems may be important platforms for local/regional markets, other businesses, investment capital, value chains, policymakers and other actors that want to be part of sustainable and inclusive rural development.

To deal with these issues, Sistema B implemented a new project supported by Ford Foundation, in Chile, Colombia and Argentina, with five goals and objectives:

- Build a robust community of Empresas B with impact on rural areas, expecting to have 13 potential companies that complete the assessment and 8 that become certified per country. Develop complementary criteria to use the B Impact Assessment in rural areas.
- Facilitate value chain opportunities for Empresas B with positive rural impact within the global community of Empresas B, evaluating potential customers and suppliers and identifying concrete options.
- Increase investment opportunities for the community of Empresas B. Identify potential investors for Empresas B with positive rural impact.



- To promote the development of supportive public policies, offer a concept paper on public policies in the three countries, promote dialogues and awareness through meetings between diverse stakeholders, promoting the creation of “communities of practice”.
- Raise awareness and concrete actions plans among key stakeholders to highlight Empresas B with positive impact in rural areas in each country.

## ***Annex 2. Companies certified in 2014 as Empresas B with rural impact in Colombia, Chile and Argentina.***

### Argentina

#### **Empresas B**

1. Animaná
2. Dolium
3. Xınca
4. Tonka

### Chile

#### **Empresas B**

1. Andes Spring water
2. Latitud 90
3. Comparte
4. Orgánicos Brita
5. Rupestre
6. Smartrip
7. Rembre
8. Geco

### Colombia

#### **Empresas B**

1. Fruandes
2. Caravela Coffee
3. OBA
4. Aral Thel

## **ARGENTINA**

### **1. Animaná [profile](#)**

#### **GENERAL INFORMATION**

**Contact:** [Adriana Marina](#)

**City:** Buenos Aires

**Address:**

**Website:** [www.animanaonline.com](http://www.animanaonline.com)

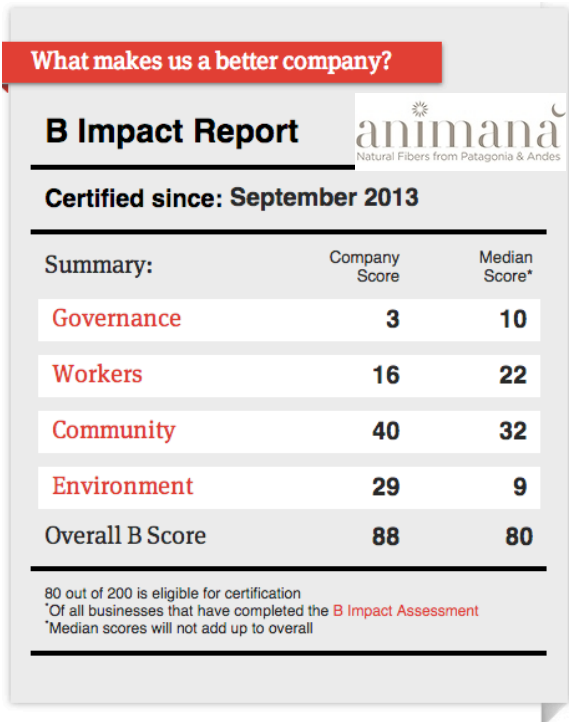
**Sector/Industry:** Textile

**Date of foundation:** 6/16/2003

**Area of Impact:** Natural goods for textile.

Animaná strives to produce timeless products, which are created in Patagonia and the Andes using the rich local tradition of arts and crafts. These include textiles, home products, and accessories, which exude both quality and comfort.

Animaná works locally in little towns in Andes and Patagonia area of Argentina. International designers work with local communities, generating knowledge and technical capabilities. Animaná works with Fair Trade standards, generating value through their supply chain. The production process use clean process management.



Animaná works locally in little towns in Andes and Patagonia area of Argentina. International designers work with local communities, generating knowledge and technical capabilities. Animaná works with Fair Trade standards, generating value through their supply chain. The production process use clean process management. Animaná improves access to markets for rural providers by hiring local-rural people as suppliers of services. Also Animaná creates high quality jobs in rural communities, providing hiring undeserved population in rural areas.

# GIIRS

## Animana Assessment (2013-09-12)

	Puntos Totales	Porcentaje	Emerging Mkt Avg Puntos
<b>Nota global</b>	<b>88</b>		<b>102</b>
<b>Gobernanza</b>	<b>3</b>	<b>27%</b>	<b>57%</b>
Responsabilidad Corporativa	1	18%	53%
Transparencia	1	47%	67%
<b>Trabajadores</b>	<b>16</b>	<b>41%</b>	<b>48%</b>
Compensación, Beneficios y Capacitación	14	59%	56%
Trabajador propietario	0	0%	35%
Ambiente de Trabajo	1	12%	49%
<b>Comunidad</b>	<b>40</b>	<b>60%</b>	<b>59%</b>
Productos y servicios de la comunidad	N/A		52%
Sirviendo a los Necesitados	N/A		
Prácticas de la comunidad	40	60%	44%
Proveedores & Distribuidores	8	55%	43%
Participación local	0	0%	28%
Diversidad	3	45%	20%
Creación de trabajo	2	31%	57%
Compromiso ciudadano y dando	4	46%	36%
<b>Medio Ambiente</b>	<b>29</b>	<b>49%</b>	<b>38%</b>
Productos y servicios Medio Ambientales	15	50%	20%
Prácticas Medio Ambientales	11	32%	32%
Tierras, Oficina, Planta	2	23%	39%
Entradas	5	32%	28%
Salidas	4	75%	30%
Proveedores & Transporte	0	0%	12%

Please Note: This is not a Rating. An Assessment Check is a Company's preliminary score after completing the GIIRS Company Assessment as a self-assessment. The company's data has not yet been reviewed by B Lab. On average after a review with B Lab staff a company's scores goes down 6.5 points with a range of ~40 points plus or minus.

## 2. Dolium [profile](#)

### GENERAL INFORMATION

Contact: Laura Giadoru Koch

City: Mendoza

Address: Agrelo Lujan de Cuyo, Mendoza 5509.

Website: [www.dolium.com](http://www.dolium.com)

### [Sector/Industry: Agriculture](#)

Date of foundation: 3/15/1997

Area of Impact: natural wine making & bottling with rural community workers and environmentally responsible processes.


Dolium S.A. began as a family-run enterprise over 17 years ago with a state-of-the-art underground facility designed to combine old tradition and modern technology to produce high-quality wines. Operation is run with 10 full-time employees hand-in-hand with the owners. Their mission is “to be good stewards of the land, the grape, the community, and the consumer.” Their high sustainability vision is to “Reduce, Reuse, Recycle and take care of employees, customers and environment”.

**What makes us a better company?**

## B Impact Report

**Certified since: June 2014**

Agrelo - Mendoza



Bodega Subterránea

Summary:	Company Score	Median Score*
<b>Governance</b>	<b>9</b>	<b>10</b>
<b>Workers</b>	<b>20</b>	<b>22</b>
<b>Community</b>	<b>21</b>	<b>32</b>
<b>Environment</b>	<b>44</b>	<b>9</b>
<b>Overall B Score</b>	<b>94</b>	<b>80</b>

80 out of 200 is eligible for certification  
 \*Of all businesses that have completed the **B Impact Assessment**  
 \*Median scores will not add up to overall



The main impact of Dolium in rural areas is generating benefit manufacturing products directly and intentionally by working with responsible/culturally relevant processes improving or preserving the local tradition. Also the products from Dolium, benefits the environment of the rural area, working in a responsible way and generating job to undeserved population of rural areas.

## Dolium SA 2014 B Impact Report



	Company Score	Median Score*
<i>Overall B Score</i>	<b>94</b>	<b>80</b>
<i>Environment</i>	<b>44</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	0	4
Environmental Practices	42	6
Land, Office, Plant	5	4
Energy, Water, Materials	9	2
Emissions, Water, Waste	5	1
Suppliers & Transportation	4	N/A
<i>Workers</i>	<b>20</b>	<b>22</b>
Compensation, Benefits & Training	12	15
Worker Ownership	1	2
Work Environment	3	4
<i>Community</i>	<b>21</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	21	15

### 3. Xinca [profile](#)

#### GENERAL INFORMATION

Contact: Ezequiel Gatti

City: Mendoza, Argentina

Website: [www.xinca.com.ar](http://www.xinca.com.ar)

Sector/industry: Apparel

Date of foundation: 3/14/2013

Area of impact: Manufacture of sneakers from reused and recycled materials and local rural coops.



Xinca generate positive rural impact mainly by its business model of improving access to markets for rural provides, buying its supplies mainly from rural providers, some of them, cooperatives. The company hires local-rural people as suppliers for its products and services. Xinca processes and designed products to preserve the environment through all operations and providing jobs to underserved population near Mendoza, Argentina.



## Xinca 2014 B Impact Report



	Company Score	Median Score*
<b>Overall B Score</b>	<b>98</b>	<b>80</b>
<b>Environment</b>	<b>26</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	20	4
Environmental Practices	6	6
Land, Office, Plant	2	4
Energy, Water, Materials	1	2
Emissions, Water, Waste	2	1
Suppliers & Transportation	<1	N/A
<b>Workers</b>	<b>N/A</b>	<b>22</b>
Compensation, Benefits & Training	0	15
Worker Ownership	0	2
Work Environment	0	4
<b>Community</b>	<b>58</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	57	15



#### 4. Tonka [profile](#)

##### GENERAL INFORMATION

Contact: Federico Chevallier  
City: Buenos Aires, Argentina  
Website: <http://www.tonkasa.com.ar>

Sector/industry: Building material  
Date of foundation: 12/5/1970  
Area of impact in rural area: support for local non-profit in environmental positive impact.

What makes us a better company?

##### B Impact Report

Certified since: August 2014

Summary:	Company Score	Median Score*
Governance	8	10
Workers	20	22
Community	43	32
Environment	22	9
Overall B Score	92	80

80 out of 200 is eligible for certification  
\*Of all businesses that have completed the B Impact Assessment  
\*Median scores will not add up to overall



Tonka generates positive rural impact through networking and profit generation for the non-profit organizations working in rural development: Red de comunidades rurales

## Tonka SA 2014 B Impact Report



	Company Score	Median Score*
<i>Overall B Score</i>	<b>92</b>	<b>80</b>
<i>Environment</i>	<b>22</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	3	4
Environmental Practices	19	6
Land, Office, Plant	3	4
Energy, Water, Materials	6	2
Emissions, Water, Waste	9	1
Suppliers & Transportation	<1	N/A
<i>Workers</i>	<b>20</b>	<b>22</b>
Compensation, Benefits & Training	16	15
Worker Ownership	0	2
Work Environment	4	4
<i>Community</i>	<b>43</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	43	15

## CHILE

### 1. Andes Mountain Water [profile](#)

#### GENERAL INFORMATION

Contact: Catalina Recordón

City: IX Región de la Araucanía

Address:

Website: [www.aspringwater.com](http://www.aspringwater.com)

[Sector/Industry: Food Production](#)

Date of foundation: --

Area of Impact: Natural Food Production produced by local community

Aguas Santa Amalia S.A. is a bottler and distributor of fresh water from the foothills of the Andes Mountains in Chile.

Part of the profit is re-invested in local development projects with women from IX region in Chile.

#### What makes us a better company?

#### B Impact Report

**Certified since: March 2014**

Summary:	Company Score	Median Score*
Governance	5	10
Workers	23	22
Community	45	32
Environment	15	9
Overall B Score	87	80

80 out of 200 is eligible for certification  
\*Of all businesses that have completed the B Impact Assessment  
\*Median scores will not add up to overall



The main impact of Andes Spring water in rural areas through their business model which creates networking and profit generation for non-profit organizations working in rural development. Also Andes Spring Water creates high quality jobs in rural communities to underserved population in rural area.

## Aguas Santa Amalia S.A. 2014 B Impact Report



	Company Score	Median Score*
<b>Overall B Score</b>	<b>87</b>	<b>80</b>
<b>Environment</b>	<b>15</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	0	4
Environmental Practices	14	6
Land, Office, Plant	2	4
Energy, Water, Materials	7	2
Emissions, Water, Waste	4	1
Suppliers & Transportation	3	N/A
<b>Workers</b>	<b>23</b>	<b>22</b>
Compensation, Benefits & Training	18	15
Worker Ownership	0	2
Work Environment	4	4
<b>Community</b>	<b>45</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	44	15

## 2. Comparte [profile](#)

### GENERAL INFORMATION

Contact: Francisco Castro

City: Santiago

Address: Tegalda 1571, Providencia.

Website: [www.comparte.cl](http://www.comparte.cl)



[Sector/Industry: Retail/Wholesale](#)

Date of foundation: 8/28/1989

Area of Impact: Artisan production sales.

Comparte's Mission is to promote fair trade and high quality craftwork and food products from Chile, ensuring practices to preserve dignity for economically disadvantaged producers through education, support and connections that will increase their income and living conditions.

**What makes us a better company?**

**B Impact Report**  

**Certified since: February 2014**

Summary:	Company Score	Median Score*
<b>Governance</b>	<b>6</b>	<b>10</b>
<b>Workers</b>	<b>15</b>	<b>22</b>
<b>Community</b>	<b>39</b>	<b>32</b>
<b>Environment</b>	<b>18</b>	<b>9</b>
<b>Overall B Score</b>	<b>85</b>	<b>80</b>

80 out of 200 is eligible for certification  
\*Of all businesses that have completed the B Impact Assessment  
\*Median scores will not add up to overall



The main impact of Comparte in rural areas provides from its Impact Business Model Improve of giving access to markets for rural providers, buying its main supplies from local rural producers. Comparte also has positive impact by producing with Fair Trade certification.

## Comparte 2014 B Impact Report



	Company Score	Median Score*
<b>Overall B Score</b>	<b>85</b>	<b>80</b>
<b>Environment</b>	<b>18</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	<1	4
Environmental Practices	13	6
Land, Office, Plant	4	4
Energy, Water, Materials	5	2
Emissions, Water, Waste	4	1
Suppliers & Transportation	<1	N/A
<b>Workers</b>	<b>15</b>	<b>22</b>
Compensation, Benefits & Training	10	15
Worker Ownership	0	2
Work Environment	3	4
<b>Community</b>	<b>39</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	39	15

### 3. Latitud 90 [profile](#)

Tourism and Outdoor Education.

#### GENERAL INFORMATION

Contact: Felipe Howard

City: Santiago

Website: [www.latitud90.com](http://www.latitud90.com)

[Sector/Industry: Education & Services](#)

Date of foundation: 1/1/1997

Area of Impact: Education with natural experience.

What makes us a better company?

**B Impact Report** 

**Certified since: November 2012**

Summary:	Company Score	Median Score*
Governance	9	10
Workers	34	22
Community	25	32
Environment	5	9
<b>Overall B Score</b>	<b>82</b>	<b>80</b>

80 out of 200 is eligible for certification  
\*Of all businesses that have completed the B Impact Assessment  
\*Median scores will not add up to overall

Latitud 90 is a tour operator with the mission to generate positive experiences with people. The aim is to give each client the opportunity of learning and entertainment through traveling and participating in educational outdoor programs. With more than 13 years of experience, Latitud 90 specializes in educational outdoor programs, study tours, incentives, consulting, inbound tourism and the administration of camping sites.

The activities that Latitud 90 offers promote values that society seeks. With healthy entertainment, love for nature, and fascination with outdoor activities, they encourage our clients to take care of the environment and to enjoy the richness of nature without leaving a trace.

Latitud 90 buys its supplies and hire local rural providers of services for their tourist services, generating access to market for rural providers along with generating good quality jobs for underserved population, like tourist guides.



## LATITUD 90 2012 B Impact Report



	Company Score	Median Score*
<i>Overall B Score</i>	<b>82</b>	<b>80</b>
<i>Environment</i>	<b>5</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	0	4
Environmental Practices	5	6
Land, Office, Plant	3	4
Energy, Water, Materials	0	2
Emissions, Water, Waste	2	1
Suppliers & Transportation	0	N/A
<i>Workers</i>	<b>34</b>	<b>22</b>
Compensation, Benefits & Training	28	15
Worker Ownership	2	2
Work Environment	4	4
<i>Community</i>	<b>25</b>	<b>32</b>
Community Products & Services	8	15
Community Practices	25	15

#### 4. Orgánicos Brita [profile](#)

Berries, marmalades, juices, restaurant.

Tourism and Outdoor Education.

##### GENERAL INFORMATION

Contact: Eva Hagwall

City: Chillán

Address: km. 28 camino a Termas de Chillán


Website: [www.organicosbrita.cl](http://www.organicosbrita.cl)

##### [Sector/Industry: Food Production](#)

Date of foundation: 3/15/2003

Area of Impact: Organic products and Fair Trade.

Orgánicos Brita produces fresh organic berries, jams, marmelades, juices and pastries from their own garden. They also incorporate small organic growers into their value chain by purchasing fruits and other products from such vendors. The company sells its products in their own shop, in specialized business around Chile and in fair trade shops in Europe.

What makes us a better company? 

### B Impact Report

Certified since: May 2014

Summary:	Company Score	Median Score*
Governance	7	10
Workers	22	22
Community	30	32
Environment	37	9
Overall B Score	97	80

80 out of 200 is eligible for certification  
\*Of all businesses that have completed the B Impact Assessment  
\*Median scores will not add up to overall



The company's purpose is to create sustainable jobs and additional income for small farmers in Pinto, a poor rural county in Chile. This contribution to the local economy helps farmers avoid migration into big cities like Santiago and all the social problems related to such migration. By giving people a reason to stay, Orgánicos Brita not only improves the local economy and culture, but also provides a solution to social and environmental issues.

The main impact of Orgánicos Brita in rural areas is providing high quality jobs to underserved population, giving access to market for local providers of their main supplies, and working with Fair Trade standards.

## Organicos Brita 2014 B Impact Report



	Company Score	Median Score*
<i>Overall B Score</i>	<b>97</b>	<b>80</b>
<i>Environment</i>	<b>37</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	7	4
Environmental Practices	29	6
Land, Office, Plant	7	4
Energy, Water, Materials	11	2
Emissions, Water, Waste	10	1
Suppliers & Transportation	<1	N/A
<i>Workers</i>	<b>22</b>	<b>22</b>
Compensation, Benefits & Training	17	15
Worker Ownership	0	2
Work Environment	3	4
<i>Community</i>	<b>30</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	30	15

## 5. Rupestre [profile](#)

**Manufacturing and commercialization of artisan goods.**

### GENERAL INFORMATION

Contact: Germán Briones

City: Santiago

Address:

Website: [www.rupestre.cl](http://www.rupestre.cl)

[Sector/Industry: Goods sales](#)

Date of foundation:

Area of Impact: Artisan sales

Rupestre is a community of artisans, who create products with dedication and love. They have unique designs, handmade and high quality using traditional craft methods and natural, sustainable raw materials: leather, wool, wood and seeds.

What makes us a better company?		
<b>B Impact Report</b>		
Certified since: August 2013		
Summary:	Company Score	Median Score*
Governance	5	10
Workers	N/A	22
Community	50	32
Environment	19	9
Overall B Score	82	80
<small>80 out of 200 is eligible for certification            *Of all businesses that have completed the <b>B Impact Assessment</b>            *Median scores will not add up to overall</small>		



Rupestre give access to market for local rural provides, buying from them their main supplies and reselling them.

# GIIRS

CRIDEM Assessment (2013-08-30)

	Puntos Totales	Porcentaje	Emerging Mkt Avg
<b>Nota global</b>	<b>82</b>		<b>102 Puntos</b>
<b>Gobernanza</b>	<b>5</b>	<b>35%</b>	<b>57%</b>
Responsabilidad Corporativa	4	36%	53%
Transparencia	2	33%	67%
<b>Trabajadores</b>	<b>N/A</b>	<b>N/A</b>	<b>48%</b>
Compensación, Beneficios y Capacitación	N/A	N/A	56%
Trabajador propietario	N/A	N/A	35%
Ambiente de Trabajo	N/A	N/A	49%
<b>Comunidad</b>	<b>50</b>	<b>68%</b>	<b>59%</b>
Productos y servicios de la comunidad	N/A		52%
Sirviendo a los Necesitados	N/A		
Prácticas de la comunidad	50	68%	44%
Proveedores & Distribuidores	6	26%	43%
Participación local	10	75%	28%
Diversidad	0	100%	20%
Creación de trabajo	0	100%	57%
Compromiso ciudadano y dando	14	86%	36%
<b>Medio Ambiente</b>	<b>19</b>	<b>63%</b>	<b>38%</b>
Productos y servicios Medio Ambientales	4	15%	20%
Prácticas Medio Ambientales	11	56%	32%
Tierras, Oficina, Planta	5	65%	39%
Entradas	2	40%	28%
Salidas	2	100%	30%
Proveedores & Transporte	1	31%	12%

Please Note: This is not a Rating. An Assessment Check is a Company's preliminary score after completing the GIIRS Company Assessment as a self-assessment. The company's data has not yet been reviewed by B Lab. On average after a review with B Lab staff a company's scores goes down 6.5 points with a range of ~40 points plus or minus.

## 6. Smartrip [profile](#)

Travel agency.

### GENERAL INFORMATION

Contact: Adriana Cruz

City: Santiago

Website: [www.smartrip.cl](http://www.smartrip.cl)

[Sector/Industry: Restaurant, Hospitality & Travel](#)

Date of foundation:

Area of Impact: Rural community development

SmarTrip is a travel agency with a social focus. The company has a unique agreement with first-class hotels in Chile that allow them to book their rooms at a great discount (40%-60% off). This is because 80% of the profits generated by Smartrip are donated to develop social programs for the communities surrounding the hotels, specifically through the SmarTrip Foundation that owns 80% of the company.

SmarTrip seeks to involve hotels in the socio-cultural development of the communities in which they operate. The company gives hotels concrete tools for developing under fair conditions and improves their capacity to finance social programs that benefit communities. This also helps to curb increasing urbanization.

What makes us a better company?

**B Impact Report** *Smartrip*  
highly concentrated

**Certified since: July 2014**

Summary:	Company Score	Median Score*
<b>Governance</b>	<b>20</b>	<b>10</b>
<b>Workers</b>	<b>12</b>	<b>22</b>
<b>Community</b>	<b>60</b>	<b>32</b>
<b>Environment</b>	<b>5</b>	<b>9</b>
<b>Overall B Score</b>	<b>97</b>	<b>80</b>

80 out of 200 is eligible for certification  
\*Of all businesses that have completed the B Impact Assessment  
\*Median scores will not add up to overall



The main impact of Smartrip as rural Empresa B is: Creating high quality jobs in rural communities and product or service that benefits rural communities directly and intentionally and also working hand in hand with non-profit for rural development.

## Smartrip 2014 B Impact Report



	Company Score	Median Score*
<b>Overall B Score</b>	<b>97</b>	<b>80</b>
<b>Environment</b>	<b>5</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	0	4
Environmental Practices	4	6
Land, Office, Plant	2	4
Energy, Water, Materials	<1	2
Emissions, Water, Waste	2	1
Suppliers & Transportation	0	N/A
<b>Workers</b>	<b>12</b>	<b>22</b>
Compensation, Benefits & Training	11	15
Worker Ownership	0	2
Work Environment	0	4
<b>Community</b>	<b>60</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	60	15

## 7. Rembre [profile](#)

### GENERAL INFORMATION

Contact: Pedro Bulnes

City: Santiago

Website: [www.rembre.cl](http://www.rembre.cl)

[Sector/Industry: recycling](#)

Date of foundation: 6/1/2013

Area of Impact: Rural recycling

Rembre's recycling programs support small organizations (Schools, Country sides and companies) in achieving their sustainability goals.

They train, build, implement and operate sustainable solutions. Their prices are low, so that they can offer a low cost service.

What makes us a better company?

### B Impact Report

Certified since: July 2014

Summary:	Company Score	Median Score*
Governance	9	10
Workers	21	22
Community	26	32
Environment	32	9
Overall B Score	88	80

80 out of 200 is eligible for certification  
 \*Of all businesses that have completed the B Impact Assessment  
 \*Median scores will not add up to overall



Rembre produces intentionally positive impact in rural environment through their recycling model and creating economic opportunities for rural population.



## Rembre 2014 B Impact Report



	Company Score	Median Score*
<b>Overall B Score</b>	<b>88</b>	<b>80</b>
<b>Environment</b>	<b>32</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	22	4
Environmental Practices	9	6
Land, Office, Plant	4	4
Energy, Water, Materials	2	2
Emissions, Water, Waste	4	1
Suppliers & Transportation	0	N/A
<b>Workers</b>	<b>21</b>	<b>22</b>
Compensation, Benefits & Training	13	15
Worker Ownership	0	2
Work Environment	5	4
<b>Community</b>	<b>26</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	25	15

## 8. Geco

### GENERAL INFORMATION

Contact: Carlos Abogabir

City: Santiago

Website: [www.geco.cl](http://www.geco.cl)

Sector/Industry: consulting

Geco works with big companies managing their relationship with the local communities to create new product or services to support local development.

What makes us a better company?

**B Impact Report**

**Certified since: August 2014**

Summary:	Company Score	Median Score*
Governance	17	10
Workers	19	22
Community	10	32
Environment	5	9
Overall B Score	98	80

80 out of 200 is eligible for certification  
 \*Of all businesses that have completed the B Impact Assessment  
 \*Median scores will not add up to overall



Geco creates economic and empowering opportunities with local rural communities, working mainly with the Fair Trade certification for local rural communities.

## COLOMBIA

### 1. Fruandes [profile](#)

#### GENERAL INFORMATION

Contact: Javier Vasquez

City: Bogotá

Website: [www.fruandes.com](http://www.fruandes.com)

**Sector/Industry: food manufacture:** Production and commercialization of dried fruit  
DIRECT FAIR TRADE

FRUANDES' commitment to DIRECT FAIR TRADE goes beyond compliance.

- Direct Impact on small farmers: compensating fairly and treating with dignity.
- Improvement of quality of life for their workforce: engaging female breadwinners, which they legally hire, compensate and support to cover their most pressing priorities such as children's education and housing.
- Responsibility and accountability towards consumers: offering transparent product traceability and the highest value for money.

#### ORGANIC PRODUCTION

A true belief in sustainability and the highest respect for consumers are the main drivers for FRUANDES to commit to organic production. As part of this effort, FRUANDES supports our business partners (small farmers) in their goal to become 100% Organic Certified. The production plant of FRUANDES is also certified under the organic norm for USA and Europe since 2007 (American norm NOP and European Economic Community CEE).

Fruandes generate positive environmental impact in the manufacture of their product, and improve access to market for rural providers, promoting Fair trade among them. Fruandes provides high quality jobs for rural population.

What makes us a better company?

### B Impact Report

Certified since: August 2013 **FRUANDES**  
A healthy harvest

Summary:	Company Score	Median Score*
Governance	6	10
Workers	18	22
Community	29	32
Environment	28	9
Overall B Score	81	80

80 out of 200 is eligible for certification  
\*Of all businesses that have completed the B Impact Assessment  
\*Median scores will not add up to overall



## FRUANDES 2013 B Impact Report



	Company Score	Median Score*
<i>Overall B Score</i>	<b>81</b>	<b>80</b>
<i>Environment</i>	<b>28</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	13	4
Environmental Practices	14	6
Land, Office, Plant	3	4
Energy, Water, Materials	5	2
Emissions, Water, Waste	4	1
Suppliers & Transportation	3	N/A
<i>Workers</i>	<b>18</b>	<b>22</b>
Compensation, Benefits & Training	15	15
Worker Ownership	0	2
Work Environment	2	4
<i>Community</i>	<b>29</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	29	15

## 2. Caravela Coffee [profile](#)

### GENERAL INFORMATION

Contact: Nicolás Broersen

City: Bogotá

Website: [www.caravelacoffee.com](http://www.caravelacoffee.com)

Caravela Coffee is a Colombian specialty coffee exporter. It distinguishes itself from other specialty coffee buyers in that it (I) is transparent in costs and pricing, down and up-stream, (II) maintains direct and long-term relation with 2100 smallholders.

By 2020, Caravela Coffee will be the supplier of choice of high quality, fully traceable, direct trade Latin American coffees, becoming a leader in the market while following ethical trading standards, promoting sustainability and adding value.

### What makes us a better company?

#### B Impact Report

Certified since: October 2014



Summary:	Company Score	Median Score*
Governance	9	10
Workers	20	22
Community	92	32
Environment	32	9
Overall B Score	152	80

80 out of 200 is eligible for certification  
 \*Of all businesses that have completed the B Impact Assessment  
 \*Median scores will not add up to overall



Caravela Coffee buys its main supplies from local rural providers, improving access to market for rural providers, supporting local cooperatives and generating positive environmental impact in the manufacture of their product.

## Caravela Coffee 2014 B Impact Report



	Company Score	Median Score*
<i>Overall B Score</i>	<b>152</b>	<b>80</b>
<i>Environment</i>	<b>32</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	14	4
Environmental Practices	12	6
Land, Office, Plant	3	4
Energy, Water, Materials	5	2
Emissions, Water, Waste	<1	1
Suppliers & Transportation	4	N/A
<i>Workers</i>	<b>20</b>	<b>22</b>
Compensation, Benefits & Training	12	15
Worker Ownership	<1	2
Work Environment	4	4
<i>Community</i>	<b>92</b>	<b>32</b>
Community Products & Services	0	15
Community Practices	91	15

### 3. OBA – Off Bound Adventures

#### GENERAL INFORMATION

Contact: Laura Gómez

City: Bogotá

Website: [www.oba.com.co](http://www.oba.com.co)

[Sector/Industry: Education & Training](#)

OBA creates educational trips to empower, challenge and inspire students to become better citizens of the world.

What makes us a better company?		
B Impact Report		
Certified since: November 2014		
Summary:	Company Score	Median Score*
Governance	13	10
Workers	13	22
Community	34	32
Environment	5	9
Overall B Score	84	80
<small>80 out of 200 is eligible for certification            *Of all businesses that have completed the B Impact Assessment            *Median scores will not add up to overall</small>		



OBA is convinced about the power of outdoor educational experiences for young people as a tool to transform society. Aware of their impact on dozens of service providers all over rural Colombia where their educational programs take place, the company is providing capacity-building programs for these microenterprises, helping them improve their social and environmental impact, as well as their business acumen. In doing so, OBA hopes to catalyse the rural tourism industry in Colombia.

## OBA SAS 2014 B Impact Report



	Company Score	Median Score*
<i>Overall B Score</i>	<b>84</b>	<b>80</b>
<i>Environment</i>	<b>5</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	0	4
Environmental Practices	5	6
Land, Office, Plant	2	4
Energy, Water, Materials	0	2
Emissions, Water, Waste	3	1
Suppliers & Transportation	0	N/A
<i>Workers</i>	<b>13</b>	<b>22</b>
Compensation, Benefits & Training	8	15
Worker Ownership	2	2
Work Environment	3	4
<i>Community</i>	<b>34</b>	<b>32</b>
Community Products & Services	19	15
Community Practices	32	15



#### 4. Aral Thel

##### GENERAL INFORMATION

Contact: María Isabel Aristizabal

City: Quindío

Website: <http://www.aralthel.com/>

Pharmaceutical& supplies

##### Sector/Industry

Pharmaceutical& supplies

Aral Thel generates high-quality employment and training opportunities for over 30 persons living near Calarcá, the second largest city in the Quindío Department. As natural medicinal products developer and producer focused on chronic diseases, Aral Thel adds value to commodity-priced products derived from nature and trains locals to become lab technicians. Its plant, located between Armenia and Calarcá, also serves as a natural medicine consultation hub for locals where those without health insurance pay only what they can afford.

What makes us a better company?

**B Impact Report**

Certified since: September 2014

Summary:	Company Score	Median Score*
Governance	10	10
Workers	19	22
Community	41	32
Environment	24	9
<b>Overall B Score</b>	<b>111</b>	<b>80</b>

80 out of 200 is eligible for certification  
 \*Of all businesses that have completed the B Impact Assessment  
 \*Median scores will not add up to overall



Aral Thel is an Empresa B that benefits rural communities directly and intentionally, providing healthy products that benefit local consumers, and giving job for underserved community.

## Productos Naturales Aral Thel S.A. 2014 B Impact Report



	Company Score	Median Score*
<i>Overall B Score</i>	<b>111</b>	<b>80</b>
<i>Environment</i>	<b>24</b>	<b>9</b>
Environmental Products & Services (e.g. Renewable energy, recycling)	0	4
Environmental Practices	24	6
Land, Office, Plant	6	4
Energy, Water, Materials	8	2
Emissions, Water, Waste	8	1
Suppliers & Transportation	2	N/A
<i>Workers</i>	<b>19</b>	<b>22</b>
Compensation, Benefits & Training	14	15
Worker Ownership	0	2
Work Environment	5	4
<i>Community</i>	<b>41</b>	<b>32</b>
Community Products & Services	18	15

### Anexo 3. Potential investors for Empresas B en Colombia, Chile, Argentina

#### Impact Investor

##### AlphaMundi

	Website	Latin America Investment	Rural	Focus
Bamboo Finance	<a href="http://www.alphamundi.ch/index.php/e">http://www.alphamundi.ch/index.php/e</a>	Yes		Poverty Alleviation Environment Energy Healthcare Housing Financial Inclusion
Fondo de Inversion Social Developing World Market:	<a href="http://www.bamboofinance.com/">http://www.bamboofinance.com/</a>	?		Education Microfinance Healthcare Education Social housing Environment
Ignia	<a href="http://www.claroyasociados.cl/?page_ic">http://www.claroyasociados.cl/?page_ic</a>	Yes		Technology
Root Capital	<a href="http://www.dvmarkets.com/">http://www.dvmarkets.com/</a>	Yes		Basic services for the BOP Agriculture
Global Partnerships	<a href="http://www.ignia.com.mx/bop/">http://www.ignia.com.mx/bop/</a>	Yes		Livelihoods for Women Health
	<a href="http://www.rootcapital.org/">http://www.rootcapital.org/</a>	Yes	Yes	Environment (Green Tech) Rural Livelihoods
	<a href="http://www.globalpartnerships.org">http://www.globalpartnerships.org</a>	Yes	Yes	
<b>Impact Finance</b>				
Agora Venture Fund FMO - Dutch Development	<a href="http://www.impact-finance.com/">http://www.impact-finance.com/</a>	Yes	Yes	Companies that include BOP in value chain
RSF Social Finance	<a href="http://agorapartnerships.org/about/">http://agorapartnerships.org/about/</a>	Yes	Yes	
SNS Impact Investing	<a href="http://www.fmo.nl/">http://www.fmo.nl/</a>	Yes	Yes	
Kandoo Fund	<a href="http://rsfsocialfinance.org/">http://rsfsocialfinance.org/</a>	Yes		Agriculture Environment Microfinance
	<a href="http://www.actiam.nl/nl/">http://www.actiam.nl/nl/</a>	Yes	Yes	Agriculture
Omidyar Network	<a href="http://www.kandooofund.com/">http://www.kandooofund.com/</a>	Yes		Marginalized populations at BOP Education Property Rights Financial Inclusion Government Transparency Consumer Internet and Mobile Microfinance Health Education
Linked Foundation Village Capital	<a href="http://www.omidyar.com">http://www.omidyar.com</a>			
Pyme Capital	<a href="http://www.linkedfoundation.org/">http://www.linkedfoundation.org/</a> <a href="http://www.vilcap.com">http://www.vilcap.com</a>	Yes Yes	Yes	
EcoEnterprises Partners II, Adobe Social Mezzanine Fund FCP Inversor	<a href="http://www.pymecapital.org/web/">http://www.pymecapital.org/web/</a>	Yes		Agriculture Manufacturing Tourism Agriculture Non-timber products Ecotourism
	<a href="http://ecoenterprisesfund.com/">http://ecoenterprisesfund.com/</a>			
FIRST - Brazil Impact Invest Kaete Investimentos	<a href="http://www.inversor.org.co">www.inversor.org.co</a>	No Yes		SMEs Education Healthcare Housing Financial Services
Sitawi	<a href="http://giirs.org/for-investors/fund-direct">http://giirs.org/for-investors/fund-direct</a>	Yes		
Banca de Inversion Social	<a href="http://www.kaeteinvestimentos.com.br/en/index.html">http://www.kaeteinvestimentos.com.br/en/index.html</a>			
GAG investimentos	<a href="http://www.sitawi.net/">http://www.sitawi.net/</a>			
GRID Investments	<a href="http://www.bis.co/en/">http://www.bis.co/en/</a>			
GERA Venture Capital	<a href="http://gaginvestimentos.com.br/">http://gaginvestimentos.com.br/</a>			
Grey Matters Capital Fund	<a href="http://www.grid-invest.com/">http://www.grid-invest.com/</a>			
Participações S/A	<a href="http://www.geraventure.com.br/en/">http://www.geraventure.com.br/en/</a>			
Próspero Microfinanzas	<a href="http://www.graymatterscap.com/">http://www.graymatterscap.com/</a>			
SocialAlpha Bastion	<a href="http://www.estacioparticipacoes.com.br/estacio2010/web/default_pt.asp?idioma=0&amp;conta=28">http://www.estacioparticipacoes.com.br/estacio2010/web/default_pt.asp?idioma=0&amp;conta=28</a>			
Good Capital LLC	<a href="http://giirs.org/for-investors/fund-directory/prospero">http://giirs.org/for-investors/fund-directory/prospero</a>			
City Light Capital	<a href="http://b-analytics.net/directory/funds/socialalpha-bastion">http://b-analytics.net/directory/funds/socialalpha-bastion</a>			
Vox Impact Investing	<a href="https://www.bcorporation.net/community/good-capital-llc">https://www.bcorporation.net/community/good-capital-llc</a>			
Partners for Common Good	<a href="http://www.citylightcap.com/">http://www.citylightcap.com/</a>			
	<a href="http://giirs.org/for-investors/fund-directory/vox">http://giirs.org/for-investors/fund-directory/vox</a>			
Vox Impact Investing	<a href="http://www.pcglanfund.org/">http://www.pcglanfund.org/</a>			
Partners for Common Good				

## Annex 4. Concrete value chain opportunities

Concrete Value Chain Opportunities For Rural Empresas B						
Empresa B Name	Directory Industry	Industry	Currently Export?	Currently exports to	Is looking to export?	Wants to export to
AIC	Consulting	Innovation Consulting	No	N/A	Yes	Worldwide
SSC Wood	Wood	Wood	Yes	Sweden	Yes	Europe, Germany
Emprediem (Glocart)	Innovation Consulting	Food (from their entrepreneurs)	No	N/A	Yes	Worldwide
Route to Green (Rumbo Verde)	Ecological Products	Textiles	No	N/A	Yes	Argentina, Peru
Triciclos	Recycling	Recycling Centers	No	N/A	No	N/A
Ematris	Consulting - Support of social innovation through innovation and entrepreneurship workshops	Consulting	No	N/A	No	N/A
Bolsas Reutilizables	Apparel and Accessories	Locally made reusable bags	Yes	Peru	Yes	Worldwide
Lumni	Higher Education Financing	Education Financing/ Equity Social Investments	No	N/A	No	N/A
Latitud 90	Tourism and Outdoor Education	Eco-travel	Yes	USA, Europe, Australia, Brazil	Yes	USA, Europe
Green Libros	Book donation/ reused books	Books	Yes	USA, Spain, England, Canada	Yes	Argentina, Brazil, Uruguay, Mexico
Karun	Apparel and Accessories	Sunglasses	No	N/A	Yes	USA, Europe, Asia
Focus	Consulting	Social/ public policy research, education and consulting; Research, evaluation, design and implementation of social responsibility programs.	Unknown	Unknown	Unknown	Unknown
Andes Mountain Water	Food and Beverage	Bottled Natural Spring Water	Unknown	Unknown	Unknown	Unknown
Rupestre	Commercialization of native Chilean artesan crafts and craft beer		Unknown	Unknown	Unknown	Unknown
Cultiva	Outdoor Education/ Preservation	Furniture and art Outdoor Education/ Preservation; reforestation	Unknown	Unknown	Unknown	Unknown
Comparte	Reforestation	Food and Crafts; Native Chilean artesan crafts and accessories	Unknown	Unknown	Unknown	Unknown
Flowing	Education	Educatio; Youth-aimed entrepreneurship workshops.	Unknown	Unknown	Unknown	Unknown
Gulliver	Consulting	Innovation Consulting; Mentoring, coaching and training programs for adults and youths to impulse social innovation	Unknown	Unknown	Unknown	Unknown

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Empresa B Name	Products and Services to Export	Current Value Chain Partners	Potential Value Chain Partners in B Community
AIC	Intellectual property - innovative tech	Unknown	Ingenuity (Oregon, USA)
SSC Wood	Highland Craftsmen, Inc, Woodfold Mfg., Rivanna Natural Designs, Hugh Lofting Timber Framing, Inc., Ecobalanza, South Mountain Company	Unknown	Highland Craftsmen, Inc., Woodfold Mfg., Rivanna Natural Designs, Hugh Lofting Timber Framing, Inc.
Emprediem (Glocart)	Artisan food products from their entrepreneurs	Unknown	OPEN
Route to Green (Rumbo Verde)	Eco-friendly artisan goods	Unknown	UncommonGoods, Culinary Collective
Triciclos	N/A	N/A	Terra Education, Inc.
Ematris	N/A	N/A	Alma Natura
Bolsas Reutilizables	Reused Bags	Unknown	Fairware Promotional Products Ltd., ChicoBag (Similar Company), EcoBags (Similar Company)
Lumni	N/A	N/A	N/A
Latitud 90	Trips to Patagonia	Unknown	Terra Education Animal Experience International
Green Libros	Books	Unknown	The Big Idea Bookstore Better World Books
Karun	Sunglasses	Unknown	Patagonia Warby Parker Uncommon Goods Indigenous Designs Corporation
Focus	Unknown	Unknown	OPEN
Andes Mountain Water	Unknown	Unknown	Culinary Collective Uncommon Goods Outside of B Community: Supermarkets, gourmet food stores, Whole Foods Culinary Collective Uncommon Goods
Rupestre	Unknown	Unknown	Fairware Promotional Products Outside of B community: Total Wine and More, Whole foods, NOVICA Alma Natura
Cultiva	Unknown	Unknown	Hawaiian Legacy Hardwoods (Similar)
Comparte	Unknown	Unknown	Uncommon Goods Fairware Promotional Products Indigenous Designs Corporation
Flowing	Unknown	Unknown	Alma Natura
Gulliver	Unknown	Unknown	Alma Natura

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Empresa B Name	Country	Catalog Link	Website
AIC	Chile	N/A	<a href="http://www.sistemab.org/centro-de-innovacion-avanzada-chile">http://www.sistemab.org/centro-de-innovacion-avanzada-chile</a>
SSC Wood	Chile	N/A	<a href="http://www.sistemab.org/fair-wood-connection-Chile">http://www.sistemab.org/fair-wood-connection-Chile</a>
Emprediem (Glocart)	Chile	N/A	<a href="http://www.sistemab.org/emprediem-chile">http://www.sistemab.org/emprediem-chile</a>
Route to Green (Rumbo Verde)	Chile	N/A	<a href="http://www.routetogreen.com/">http://www.routetogreen.com/</a>
Triciclos	Chile	N/A	<a href="http://www.triciclos.cl/">http://www.triciclos.cl/</a>
Ematris	Chile	N/A	<a href="http://www.ematris.cl/inicio1.html">http://www.ematris.cl/inicio1.html</a>
Bolsas Reutilizables	Chile	N/A	<a href="http://www.bolsasreutilizables.com/">http://www.bolsasreutilizables.com/</a>
Lumni	Chile	N/A	<a href="http://lumni.cl/">http://lumni.cl/</a>
Latitud 90	Chile	N/A	<a href="http://www.latitud90.com/">http://www.latitud90.com/</a>
Green Libros	Chile	N/A	<a href="http://greenlibros.com/">http://greenlibros.com/</a>
Karun	Chile	N/A	<a href="http://www.karunshades.com/">http://www.karunshades.com/</a>
Focus	Chile	N/A	<a href="http://www.focus.cl/">http://www.focus.cl/</a>
Andes Mountain Water	Chile	N/A	<a href="http://www.aspringwater.com/santaamalia">http://www.aspringwater.com/santaamalia</a>
Rupestre	Chile	N/A	<a href="https://www.facebook.com/rupestrerenatural?fref=ts">https://www.facebook.com/rupestrerenatural?fref=ts</a>
Cultiva	Chile	N/A	<a href="http://www.cultiva.cl/">http://www.cultiva.cl/</a>
Comparte	Chile	N/A	<a href="http://www.comparte.cl/">http://www.comparte.cl/</a>
Flowing	Chile	N/A	<a href="http://www.floving.cl/cuando_crees_todo_fluye/">http://www.floving.cl/cuando_crees_todo_fluye/</a>
Gulliver	Chile	N/A	<a href="http://www.gulliver.cl/">http://www.gulliver.cl/</a>