

atTC Aflasafe Technology Transfer and
Aflasafe Commercialization (ATTC)

Implementation of the Business Development Strategy



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Table of Contents

I.	Introduction	5
II.	Overview of the Business Development Strategy	8
III.	Roles and Responsibilities	11
IV.	Process	14
	Step 1. Hold a Kickoff Meeting	15
	Step 2. Profile the market and map the value chain of the target market segment	15
	Step 3. Develop the Consumer Profiles.....	18
	Step 3a. Develop and vet the prioritized list of organizations to interview	18
	Step 3b. Finalize and vet the interview questions and consumer profile template.....	18
	Step 3c. Request and conduct interviews.....	19
	Step 3d. Conduct post-interview analysis	20
	Step 3e. Support the M&D partner’s client outreach	20
	Step 4. Develop the Business Case Presentation	20
	Step 5. Solicit Reviews of the Business Case Presentation.....	31
	Step 6. Develop Handover Memo and Conduct Handover Meeting.....	32
V.	IITA Database/Toolkit Documents, Templates and Samples	33

Exhibits

Exhibit 1.	Science to Scale Commercialization.....	5
Exhibit 2.	Illustrative Roles and Responsibilities for the Implementation of the Business Development Strategy	11
Exhibit 3.	M&D Partner Roles and Responsibilities	12
Exhibit 4.	Business Development Strategy Process	14
Exhibit 5.	Value Proposition for Groundnuts in Senegal	23
Exhibit 6.	Groundnut Export Data from Senegal Business Case	24
Exhibit 7.	Aflatoxin Reduction in Commercially Produced Groundnuts in Senegal	26
Exhibit 8.	Financial Analysis for Maize Aggregators in Nigeria	27

Acronym List

ATTC	Aflasafe Technology Transfer and Commercialization
B2C	Business-to-Consumer
BIP	Business Incubation Platform
IA	Intellectual Assets
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
M&D	manufacturing and distribution
M&E	Monitoring and Evaluation
ppb	parts per billion
R&D	Research and Development
TTLA	Technology Transfer Licensing Agreement
USAID	United States Agency for International Development

I. Introduction

The International Institute of Tropical Agriculture (IITA) has developed a unique solution, Aflasafe, to address aflatoxin contamination in major staple cereal crops in Africa. Through more than a decade-and-a-half of research and development, IITA and its partners have developed this product by identifying friendly fungi that are highly effective at reducing aflatoxin levels, then testing them in farmers' fields. This testing has helped IITA create the best composition of Aflasafe for each country while providing data needed for the registration and regulatory process. The widespread application of Aflasafe in aflatoxin-affected areas has the potential to significantly increase quantities of aflatoxin-safe maize, sorghum, and groundnuts, and significantly reduce health effects of aflatoxin, including stunting in children and liver cancer. Through Aflasafe, IITA seeks to contribute not only to improving food safety but also increasing the income of smallholder farmers.

To achieve these goals, IITA must widely deliver Aflasafe to agricultural value chain actors. However, developing an extensive production, distribution, and marketing operation throughout Africa to commercialize Aflasafe is not in line with the CGIAR Intellectual Assets (IA) Principles or the mandate of IITA as a non-profit research institution. After considering various options for manufacturing and distribution, IITA decided to pursue Aflasafe commercialization, led by the private sector and supported by the public sector, to turn this scientific innovation into a commercial product.

Exhibit 1. Science to Scale Commercialization



To facilitate the commercialization process, IITA received a grant from the Bill & Melinda Gates Foundation and the United States Agency for International Development (USAID) for implementation of a five-year initiative entitled Aflasafe Technology Transfer and Commercialization (ATTC), which is managed by IITA through the Business Incubation Platform (BIP). IITA hired Chemonics International, Inc. and Dalberg Advisors to support the implementation of ATTC. Aflasafe commercialization began in 2016 and has since expanded. Aflasafe is currently commercially registered and available in seven countries: Burkina Faso, The Gambia, Ghana, Kenya, Nigeria, Senegal, and Tanzania. As of October 2019, 12 more countries across Africa are at different stages in the pipeline for eventual Aflasafe commercialization: Benin, Burundi, Cameroon, the Democratic Republic of the Congo, Ethiopia,

Malawi, Mali, Mozambique, Rwanda, Zambia, Uganda, and Zimbabwe. In each country, ATTC researches the potential for commercialization, identifies and attracts potential investors, transfers the Aflasafe technology to an investor, and supports the manufacturing, distribution, and marketing efforts in such a way that the Aflasafe product will be available locally in an economically viable, sustainable, and independent way for many years to come.

To enable the continued commercialization of Aflasafe and potentially support IITA or other CGIAR institutions in commercializing other products in the future, IITA, Chemonics, and Dalberg, under ATTC, have created four guides which outline the core processes of commercialization, i.e., how to take scientific research products to market. These guides include Market Assessment and Strategy Development, Investor Selection, Structuring the Business Relationship, and Implementation of the Business Development Strategy. A summary of the four guides is presented below in the order of the commercialization process.

1. **Market Assessment and Strategy Development:** This guide describes the process that the ATTC initiative created for developing a commercialization strategy for Aflasafe, demonstrating how it can become a marketable farm input for sale in a specific country. The guide introduces the concept of commercialization and how it relates to IITA's activities, outlines the desired outcomes of the market assessment and strategy development process, and suggests steps to be taken to develop a high-quality document featuring findings and conclusions backed by data—including the country context, market analysis, forecasts of Aflasafe uptake, a review of manufacturing potential, and identification of potential investors. The process should take approximately 4-6 months in total—if assigned to a dedicated team with no unforeseen delays. Once the commercialization strategy is in place, there should be a clear understanding of how to commercialize Aflasafe in the country by prioritizing core market segments that are sensitive to aflatoxin and thus more likely to adopt Aflasafe. The strategy also informs the capacities and expertise needed by an investor to undertake manufacturing, marketing, and distribution.
2. **Investor Selection:** This guide discusses the ATTC initiative's recommended process for sourcing potential partners, analyzing investor options, and ultimately selecting the investor(s) in a specific country with the best potential for success in the manufacturing, marketing, and distribution of Aflasafe. The initial ideas for partner identification will be generated during the strategy development process, with multiple submissions from partners and reviews by IITA, culminating in a final selection by an advisory board based on presentations and recommendations. The selection process should take approximately 4-6 months if completed efficiently and without delays.
3. **Structuring the Business Relationship:** This guide shares the ATTC initiative's experiences navigating CGIAR policies and practices and partner motivations to structure a business relationship with the private sector investor selected to become the manufacturing and distribution (M&D) partner for Aflasafe. It provides guidance to a non-legal audience on crafting the legal document needed for the transfer of the Aflasafe technology: a Technology Transfer Licensing Agreement (TTLA). The guide covers why this type of license agreement was selected by IITA as the core legal document for the process, provides questions to consider when tailoring the TTLA template, and offers insights into negotiations with M&D partners to date. The TTLA process can take 1-2 months, depending on the level of negotiation required.

4. **Implementation of the Business Development Strategy:** This guide captures ATTC's experiences working with the selected M&D partner to hand over valuable business knowledge developed throughout this process. This guide provides background information, lessons learned, and the recommended process for developing the key deliverables, including consumer profiles of potential buyers, a business case for the marketing of Aflasafe, and a handover memo for the selected partner. The guide addresses each of the key sections of these documents and shows their importance in facilitating the marketing and sales of Aflasafe to potential buyers. The development, consolidation, and handover of this information should take a total of 3-4 months using the standardized templates and tools.

Please note that these guides are not exhaustive manuals, and thus should not be considered a complete list of steps to take. Also keep in mind that the approaches and guidance should be modified and contextualized for each target market and adjusted for changing dynamics. The guides have been designed with Aflasafe in mind but may be a starting point to adapt for other IITA or CGIAR products. As such, we have included considerations for products beyond Aflasafe throughout the guides.

This guide is dedicated to the Implementation of the Business Development Strategy. It provides an overview of the support provided by ATTC to the M&D partner after the TTLA has been signed. The sequential steps, lessons learned, thought questions, and sample outputs included below reflect a process tried and tested by ATTC in developing consumer profiles and business case presentations for Aflasafe in Nigeria, Senegal, and Tanzania.

II. Overview of the Business Development Strategy

After the TTLA is signed and the M&D partner possesses the Aflasafe license, ATTC supports the M&D partner in preparing key elements of the initial Aflasafe business development and marketing strategies. This is critical because Aflasafe requires a unique marketing strategy as compared to an M&D partner's core business and traditional sales, branding, and advertising. A comprehensive business development strategy is necessary to create market demand for a new product category, and even more critical to create demand for a new category or product selling a solution to a problem that many are not aware of. How do you sell a "solution" to a problem that most people aren't even aware of or aren't willing to openly talk about it? This is the guiding question for developing a sound business development strategy for Aflasafe.

Why creating a business development strategy is necessary for Aflasafe

Developing the market for Aflasafe requires more intensive engagement and awareness-building, akin to a behavior change campaign targeted at multiple audiences. The results of applying this product will not be immediate or visible to the naked eye—much like aflatoxin isn't readily measurable or visible to the farmer—so the business development campaign will appeal to other factors (such as health, economic, or social conscience), and will target buyers and their influencers. Influencers refers to persons or organizations, in the private or public sectors, who are respected and listened to by potential buyers or smallholder farmers when making decisions for their businesses. A good business development strategy and campaign requires significant advance planning and prioritizing of market segments that are aware of aflatoxin issues and thus in need of a solution to increase or regain sales to premium buyers. Those prioritized segments usually operate through integrated value chains, with access to a large number of networked farmers who can help spread personal testimony about the positive (economic) impact associated with applying Aflasafe. Once influencers and first movers (initial buyers) are identified, the M&D partner needs to convey Aflasafe as a necessary product.

Businesses with internal research and development (R&D) or innovation units usually also have business development and marketing strategists working with the product teams to get new products to market. However, most of ATTC's partners have limited to no business development professionals. For most M&D partners, a business development strategy is a relatively foreign concept. They have a sales team and might have a marketing team, but they usually do not have an integrated business development team, and some lack the experience building a business case or demand for a new category of products. Many of the companies have been focused on business-to-consumer (B2C) and direct points of sale. They have not been focused on generating the demand for their products, let alone actively engaging with the government on public health campaigns, food safety standards, or engaging with civil society to promote consumer advocacy for food safety and access to nutritious toxin safe commodities. While this guide doesn't focus on these elements, government and consumer advocacy should be developed in conjunction with business development when scaling out to smallholder farmers.

As Frank Braeken, a keynote speaker at the first Aflasafe for Africa conference in November 2019 suggested, most people are not motivated by a product, and certainly not a complex product like Aflasafe, but it's amazing how many people will rally behind a purpose (see box). ATTC and M&D partners are not just in the business of selling Aflasafe, they are in the business of promoting a greater purpose. M&D partners need to determine what that purpose is—saving lives, safeguarding access to nutrient rich staple crops, ensuring safe nutrition for all, helping African farmers compete in global markets or gain access to economic opportunities, delivering safe food to children, or something else—and then rally supporters around this purpose through business development strategies.

Business Development for a new Category of Products

When Unilever was developing a business development strategy for a new category of products, antibacterial soap, they developed a **clarity of purpose**. In this vein, LifeBuoy antibacterial soap was sold with the purpose of saving lives. Similarly, Aflasafe is a product with a greater purpose in mind.

Why donors must support investors with their initial business development strategy

Success for both the M&D partner and IITA isn't measured by production in a warehouse, but rather growing demand and sales of the product. Successful commercialization of Aflasafe hinges on convincing influencers, consumers, and governments that this product is “the solution” for bringing economic gain, health benefits, and/or social change to those suffering the ill effects of aflatoxins. As IITA's core strength and mission is not business development, initial marketing and business development is part of the suite of support provided through the donor funding this commercialization process.

At the start of the ATTC, while many people on the ground were able to articulate the positive benefits of Aflasafe, the quantifiable value propositions that resonated with consumers or influencers was not clearly articulated. While ATTC and the initial M&D partners are still learning about market preferences and what messages best resonate, ATTC has gained valuable experience working with M&D partners to support collaborative preparation of their business development and marketing strategies. These strategies are focused on how to communicate the value of Aflasafe so that it becomes an integral product that both influencers and producers recommend and use long-term. The catalytic investment for business development support provided through ATTC is the last step in the technology transfer to the M&D partners. Over time, as guiding principles for successful business development strategies are developed and shared, the investment involved in tailoring support to each new M&D partner will diminish.

What comprises the business development support?

The core deliverables of the business development support provided by ATTC to the M&D partner are a basic value chain map outlining business/transaction relationships, consumer profiles, a draft business case for Aflasafe, and a handover memo. ATTC develops these elements so the M&D partner can readily connect the message (business case) to the concerns of the consumers and influencers and see a path to create their own comprehensive business development strategy.

The value chain map of the target market segment outlines the business or transactional relationships, working backwards from the end buyers (often exporters or processors) of the premium maize or groundnut through all of the aggregators and intermediaries to the farmers. Mapping the value chain helps to understand the supply chains of the influential processors and exporters, which intermediaries to target, and where to potentially locate distribution points of

Aflasafe in order to capitalize on the flow of upstream products, or existing flow of downstream inputs. The value chain maps should start with the target market as prioritized in the commercialization strategy unless the M&D partner asks to focus the business case on another market segment based on updated market intelligence. Simultaneously, the team will be commencing research for more detailed end-market analysis to quantify the domestic or international market potential. This research will further help to identify whether other market segments or sub-segments should be prioritized in consumer profiles and business case exercises.

The **consumer profiles** represent the initial list of potential institutional buyers of Aflasafe commodities in the target market and country. These institutional buyers, processors, and/or exporters will be influencers for producers to purchase Aflasafe, in order to be responsive to the quality requirements of the end-market. The profiles provide considerable market intelligence about the key influencers of the selected value chain including contact information, an overview of their business, current target market, production and product sourcing, knowledge of Aflasafe, and the magnitude of the challenge of aflatoxin in their business.

Along with consumer profiles, the ATTC team working in consultation with the M&D partners team develops a marketing presentation with and for the M&D partner to use in meetings with potential clients to present the business case for purchasing Aflasafe. The marketing presentation itself is therefore named the “**business case**” throughout this guide and in ATTC terminology. The goal of the business case is to attract potential buyers of Aflasafe by showing the economic benefits of reducing aflatoxins, thus increasing the quality of the agricultural commodity and potentially commanding higher prices. By targeting market segments—such as value-added processors and/or exporters that already know about aflatoxins due to impacts on their businesses—they will be the first adapters who can significantly influence the demand for aflatoxin-safe commodities among the farmers in their supply chains. If convincing, the business case can ultimately drive Aflasafe uptake across multiple target client segments.

To supplement the consumer profiles and business case, ATTC provides a **handover memo** to the M&D partner. The handover memo is a recommended supplement to the business case presentation because it ensures that the M&D partner has all the necessary background and context for why the business case is set up as it is and provides directions on how to effectively utilize the presentation in meetings and how to update it as more information is gathered. The handover memo includes useful information about the market dynamics gathered during the consumer profiling process. Sharing additional details gathered from the interviews, including information about behaviors, preferences, and interests that do not fit squarely in a consumer profile or in the business case, help to create a more holistic view of the landscape, the consumers, their influencers, and ultimately the market that the business is trying to capture; this informs a more nuanced and tailored strategy. The handover memo serves as a reminder of how critical it is to know the concerns and needs of consumers and influencers in order to communicate and sell a compelling solution with confidence and clarity of purpose.

III. Roles and Responsibilities

To create the business development strategy, ATTC historically organized a business development team to support the M&D partner. The consumer profiling and business case activities for ATTC required significant coordination of the team members involved. In the past, this has included an ATTC senior strategy & agribusiness advisor, an ATTC business development specialist, and an external agribusiness consultant with established contacts at each level of the targeted value chain. The composition of the business development team may differ from country to country. In some countries, IITA may not have a business development team and thus would rely fully on the external agribusiness consultant(s). IITA's communications and monitoring and evaluation (M&E) specialists can also serve as valuable resources for the review of draft materials, in particular the business case presentation, providing feedback on the flow of content, compliance with IITA's messaging for the product, and insight on the kind of data that would resonate most with the target audience. IITA's scientists can also contribute in providing established data to prove the efficacy of Aflasafe during field trials and on a commercial scale.

The management and marketing team from the M&D partner may also influence the team composition for IITA. It is essential to work directly with the marketing or business development director or manager as the primary point of contact at the M&D partner (see box). This ensures that the M&D partner is incorporating Aflasafe into their marketing budget and overall business development approach. It also strengthens the institutional memory for the M&D partner and ensures ownership of ongoing business development efforts and attention.

Lessons Learned

In Senegal, the M&D partner did not include their marketing team in the early conversations regarding business development. This led to delays in getting the process going in earnest. Additionally, once the marketing team was involved, the approach changed, forcing the team to scrap the early plans and efforts. We learned from this experience that it is essential to involve the M&D partner's marketing team from the beginning and if possible, wait until they are engaged in the process to draft the business case.

Exhibit 2. Illustrative Roles and Responsibilities for the Implementation of the Business Development Strategy

Role	Illustrative Skills	Responsibilities
Team Leader	Expertise in agribusiness market dynamics, strong management skills	Provides overall quality control of the process. Serves as liaison with partners
Senior Strategy & Agribusiness Advisor	Experience in agribusiness private sector engagement, knowledge of business strategy and marketing	Coordinates and contributes to each step of the process, managing the overall development of the consumer profiles and business case.
Business Development Specialist	Experience in marketing and business development	Supports the Senior Strategy & Agribusiness Advisor with data collection, management of the M&D partner and management of the external consultant. Responsible for preparing the first draft of the business case and handover memo.
External Agribusiness Consultant	Expertise in the relevant value chain within the country. Must have a developed network of contacts within the industry.	Conducts the interviews with potential buyers and stakeholders and drafts the consumer profiles. Also collects relevant data during interviews for the business case.
Financial Analyst	Mastery of Microsoft Excel, understanding of corporate finance principles	Owens financial model, identify data gaps, and develop financial slides
Scientist	Involvement in Aflasafe R&D and/or testing, knowledge of country context	Provides key information related to Aflasafe field trials and fact checking on science behind Aflasafe

Role	Illustrative Skills	Responsibilities
Communications Specialist	Expertise in communications, marketing and presentation of information	Conducts review of the draft business case
M&E Specialist	Expertise in monitoring and evaluation of agribusiness ventures	Conducts review of the draft business case

The M&D partner will also have a team dedicated to the business development and marketing strategy. It is very important to have dedicated and experienced senior personnel involved in the kickoff and briefings, in addition to regular access to the marketing teams (if one exists), to ensure coordination, collaboration, and ownership. Exhibit 2 below presents illustrative responsibilities of the private sector counterpart.

Exhibit 3. M&D Partner Roles and Responsibilities

Role	Illustrative Skills	Responsibilities in this phase
M&D Partner Leadership Team	Corporate management, understanding of current market positioning and strategic interest and desired expanded market positioning with incorporating this new product line	<ul style="list-style-type: none"> • Authority to approve business development strategies, and special incentives • Access to government, civil society, and value chain influencers
M&D Partner Business development and marketing manager and team	Business acumen skills, experience, and expertise. Well aware of market dynamics, corporate positioning, previous business-to-business (B2B) and/or B2C marketing strategies successfully employed by the company. Critical thinking. Access to financial analysts.	<ul style="list-style-type: none"> • Establishes collaborative partnership with IITA agribusiness advisor, business development specialist and external consultant • Reviews stakeholder interview lists, draft business cases, consumer profiles, and draft market analysis, providing feedback and redirecting as applicable so as not to duplicate information the company might already have, or contacts the company has already established. • Clarifies expectations internally and externally, requests changes and/or additional information in the final deliverables, seeks clarification of any information that isn't clear or complete • Takes the business case and all supplemental information to leadership, along with a comprehensive business development strategy and action plan to gain market shares.

Depending on the capacity and engagement level of the M&D partner, there are different ways for IITA and the M&D partner to work together. If the M&D partner has lower capacity and limited engagement, you will need to encourage and motivate the M&D partner, providing a sense of urgency. You will need to map out the key steps in the business development process so that the M&D partner understands the timeline. IITA has experience with various methods that can be pursued to help build the capacity of the M&D partner. For example, IITA can conduct awareness-raising campaigns, distribute existing communications and marketing material—updating them as necessary for the specific country context and value chain—and provide training of trainers, farmer application manuals, and brochures. If the M&D partner has higher capacity and greater engagement, allow the M&D partner to ask questions, generate ideas, and provide consistent feedback. This is the ideal case, as it shows that the M&D partner feels ownership over the business development strategy. The M&D partner should also be developing relationships with the external agribusiness consultant supporting the consumer profile activity and obviously with potential clients and influencers. Many steps in this guide rely

on following through on the relationships built by the M&D partner with IITA and stakeholders so that the M&D partner can test theories, update their approach, and carry forward momentum in their marketing strategy.

Although ATTC has been very involved in the business development process in the past, it is anticipated that IITA will play a reduced role going forward. ATTC developed this catalytic support early on, which has purposefully tapered off in subsequent countries with the assumption that anything developed with project funds could and would be shared across countries and businesses to then be contextualized for new audiences. Copies of previous business cases and handover memos are available in the IITA database/toolkit to inform format, flow of information, and value propositions, although the details will need to be tailored to each market segment, country, consumer interests, and preferences.

Role of External Agribusiness Consultant in Developing Consumer Profiles

The external agribusiness consultant is a key contributor to the consumer profile and business case development process because they identify the highest-priority companies with which the

Tips and Tricks

Consider beginning the search for the agribusiness consultant early, during the market assessment and strategy development phase. The hiring can be done during the licensing phase so the consultant(s) can be integrated into the team and ready to go as soon as the selected investor has a signed TTLA.

M&D partner should consider developing relationships (see box to the left for recommendation on when to recruit and hire). The agribusiness consultant would be responsible for developing the consumer profiles and gathering much of the data to be integrated into the business case presentation on behalf of the M&D partner. A successful agribusiness consultant will already have an established network of contacts at each level of the targeted value chain, including producer organizations, aggregators, processors, exporters and supporting actors. Examples of supporting actors include testing agencies, government ministries and affiliates (including agencies, departments affiliated to line ministries), freight companies, R&D institutions and regional and sub-regional organizations that

influence policy-making and public budget allocations. Other critical tasks for the consultant include data collection for operational costs with and without Aflasafe at each level of the value chain, as well as reviews and verification of information collected during desk research.

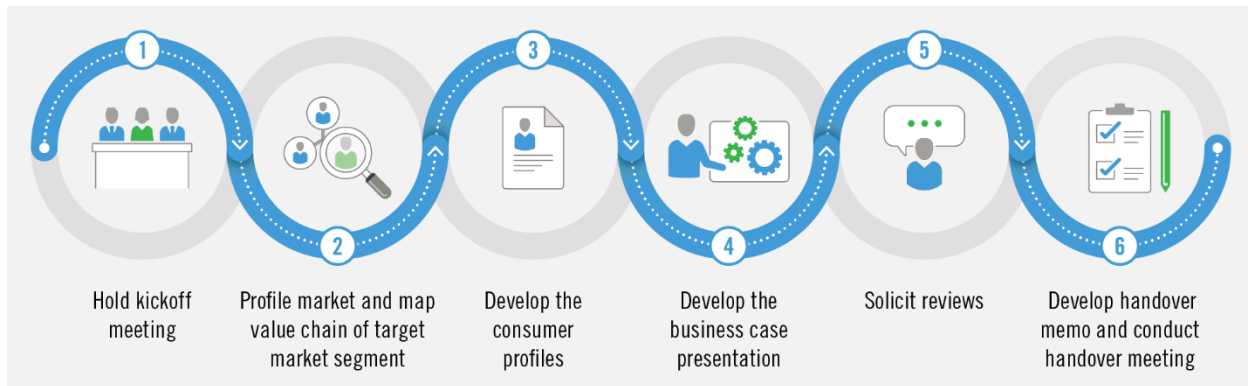
Although the consultant should be bringing extensive contacts and knowledge to the assignment, it is important to ensure that they are properly trained on the topics of aflatoxins, Aflasafe, and IITA before conducting their meetings. This will help ensure that they set up meetings with the right stakeholders and collect information that is highly pertinent to the goal of increasing Aflasafe sales for the M&D partner, in addition to possessing the ability to eloquently and accurately speak about the product. Interviews (see Section IV below for details) are initial marketing meetings; the pitch begins during these meetings.

In Senegal, Nigeria, and Tanzania, the agribusiness consultant role was carried out by one or more consultants. In each case, we sought out experienced, well-regarded local professionals with existing networks and knowledge of the target value chain actors within the country. In Tanzania, due to its vast size, and because there was an opportunity for exports to Kenya, we hired two external consultants. If hiring an external consultant is not possible, identify someone within IITA who could provide support to the M&D partner during the consumer profiling and business case development process.

IV. Process

This section provides the recommended steps, summarized in Exhibit 4 below, to be taken for preparing the consumer profiles, business case, and handover memo.

Exhibit 4. Business Development Strategy Process



Begin with the end in mind. What do you and the M&D partner want and need to get out of this activity? Identify existing strengths of the M&D partner as well as gaps in their capacity and knowledge about the target market. The consumer profiling and business case activities should fill in these information gaps to put the M&D partner in the best position possible to operate on their own.

ATTC conducted significant research and analysis during the commercialization strategy phase. The deliverables from this first phase will help the M&D partner understand the potential market and messaging of the benefits of the Aflasafe product to gain sales traction. In particular, recall the market segmentation work conducted during the commercialization strategy. Each market segment has specific characteristics and addressable demand that will require a unique marketing approach. Once the actors and market segments are identified and quantified, you can assess their concerns and incentives.

Remember also that the M&D partner is required to prepare a draft marketing and distribution strategy within their business plan submission during the investor selection stage. That means the M&D partner has already thought about a potential business development strategy. They have critical recent experience from the investor selection process and TTLA negotiations, which will help them better understand the unique challenge of selling Aflasafe. The goal is for the M&D partner to begin honing their business development strategy shortly after signing the TTLA. It's important to start this process well before manufacturing operations are set up because it can take several months of conversations with stakeholders and potential clients to generate the first sales. It's ideal to have orders from customers prior to the start of production, so that production tempo and input supply can be adjusted accordingly, with no waiting period for manufacturing. Once the equipment is in place it can be put to use immediately.

Step 1. Hold a Kickoff Meeting

Objective	To share ATTC's vision for the business development support with the M&D partner and ensure that both parties are on the same page about the work to be conducted.
Things to keep in mind	<ul style="list-style-type: none"> • What level of capacity for marketing and business development does the M&D partner have? • What support will the M&D partner need?
Projected timeline and resources	<ul style="list-style-type: none"> • The kickoff meeting is organized by the business development specialist. Attendees noted below. • Schedule the kickoff meeting after the external agribusiness consultant has been hired. The kickoff meeting lasts 2 hours or so, but should be prepared for at least 2 weeks in advance.

A kickoff meeting is typically the first official step in the process. At the kickoff meeting, you should include the team leader and other business development team members and external agribusiness consultant. For the M&D partner, the attendees should include the marketing and business development team, as well as senior management such as the CEO, if available. A sample agenda for the meeting could include:

- Introductions of all participants (IITA, consultant, M&D partner)
- Discussion of roles, responsibilities, and points of contact
- ATTC's proposed approach with this marketing and business development support
- Timeline for consultant activities, including consumer profile development and information-gathering for business case presentation
- Review of consumer profile template with feedback provided by M&D partner
- Review of highlights from commercialization strategy research
- Review of M&D partner's marketing and distribution strategy as outlined in the business plan
- Next steps

Before beginning the consumer profile activity, you and the M&D partner should review one more time the commercialization strategy and business plan to determine what potential partners have already been identified and what previous research was prepared. Examine whether the target market segments are still ranked in order of the priority that the M&D partner wants to pursue, and if the original marketing strategy outlined in the business plan developed for the investor pitch process is still relevant, as this will provide a starting point for the business case. The prior assumptions will be re-tested and expanded upon with additional research and analysis led by the business development team.

Step 2. Profile the market and map the value chain of the target market segment

Objectives	<ul style="list-style-type: none"> • To identify actors in the value chain, how they get their product to the end-buyer, and key entry points for the introduction of Aflasafe • To determine the most impactful value proposition, why exporters/processors should demand that farmers use Aflasafe, and how it will add more value to the crops being sold • To identify champions or "anchor firms" who can drive behavior change to increase demand for Aflasafe
Things to keep in mind	<ul style="list-style-type: none"> • While a value chain structure may be very similar from country to country and value chain to value chain, there are often slight but important differences in the dynamics of the relationships and the power structures.
Projected timeline and resources	<p>Led by the Senior Strategy & Agribusiness Advisor and Business Development Specialist.</p> <ul style="list-style-type: none"> • This activity should take 2-3 weeks, with the bulk of the time during data collection, followed by the creation of the outline and map.

Once the M&D partner confirms their agreement with the priority ranking of the target market segments, the business development team should attempt to map out the value chain for these target market segments. Value chain mapping is the process of developing a visual depiction of the basic structure of a value chain. It illustrates the way a product flows from raw material to end markets. In this case, what's relevant for the M&D partner is to map the sourcing chain for buyers backwards to the farmers producing raw materials. The purpose of this map is to develop a shared understanding of the relationships of how goods flow in response to what consumers want and are willing to pay for. The M&D partner should be involved in this exercise to build their capacity for similar future assignments.

Value chains encompass a full range of activities and services required to bring a product from its conception to sale. As M&D partners develop their business strategies, they should visualize the flow of information (demand specifications) backwards from the processors or exporters, and the supply of goods to meet those demands from the farmers back upstream to the processors/exporters. The M&D partner should also be interested in knowing more about the numerous stakeholders supporting the actors in the chain, from access to agricultural inputs to financial services to transport services, extension agents, aggregators, and others. By knowing more about these stakeholders, the M&D partner will learn about potential points of sale, influencers, potential business partners (distribution partners), and/or potential spoilers to the M&D's concentrated effort of changing behaviors of the value chain actors to adopt Aflasafe. Key steps in developing value chain maps are presented below, with more details provided in the IITA database/toolkit.

1. Collect data and conduct additional research through a variety of means:
 - a. Existing value chain maps developed by implementing partners on donor projects
 - b. Key informant interviews, meetings with stakeholders along the value chain
 - c. Triangulation of information
 - d. Online resources and database research
 - e. Consumer profiles (to validate the maps and/or the dynamics of the relationships after they are initially developed)
 - f. Clarifying questions of all stakeholders during meetings and interviews throughout the entire commercialization process
2. In an initial worksheet, make a list outlining the actors and their respective functions. Some of the most influential actors in the value chain are the processors or exporters because these are businesses setting the demands and standards for the rest of the value chain to adhere to. They shape the purpose. You should be able to categorize these businesses and start prioritizing the most influential of those organizations that you might want to talk with. In addition, identify the actors controlling or influencing the collective points of intervention, the aggregators, cooperatives, warehouse storage centers, and/or farmer associations as these are another subset of influential actors with access to multiple smallholder farmers. These points of intervention are important to identify early as it will be helpful for the business development consultant to interview and profile these set of actors as well. You will also need to clearly define the power of the actors in the Aflasafe buying decision.
3. Draw a basic map, outlining the value chain process, or the links and relationships between the various actors listed in the worksheet

4. Build upon that basic map to create a more detailed map, including more of the in-depth data, such as support services, and any critical information about the behaviors (likes, dislikes, preferences, potential friction) between the actors
5. Adjust map based on new information obtained throughout the process

As part of this process of adjusting the map as new information is obtained, once you have the map you must determine which sub-segments of the value chain to prioritize. For example, for groundnuts, if we want to target confectionary groundnuts versus wholesale groundnuts, then the financial analysis will be slightly different. We would determine which sub-segments to prioritize, based on the market opportunities and on the research conducted.

Another purpose in developing this value chain map (see box) is to capture a shared understanding of the current dynamics in the industry through a multi-stakeholder lens and discussions. Since the M&D partner is attempting to work within and augment the current structure, it's important to learn about the power dynamics of the targeted value chain and actors in each country. Who are the most influential actors or institutions outside of the end-buyers or demand-setters, logistics providers with a monopoly, agro dealers with entrenched interests, cooperatives backed by the Ministry of Agriculture? What might motivate those influential actors to adopt and support Aflasafe? What messages or promotions should be geared toward them as part of the comprehensive business development strategy?

Lessons Learned

It is worth noting that data at each level of the value chain is not always readily available or up-to-date. It is most challenging to find value chain data on domestic costs, from the production stage to aggregation to testing to processing. The agribusiness consultant can lead the effort in tracking down local data for the business case. If one of the stakeholders was a particularly good source or wealth of information, consider reaching back out to them with targeted questions to obtain missing data. In-country export promoters, such as the Gambia Investment and Export Promotion Agency and Nigerian Export Promotion Council, are potential sources for the sought-after data and other countries may have similar sources of up-to-date data that requires an in-person visit and request for information.

Export and import data are most likely to be found in online databases, such as the Massachusetts Institute of Technology Observatory of Economic Complexity, Food and Agriculture Organization Corporate Statistical Database, Tridge, World Bank Open Data, International Trade Centre and NovusAgro. Note that most international data lags by at least two to three years in the online databases, something that may need to be explained to the audience.

How will the value chain map be used by the M&D partner?

- Targeted business cases and value propositions: To communicate the increased value to specific businesses by using Aflasafe and better define the motivating purpose
- Marketing Plans: To identify what messages will resonate and with whom, and what price points create a cost benefit for all parties involved
- Aflasafe Distribution Plans: If the manufacturer is still looking for a distribution partner, to identify potential partners with existing distribution centers or networks complimentary to the manufacturer

- Examining constraints, risks, and incentives for potential buyers of Aflasafe: To identify pain points for buyers, any risks that seemingly cannot be overcome, and mitigation plans.
- Conduits to accelerate adoption of Aflasafe: To identify the tipping point for changing behaviors and any “silent” factors that need to be addressed more publicly (i.e., high testing costs of rejected commodities)

Step 3. Develop the Consumer Profiles

Objective	To identify an initial list of high potential buyers and other key influencers with whom the M&D partner should meet immediately as part of the effort to market and sell Aflasafe.
Things to keep in mind	<ul style="list-style-type: none"> • What organizations and contacts do you already have from the commercialization strategy and the M&D partner’s own network? • What does the M&D partner need to know about these organizations in order to have productive meetings? • Why are these organizations likely to buy? • What is the Aflasafe value proposition to convey during the interviews?
Projected timeline and resources	<p>Led by the External Agribusiness Consultant, and supported by the Senior Strategy & Agribusiness Advisor and the Business Development Specialist.</p> <ul style="list-style-type: none"> • Approximately 1 to 1.5 months of total time

Step 3a. Develop and vet the prioritized list of organizations to interview

As noted earlier, the consumer profiles represent the initial list of high potential buyers of Aflasafe and other key influencers in the target country—some of whom were first identified through the commercialization strategy process, with more added, refined, and categorized through the value chain mapping exercise. Depending on the available budget for the external consultant, they should deliver profiles for 10 to 20 organizations. These 10 to 20 organizations should be the most influential actors from a few different categories identified during the value chain mapping exercise above (aggregators, processors, and exporters) and then validated or cross-referenced with the M&D partner. The consultant should prioritize meetings with organizations that the M&D partner does not know well so that they are collecting fresh information. The M&D partner may already have established relationships with some of the companies with which the consultant proposes to meet. If so, the M&D partner can advise if the interview should be skipped or carried out to obtain new or different information. As part of the process of building capacity and working closely with the M&D partner, give them the opportunity to review and prioritize the interview list as part of the consumer profile exercise.

Step 3b. Finalize and vet the interview questions and consumer profile template

The consumer profiles consist of a list of interview questions and responses, typically in the form of a Microsoft Excel spreadsheet. This format allows for the quick comparison of information gathered across the interviews. The consumer profiles typically have around 40 questions addressing the following core information:

- General information on the company activities, roles/function in the value chain
- The company’s core business and end markets and their current distribution networks
- Information on production and/or product sourcing
- Production and sales data
- The company’s knowledge of aflatoxins and Aflasafe
- Post-interview analysis of the company

Past consumer profile templates contain recommended interview questions, which should be used as a starting point. Once the list of interview questions is drafted (soon after the kickoff meeting), it should be shared with the M&D partner so they can provide suggestions regarding which questions would be most helpful to understanding their target market. As noted previously, the M&D partner must be involved and review the questions being asked during the interviews so that they know in advance what type of information will be collected. Participating in the creation of the interview questions will build a sense of ownership on the part of the M&D partner and lead to actionable conclusions. A sample consumer profile template is included in the IITA database/toolkit and described further below.

Step 3c. Request and conduct interviews

The way the consultant conducts the interview is a reflection of the M&D partner and IITA. These are considered initial marketing meetings and opportunities to establish the Aflasafe brand image. The consultants reach out to the company, introduce themselves, and request a meeting. Ideally, this is a relatively easy process if the consultant has a well-established network and relationships with the company or a positive reputation in the industry. If not, there might be a need for IITA or the M&D partner to open doors for the consultant and request the informational interview. The ideal consultant profile, as described previously in the roles and responsibilities section, is that of an honest broker—someone well-respected in the industry, as you want the interviewees to be at ease and feel comfortable sharing information with the consultant. If the consumer or influencers are not comfortable, they will not share as much detailed information as you might like and it will not be as valuable to the M&D partner (see box). Hence, especially for high potential buyers, it is important for M&D partner staff to participate in such interviews.

Lessons Learned

Based on the ATTC project's experience in Senegal and Nigeria, it can be quite challenging for the agribusiness specialist to obtain detailed operational costs, particularly further downstream. This is partly due to proprietary information naturally being more sensitive for private sector partners to share. To overcome this challenge, the IITA business development team or external consultant must earn the trust of the company being profiled, providing assurance that identifiable information will not be shared with any other parties. IITA or the consultant should start the profiling with companies that are in its network. M&D partners will also, over time, develop partnerships with private sector customers to gain access to such data.

The detailed information gathered during the interviews and included in the consumer profiles helps the M&D partner prepare for their conversations with potential clients. For example, it is helpful to know if their customers are local or international, which influences the economic value propositions to be developed for the business case, described in more detail in the following section. Common clients for aggregators and processors, for example, can be poultry and fish farmers, brewers, and feed millers, and the confectionary market. The M&D partner needs to begin to understand the psychology of their potential clients—whether targeted companies strongly value product quality or if they are willing to consider paying a premium price for aflatoxin-safe commodities. Some potential clients may require awareness and behavior change in order to fully understand the value and opportunity of produce that is aflatoxin-safe.

While some of the organizations profiled may not become direct clients of the M&D partner, simply because they will not purchase or apply Aflasafe, these organizations, such as East African Breweries or the World Food Program, might be influential links in the value chain, by demanding consistent supply of aflatoxin-safe commodities, and thus valuable contacts for the M&D partner. It's also important to note what kind of buyers the profiled companies are selling their products to, in order to identify where the profiled company has positioned itself in the

market and the quality demands of their clients. For example, a large international processor will have various established quality thresholds for acceptable levels of Aflatoxin, say, from 4 parts per billion (ppb) for general consumption, to 2 ppb for baby food products. Even if this large international processor isn't a direct consumer or client of the M&D partner, they may share information about who and where they source from, which is particularly valuable if they are quality conscious and have communicated their desire to purchase from producers and aggregators whom have applied Aflasafe.

Step 3d. Conduct post-interview analysis

The most important section of the consumer profile is the post-interview analysis. This is where the external agribusiness consultant has the opportunity to synthesize all the information that has been collected. It's also the point at which the consultant assesses the actual potential for sales to the consumer and advises on what type of strategic relationship to arrange with the stakeholders. The consultant should also note the prioritization of the consumers so that the M&D partner can begin its efforts with potential "quick wins" and the "low hanging fruit," assuming those initial converters will in turn create momentum and chatter in the market.

Step 3e. Support the M&D partner's client outreach

After all interviews are conducted and notes are transferred into the Microsoft Excel consumer profile template, you should work with the M&D partner to identify the order of prioritization. For the M&D partner, these consumer profiles are like pre-deal sheets. The M&D partner should reach out first to those contacts who provide the best opportunity for sales in Year 1. The M&D partner should also stay in contact with IITA and the agribusiness consultant to help make introductions where needed. It's the M&D partner's responsibility to turn these potential consumers into clients—it's their responsibility to seal the deal—but you should make sure you provide all of the details and facilitate the introductions so they can develop a lasting relationship with these new clients. In addition to identifying potential clients, the consumer profiles also provide critical information about how to approach the prospective clients with the business case presentation, discussed in detail in the following section.

Step 4. Develop the Business Case Presentation

Objective	To develop a strong marketing presentation for the M&D partner to use in meetings with potential clients and other stakeholders.
Things to keep in mind	<ul style="list-style-type: none"> • Why should this customer be interested in Aflasafe? • What is the value proposition for Aflasafe to this customer? • What risks and concerns will they have?
Projected timeline and resources	<p>Led by the Business Development Specialist and supported by the Senior Strategy & Agribusiness Advisor; financial analysis provided by the Financial Analyst; reviews provided by the Team Leader, Communications Specialist and M&E specialist.</p> <ul style="list-style-type: none"> • Approximately 2 months total time.

The recommended sections of the business case are:

- Executive summary and value propositions
- Market assessment and demand
- Overview of aflatoxins and Aflasafe
- Efficacy results from commercial use and trials conducted for product registration
- Financial analysis
- Suggested approaches, testimonials, and success stories
- Contact information for the M&D partner

Presentation. The business case for Aflasafe is represented via a Microsoft PowerPoint presentation, which acts as the marketing tool for the M&D partner to use in meetings with potential clients. Knowing audiences want compelling information in an easily digestible format, the PowerPoint format was selected to keep messages brief, informative, and visually engaging and appropriate for the B2B audience. The presentation should contain succinct messaging so that it conveys the key ideas without overwhelming the audience. Remember, too, that the M&D partner should not “recite” every single slide during their meetings. The intention of the business case is to supplement and spur conversation during meetings between the M&D partner and its clients. The M&D partner should leave ample time for discussion before, during, and after the presentation. Before any meeting, the presentation should be adapted to the client and their potential concerns and needs.

Lessons Learned

Although the business case is recommended for all marketing efforts, there are instances of alternative marketing documents. In Ghana, for example, since an M&D partner was not selected, only a distribution partner, a comprehensive business case was not developed. However, similar information was gathered and presented in a compelling and easy to digest brochure. We recommend using the full PowerPoint business case to ensure clear, concise, compelling messages. Of course, as long as those principles apply to the messages, any format that people will read and absorb can be used.

Telling a story. As a sales pitch, the content of the presentation must focus on what the potential customer cares about. It should tell a story (see box) and be convincing as to the value of applying Aflasafe in order to achieve an aflatoxin-safe product. We have developed a template for the business case presentation, which is structured so that the conversation flows naturally and the prospective client can easily follow along. The template for the business case includes

- Tips and Tricks**
- Tips for presenting compelling images and information:
 - Keep the text simple, in bullet point format. Text should relay a concept rather than lengthy ideas. Complex ideas are better discussed verbally.
 - Where possible, use numbers and data to reinforce any bullet points.
 - Use charts and graphs to convey key topics, where possible.
 - Data and statistics should be clearly understood and not require lots of footnotes for clarification.
 - Always provide sources for numbers and data to give credibility to the information.
 - Use consistency in the coloring of slide titles, text, and charts
 - Use high quality photos, without too much going on, so that there is a clear focus.

sections that can be adapted based on the target audience’s priorities. A sample business case presentation template can be found in the IITA database/toolkit.

The main sources of information for the business case will be research from the commercialization strategy process, fresh desk research, information collected during the consumer profiling activities, and input from the M&D partner. As several months will have passed since the commercialization strategy phase, the target market segment has either been validated or is in conversation with the M&D partner, or another target market segment has emerged as the priority to first focus on. Once you and the M&D partner agree upon the one or two priority market segments to start with, you must conduct fresh and more in-depth research to create a business case presentation that will best market Aflasafe for the M&D partner to the end-consumer.

Whereas the commercialization strategy document is focused on sharing the breadth of potential market growth to interest potential M&D partners, the market research for the business case must be more specific, and provide more depth regarding the end-consumers, sales and distribution channels, and key market influencers who are keen to purchase Aflasafe or who demand that their sourcing partners use Aflasafe. The business case should also incorporate information collected from the interviews and profiling of potential buyers completed during the

consumer profiling activity. Lastly, it is also important to bring in data and ideas from the M&D partner. Not only is the M&D partner a potential source for information, they are the ultimate user of the presentation. This is the time to ensure that both you and the M&D partner are on the same page about the strategy for marketing Aflasafe. The M&D partner must take ownership of the presentation at the end of its creation and be confident when utilizing it with potential clients. If possible, IITA representatives should participate in the initial marketing presentations and business meetings with the M&D partner to determine if the business case is compelling and convincing. By observing the interactions and reactions, you should determine if the messages and value propositions resonate, or if the audience has significant questions or doubts that should be addressed head on in future versions of the business case.

Each business case must be tailored according to the commodity, the country context, and the actual opportunities for the M&D partner to commercialize Aflasafe in-country. The business case should first target the key influencers in the value chain, as end-users and small producers will incorporate the use of Aflasafe into their cultivation practices if the influences are willing to compensate the producers for this extra step and additional input. The business case is targeted at many of the same organizations just interviewed as part of the consumer profiles discussed above. The difference is that the consultant gathered initial information about the perspective buyers/clients, and now that the business case is drafted, the M&D's marketing or business development team will be requesting the meeting and will be bringing the business case to share in an attempt to win over their business. Related context and thought questions may include:

- Before conducting new research, what do we already know about the market from the commercialization strategy and investor selection processes?
- What else might we need to pursue, such as information we were not able to triangulate or capture (like rejection rates) during previous stages in the process?
- What information might we want to present differently, or present in more detail compared to the commercialization strategy?
- Based on the feedback from the previous stakeholder forums, and value propositions developed for other business cases, what messages have resonated the most?
- What topics have people wanted to know more about?
- What additional research or analysis needs to be completed to develop this business case?

Section 1: Executive Summary and Value Propositions

The executive summary and value propositions are the first section of the business case because they summarize the key reasons a potential client should invest in Aflasafe. This section should “hook” the reader. Different target audiences (aggregators, processors, and farmers, for example) have different reasons for investing in Aflasafe or aflatoxin-safe commodities, and thus the value propositions should address their specific concerns. This section can be tweaked to emphasize or de-emphasize aspects of the value propositions that will resonate most during the meeting.

Executive summary. The executive summary provides the key points that make Aflasafe an attractive investment for the target audience. It is recommended to always state that Aflasafe is a proven solution—in conjunction with good agricultural and handling practices—to improve the quality of the selected value chain. Your research should identify areas where there is unmet demand for aflatoxin-safe commodities in the target country and/or internationally. Calculate the revenue lost due to unmet demand and inability to supply higher quality commodities due to

high aflatoxin content. For further discussion of the value proposition of limiting rejected commodities, please see the end of this section which discusses the potential value proposition on the Monetization of Testing for Aflatoxins.

Value propositions. The value proposition section typically focuses on a three-pronged approach: economics, insurance (quality and risk reduction), and improved health (food safety). The purpose statement, if defined by the M&D partner, should be included in the executive summary, before the value propositions slide. Economics is the value proposition that the M&D partner and potential clients will likely prioritize, as the key driver to increasing Aflasafe uptake is the product's ability to increase the client's financial earnings. You can summarize the results of the financial analysis to support this point (see Section 5 for details). The concept of insurance reiterates the higher quality commodity and can be proven with a bullet point highlighting the efficacy of commercial and IITA trials proven by the reduction in aflatoxin contamination. For improved health, studies have shown the impact of aflatoxins on the incidence of stunting in children and liver cancer. Exhibit 5 below represents a sample value proposition for groundnuts in Senegal.

Exhibit 5. Value Proposition for Groundnuts in Senegal



Economics: Exporters purchasing Aflasafe-treated whole groundnuts can unlock access to high value markets in the EU, which may be willing to pay more than twice the price for quality groundnuts as compared to local markets, leading to increases in gross margins of up to 61%



Insurance: Combined with good agricultural practices, Aflasafe consistently increases groundnut quality by reducing aflatoxin contamination both at harvest and during poor storage conditions

- **Commercial and IITA trial results have shown that aflatoxin contamination is reduced by 82% to 96%**



Improved Health: Consumption of groundnuts contaminated by aflatoxins is associated with higher incidence of liver cancer

Section 2: Market Assessment and Demand

Assessing the market and demand for aflatoxin-safe commodities is the second section in the business case because it brings into focus the target market for Aflasafe. The section also allows you to use statistics and data to prove that there is empirical evidence to justify the opportunity set either domestically and/or internationally through export markets. Note that this analysis should be completed *before* the initial consumer profile interviews, as it is compelling information to tease and share with the organizations during the interview. It whets their appetite to show the economic relevance of incorporating Aflasafe into their production/cultivation process.

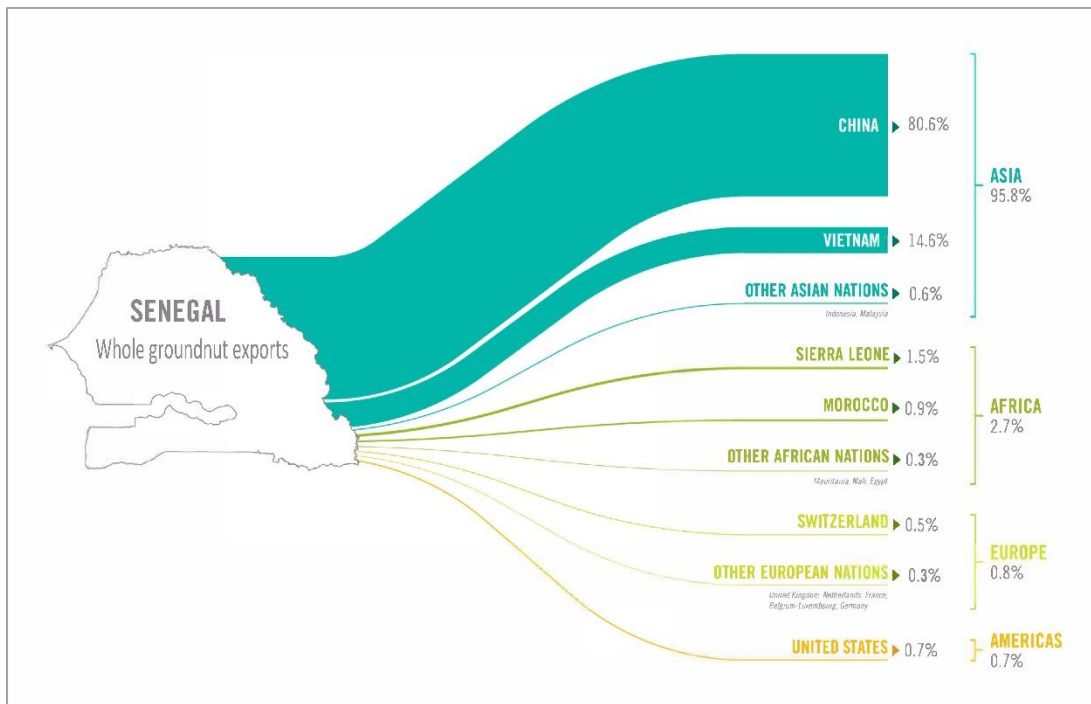
As noted at the beginning of Section IV, significant research has already been conducted by ATTC during the commercialization strategy phase, and by the M&D partner throughout latter

phases. Now, having concluded the consumer profiling activity, even more information was gathered during the research and key stakeholder interviews that can be included within this section of the business case—ideally, to tailor the financial analysis to a specific segment and then to each market segment.

As a starting point for this section, consider the opportunity presented by unmet demand for higher quality groundnuts or maize. This unmet demand occurs because quality conscious customers have constraints to accessing aflatoxin-safe commodities. Quantify the value of the lost revenue resulting from the unmet demand to show the economic impact and opportunity for the customer. What global trends are impacting the value chain in the country? Identify the competitors in these value chains, domestically and internationally, if applicable. Is there an opportunity to compete? Are imports high due to lack of domestic production of high-quality maize or groundnuts?

Exhibit 6 below is a sample from the Senegal business case, in which we took export data from a Massachusetts Institute of Technology database to highlight the opportunity for selling more to premium markets in the European Union as part of the unmet global demand for aflatoxin-safe whole groundnuts.

Exhibit 6. Groundnut Export Data from Senegal Business Case



Section 3: Overview of Aflatoxins and Aflasafe

Public awareness of aflatoxins and Aflasafe—as well as enforcements of standards and testing for contamination—varies from one target country to another. Thus, in the next section of the business case, it is helpful to provide an overview of the issue, and clearly state why Aflasafe is the most effective solution. Part of the process of marketing Aflasafe is ensuring that



the target audience understands all of the impacts of aflatoxins. There should be no doubt in the minds of the potential buyers that aflatoxins pose a risk, and this section helps instill this message. This section should include a brief video that can be shown if the presentation is being projected on a screen. If the audience is already familiar with aflatoxins, this section can be skipped when presenting in person.

Prior business case drafts have focused on the messaging that aflatoxins are a silent killer, present throughout sub-Saharan Africa in maize, groundnuts, sorghum, and other staple crops. You should provide local context for aflatoxins, such as any acute incidents of toxicity or headlines in the media. Note how it affects human and animal health and contributes to a loss in revenue for businesses attempting to sell maize, groundnuts, and other staple crops. Provide a bit of detail here regarding the constraints to market demand, which could be the result of insufficient levels of local production of aflatoxin-safe commodities, difficulties complying with international standards, and/or low capacity of the private sector to invest in proper inputs (such as Aflasafe) and systems to obtain high quality products. This messaging will resonate with the audience because these are common problems faced by local aggregators, processors and exporters, and public health experts.

*Section 4: Efficacy Results from Aflasafe Field Trials for
Registration and Commercial Use (if available)*

Having highlighted the impact of aflatoxins in the prior section, the purpose of this section is to showcase that Aflasafe is a highly effective solution to reduce aflatoxin levels, measured in ppb, at various stages, including at harvest and during storage. The results of field trials and commercial tests should be conclusive in showing that Aflasafe can dramatically reduce aflatoxin contamination (see boxes for lessons learned on data presentation and information availability). Commercial trial results are preferred, if available, to supplement the IITA tests to show the product's impact outside of the controlled environment at IITA and in a market setting.

Lessons Learned

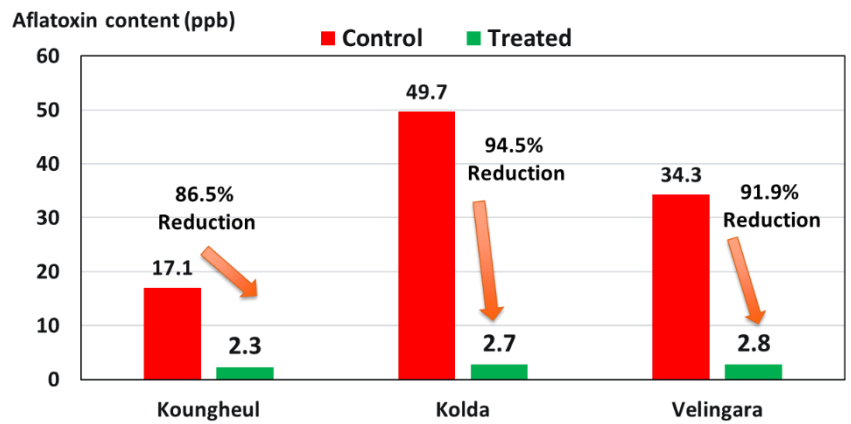
For the efficacy results, ensure that the charts and visuals in the presentation need very little fine print. If they need the fine print and/or caveats find another way to present the information so that the visual tells the whole picture. For example, although the scientists understand why there were changes from year to year over the course of a 5-year trial period, the average person is not going to read the fine print to learn about the "anomalies" or why it's still "okay and good" that there wasn't a consistent improvement in the treated fields. The average person will merely see that there isn't a consistent improvement when applying Aflasafe and might actually be turned off from purchasing it.

You should reach out to the IITA scientists who conduct the Aflasafe field trials to confirm the latest available information on test results. Note that it takes a few years for scientific data to be fully verified and available for external use, and thus the latest available trial data may be from several years ago. You can continue to support the M&D partner by checking in periodically with the IITA scientists for more current data or connect the marketing team at the M&D partner with the scientists so that they have a direct line of communication. Alternatively, supplement this section with data from other countries and/or commercial tests that may have been conducted. This section should conclude with a review of alternative treatments and prevention measures, such as triage, field sanitation, and controlled storage and fungicides, which are not adequate on their own to reduce aflatoxins. The chart in Exhibit 7 is a sample from the Senegal business case showing the efficacy of Aflasafe in commercially produced groundnuts in Senegal in 2018.

Lessons Learned

Previously, regulatory authorities have been cautious about publicly discussing the presence and impact of aflatoxins without also talking about a solution or a way to mitigate the presence and harm of aflatoxins. Now that there is a solution, it's possible the regulators and authorities will be willing to talk more openly about the presence and negative impacts of aflatoxins, and at the same time, promote the solution and use of Aflasafe. This includes, but is not limited to, disclosing the results of the efficacy trials (and positive trends), to openly discussing rejection rates of commodities due to aflatoxin levels, improving enforcement of food safety standards with respect to acceptable aflatoxin levels, and the health impacts and connection of liver cancer, cervical cancer, stunting and other health concerns traced back to aflatoxin levels.

Exhibit 7. Aflatoxin Reduction in Commercially Produced Groundnuts in Senegal



Section 5: Financial Analysis

The financial analysis section of the business case is crucial in proving to the potential client that Aflasafe will be a profitable and value-added investment for their business. This section justifies the economic value proposition presented at the beginning of the business case. When developing the economic value proposition and financial analysis, remember to consider the linkages identified in the value chain mapping exercise. The value chain map outlined the business and transactional relationships working backwards from the end buyers. With this information, you can target the financial analysis to the primary customers.

We found that the most effective way to show an increase in return on investment is through the use of gross margins. Gross margins are calculated by taking total revenue minus the cost

divided by revenue, which yields a percentage. The higher the gross margin, the more capital a company retains on each dollar of sales. In other words, it shows how much a company gets out of the money it spends.

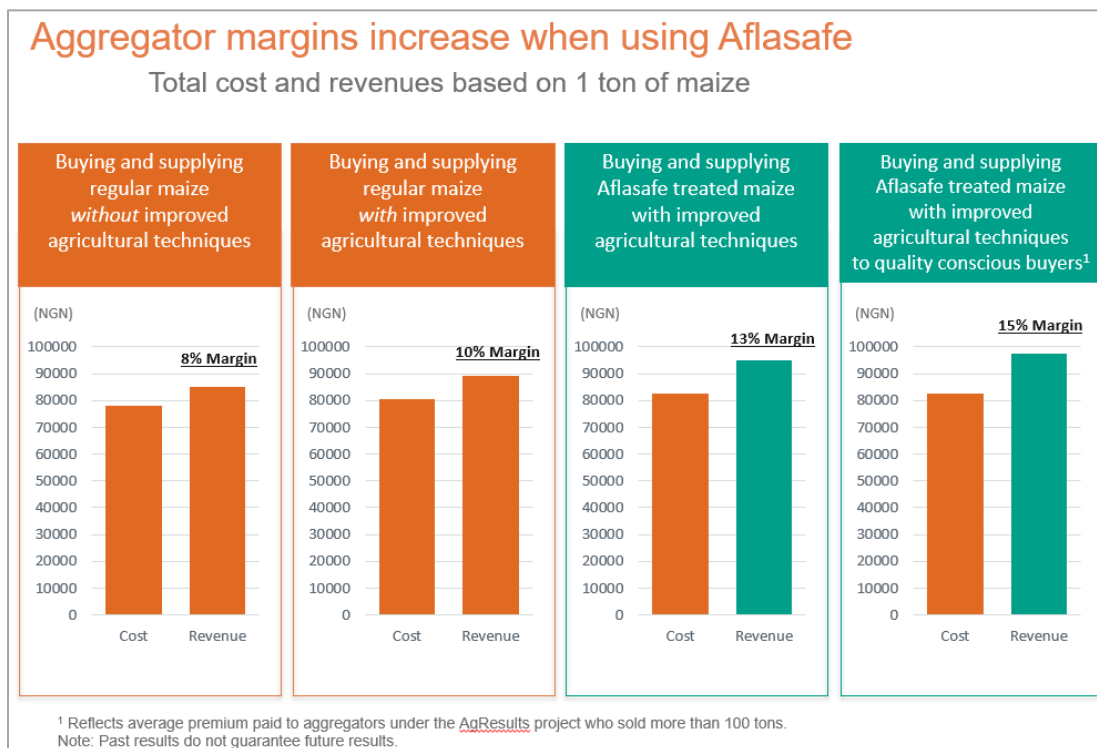
Lessons Learned

ATTC has not consistently seen a premium price paid for Aflasafe-treated products in the local markets. Under the AgResults project in Nigeria, the participating companies were paid premiums for their products sold locally. However, AgResults is donor-funded and not a free market model and thus does not represent how commercialization works, as earnings were distorted by intermediaries who were paid premiums by the donors. You should encourage the M&D partners in each country to work with their market influencers or more influential Aflasafe clients to help drive demand for and establish premium prices for Aflasafe treated products. These influencers see the difference in access to consistent quality commodities when Aflasafe is applied, easily justifying a premium payment to get consistent access to these quality goods.

The financial analysis should illustrate gross margins with and without Aflasafe to show the increase in gross margins resulting from the investment in Aflasafe. This is the core economic argument for purchasing Aflasafe (see box). The increase in gross margins may be the result of premium prices paid for high quality commodity which is aflatoxin-safe. If possible, you should include gross margins for each actor in the value chain, including farmers, aggregators, and processors. Even if you are selling to a processor, it is relevant for them to see that the farmers and aggregators with whom they work and contract are also

benefitting from increased margins. This supports the rationale for the investment at each level. Exhibit 8 below presents a sample of the financial analysis for maize in Nigeria, comparing gross margins for aggregators with and without Aflasafe.

Exhibit 8. Financial Analysis for Maize Aggregators in Nigeria



This section of the business case should also include a summary of operational costs, including production, aggregation, transportation, and processing, *with* and *without* Aflasafe. This shows the potential buyer the minimal additional cost of Aflasafe as an input to the production process. There are also economic impacts resulting from the health benefits, such as the costs that the family, community or country will save by reduced incidence of stunting and liver cancer. While we assume this intuitively, it has not been quantified in any studies and thus is not included in any of the financial analyses to date.

When developing the financial analysis, remember that the financial model in Microsoft Excel format developed during the commercialization strategy development should be shared with the M&D partner, and thus it should be clean and presentable, easily understandable, and straightforward to update, with attached instructions as needed. Past financial analysis models in Microsoft Excel have been shared with ATTC and are available by accessing the IITA database/toolkit.

Future sections to enhance the financial analysis. As more information becomes available and/or accessible, this financial analysis section should continue to be expanded with analysis that will resonate with the audience. These new sections attempt to monetize the impact of Aflatoxins from other perspectives.

Monetization of testing for aflatoxins. Monetization of testing for aflatoxins represents the identification of value, specifically cost savings, in the process of testing for aflatoxins, when applying Aflasafe. This is a potential value proposition that should be included in the business case, once proven with data. The basic premise is that higher quality maize treated with Aflasafe will be rejected less often, which means less spending on testing for aflatoxins or less excess costs associated with handling the lower quality produce. If a processor tests the maize and finds that a certain quantity does not meet aflatoxin standards, this quantity will be rejected. In many cases, the aggregator has already incurred all the related transactional costs including transport and must now transport the rejected maize again to dispose it. The process of testing, transporting, and disposing is therefore costly. Aflasafe can reduce these uncertainties and associated costs by providing higher quality maize.

The ATTC team is currently in the process of collecting data regarding the costs associated with testing for aflatoxins. Going forward, the ATTC team should obtain expenditures and level of effort data from private sector partners who test for aflatoxins. It is also important to collect data from partners who apply Aflasafe and from those who do not yet apply Aflasafe, which will serve as a “control group,” and can be collected during the consumer profiling stage. ATTC has been provided a spreadsheet model in MS Excel which captures the data collected for testing costs. The model captures costs for field agents, transportation, and equipment related to testing, as well as the rejection rates experienced, for processors, farmers and local government actors, across three scenarios: 1) when the buyer goes to a central aggregation point, 2) when the buyer goes to multiple smaller collection points, and 3) when the farmer goes to the buyer at the buyer's processing plant. The model calculates the cost savings related to the testing process when applying Aflasafe in each scenario.

Testing for aflatoxins benefits all players in the value chain. At the farmer level, it represents a service paid for by a third party who is conducting the testing and helps justify a premium price for the aflatoxin-safe commodities. It is also a tool to build the capacity of processors to take charge of their business and ensure that they are purchasing quality produce. It can be an enabler in the decision-making process for buyers to see proof, first-hand, of the efficacy of

Aflasafe, and also realize cost savings as noted above. For the M&D partner, it is a way to unlock business.

Please see the IITA database/toolkit for the financial model for the monetization of testing.

Monetizing rejections as lost revenue or lost margins. In addition to quantifying unmet demand, consider quantifying the impact or cost of rejected maize/groundnuts, rejected either by the processor or by buyers as the processor attempted to sell the processed goods. Although few, if any, businesses to date have been willing to share this information publicly, since it will open them to scrutiny and questions about what they did with the rejected shipments or goods, at some point in time, businesses will be willing to share this information. Meanwhile, at a minimum, you can continue to include the question in the consumer profile interview questions and reference it in the business case presentations; by simply including the question, it reminds businesses that they can do their own calculations of the proceeds lost through rejected shipments and goods not accepted by premium markets with adherence to supply standards. In the future, once rejected goods and/or shipments information becomes available from a few trusted sources, this information should be monetized and included in the business case as cost of rejected goods, another source of lost revenue or margins.

Lastly, please see the IITA database/toolkit for a report from the International Food Policy Research Institute (IFPRI) who partnered with the first firm in Kenya to subject its aflatoxin testing procedures to third-party verification. Through a randomized field experiment, IFPRI estimates the impact on sales of an intermittent food safety-based marketing campaign for the labeled brand of maize flour. This report highlights the connection between testing for aflatoxins and revenues.

Section 6: Suggested approaches to addressing other target audience concerns, Testimonials, and Success Stories

This section of the business case should focus on whatever is most important and relevant for the target audience to make clear why they should purchase Aflasafe-treated commodities or apply Aflasafe themselves. This section should include testimonials and success stories, and proactively address any other concerns the target audience might raise.

Suggested Approaches to addressing other concerns (see box). In order to be persuasive, customers want to receive specific, tangible, tactile information that addresses their existing needs. One element of using specifics to create understanding and buy-in is to answer the questions you expect people will have. By getting ahead of those concerns, the M&D partner demonstrates that it knows the audience, knows their customers and the business of their customers as a whole, including the complications they face. It also shows that the M&D partner is not only interested in selling this one product, but can help the client grow their business.

Lessons Learned

By proactively identifying barriers that the target influencers and customers are facing to obtain aflatoxin safe commodities, it helps to identify and be in an informed position to address potential barriers to the sales of Aflasafe as they arise from the audience/customers. This information will be gleaned during the consumer profiling activity.

For example, if the target audience is composed of large-scale processors, one of their biggest concerns is consistent access to quality commodities (e.g., quality groundnuts or maize). How will they ensure that the maize or groundnuts they're purchasing has been treated by Aflasafe? How will they confirm that farmers are using it? In this section, the M&D partner can recognize

that concern and insert tailored suggestions for how to get Aflasafe into the production chain. Both of these concerns are rooted in the trust factor—how can they trust but verify the quality of the goods they are purchasing? In this case, the business case would show how extension agents in the country have aflatoxin testing devices and have been trained to test for aflatoxin levels, and are also trained in how to apply Aflasafe. The business case could also suggest that agro-input dealers are given an incentive, for example, an additional 10% discount if they train farmers on how to use Aflasafe and rent out aflatoxin testing devices. Whatever deals may have been developed with intermediaries that will help the processor to gain access to quality inputs—and help ensure that they (the target processor) include Aflasafe as part of their required input specifications—should be referenced in this section.

Because the presentation should be interactive with the potential buyer, the M&D partner should be listening carefully throughout for the concerns and feedback. This feedback should be addressed and incorporated in future versions of the presentation, or in an FAQ developed to help address the concerns in a more conversational style throughout the presentation or in ongoing conversation with perspective customers and institutional influencers. Consider, too, that the audience in the meeting may not fully grasp the advice and recommendation to buy Aflasafe. If the M&D partner is having trouble getting the message across, then it's a clear sign the message needs to be stated differently. Ask the audience to clarify their concerns or hesitations to buy Aflasafe, all are lessons which can be learned from.

Testimonials and success stories. This section can also include existing testimonials and success stories from more established Aflasafe target countries, like Nigeria, Senegal, and the Gambia, and, where possible, from early adopters of Aflasafe in the current target country. Testimonials, although not scientifically based “facts,” are often the most compelling bits of information for individuals who are attempting to make a decision to change their practices; they want to know it worked for someone else in real life, and thus, that it's more likely it will be a positive experience for them, too. Customer testimonials are considered highly effective marketing tactics for B2B marketers, and inspire more word-of-mouth. Similarly, success stories can highlight potential impact and sales potential, for example, by quantifying the tonnage of Aflasafe that has been purchased by certain clients in certain regions, and those clients' commitment to purchasing increased amounts of Aflasafe in the future. Once the M&D partner has made their first sales, they should identify those clients who are “ambassadors” or influencers that can help drive further sales of Aflasafe through their testimonials, success stories, and referrals. The M&D partner can even ask them to share their results and meet with other potential buyers for in person testimonials.

This section of the business case may also provide operational assessments and risks, a discussion of regulatory changes, current aflatoxin standards recognized in-country, or the kind of awareness campaigns are taking place to increase demand for Aflasafe-treated commodities.

Section 7: Contact Information for the M&D partner

Finally, in what locations can Aflasafe be purchased? You should work closely with the M&D partner to clarify if they have a distribution plan in place, or planned, for Aflasafe. Share with the M&D partner any distribution maps, if available, indicating locations where Aflasafe is available at the village level—a sample of which is being developed currently for Tanzania. Use this section in the business case to share contact information and points of sale.

Notes section of the business case. Within the electronic versions of Microsoft PowerPoint presentations, you will find a section for notes, which do not appear on the screen when projected or printed. The Notes section should include suggested talking points and additional resources for the M&D partner to reference, which are meant to enhance their pitch when presenting to potential clients. The content on the PowerPoint slides themselves should be comprised of concise bullet points to get the main point across. The additional talking points provide supplemental rationale and detail that can be verbally shared by the M&D partner to further strengthen the messaging and focus the conversation. The Notes section of the business case presentation can also be utilized to provide more detail on the sources of the data. Including the details of the data sources in the notes section allows the M&D partner to easily reference and update the data in future years.

Step 5. Solicit Reviews of the Business Case Presentation

Objective	To gather feedback and incorporate perspectives on the business case presentation from ATTC and IITA members to incorporate additional insight based on their expertise and history with Aflasafe.
Things to keep in mind	<ul style="list-style-type: none"> • Is the business case self-explanatory or do you need to provide background information to the reviewers? • How does the business case differ from the version produced for prior countries?
Projected timeline and resources	<p>The Business Development Specialist should solicit reviews from IITA and ATTC team members.</p> <ul style="list-style-type: none"> • Allow at least one week for review and feedback.

As noted in the overview section, the M&D partner should be involved and leading the business case production process with ATTC support. The team leader, communications specialist, and M&E specialist, who have not been directly involved in the creation of the business case to date, should be requested to review the draft business case. Once the suggested edits and feedback have been incorporated, a meeting with the M&D partner can take place to review the final draft of the materials. The business case is ultimately the M&D partner's marketing tool in order to gain clients and drive sales. Expect and demand feedback from the M&D partner, to ensure that they agree with the points made and that they view this business case as a useful tool for their marketing activities.

The business case presentation and accompanying sales pitch should be tested and tweaked by the M&D partner. This should occur first, in advance of any initial presentations to prospective clients. The M&D partner should conduct a test run, internally to their organization and to ATTC, if helpful to receive feedback and tips. ATTC can also provide information regarding common questions raised by potential buyers. Lastly, the M&D partner will also learn from its initial meetings what is working and what is not. The presentation and pitch should be adjusted to reflect what they have learned during their initial client meetings.

Step 6. Develop Handover Memo and Conduct Handover Meeting

Objective	To officially hand over the marketing materials and business development process to the M&D partner.
Things to keep in mind	<ul style="list-style-type: none"> • What guidance is needed in order to take the materials provided thus far and continue to update them over time? • What final guidance can we give to the M&D partner to set them up for success?
Projected timeline and resources	Led by the Senior Strategy & Agribusiness Advisor and supported by the Business Development Specialist over approximately 1 week.

The recommended sections of the handover memo are:

- Overview of the Structure and Contents of the Business Case PowerPoint
- How to Use the Accompanying Financial Model
- Recommended Marketing Approaches
- Other Highlights from Market Intelligence
- Summary of Deliverables Provided to the M&D Partner to Date

The handover memo is the final deliverable as part of your business development support. It ensures that the M&D partner has all the necessary background and context for how to best leverage the consumer profiles and the business case. Ideally, it promotes transparency as to why and how all information was presented with the objective to transfer complete ownership of the marketing materials and strategy to the M&D partner. It reiterates that the business case is a living document, to be tailored for each meeting, as needed, based on the individual client's needs. With regard to the financial analysis, the handover memo explains certain aspects of the data, such as how to use and update the financial analysis (model) in Excel and translate it to PowerPoint charts. The handover memo also includes highlights from market intelligence gathered by the agribusiness consultant, even if it was not explicitly included in the business case presentation. Please see the IITA database/toolkit for a sample handover memo.

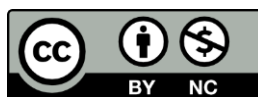
You should arrange a final handover meeting with M&D partner to review this memo. The meeting should include a summary of all content being transferred to the partner, with emphasis on key points, such as the importance of continuing to update and tailor the business case for new clients. The meeting should also cover any lingering questions from the M&D partner as well as how IITA and the partner will interact moving forward.

Future handover memos could also include information and samples from previous educational campaigns in other countries, and if applicable, a brainstorming of ideas for potential campaign targets, such as targeting partnerships with schools to support safe lunches and snacks or informational campaigns for doctors working in high risk aflatoxin areas. Enlightening examples are included in the notes from Frank Braeken's keynote speech which can be found in the IITA database/toolkit.

While the handover memo marks the transition and the end of significant tailored business development support to the M&D partner, IITA will continue to stay involved by monitoring results (as stipulated in the TTLA) and will continue to facilitate the sharing of information, ideas, campaigns, and breakthroughs among the various M&D partners across Africa.

V. IITA Database/Toolkit Documents, Templates and Samples

- **Value Chain Mapping Exercise and supplemental questions**
- **Consumer Profile Template**
- **Business Case PowerPoint Template**
- **Financial Model for Monetization of Aflatoxin Testing**
- **Handover Memo Template**
- **Key takeaways from Frank Braeken's keynote message during the 1st Aflasafe for Africa Conference, Arusha 2019**



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