



**2020 Development Company LLC**  
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## 20/20 Development Co. LLC – Corporate Capabilities Statement

### Introduction

Since 1997, 20/20DC has applying lessons learned through decades of work with businesses large and small to develop sustainable business globally. To overcome hurdles that prevent businesses from succeeding in developing economies. 20/20DC applies proven business strategies of market led business development coupled with the “visible hand of assistance” to achieve results that are sustainable, impact families, communities, and entire industries. 20/20DC firmly believes that trade is the best form of aid and we apply our skills learned in the private sector to advance businesses.

Founded on the concept of market linkages opening the door to trade we have continued to let the market drive development with a proven record of achievements in developing sustained businesses. We understand that economic development sustainably achieved when businesses are mutually profiting from a trade relationship, their employees are empowered with skills, vision and freedom to grow with the company. From our start in 1997 as international market linkage specialists, we have expanded our core competencies to integrate our marketing skills with the ability to work with the producers to ensure that they are producing the right product to meet the market demands. Our first expansion was into the area of food processing where our talented team of food process experts can work with the producers to produce the product that the market demands. We realized that it is ineffective to link buyer with seller if the seller does not produce the right product. We then realized that our work was incomplete by stopping with production. We therefore expanded our business to include extensive training to ensure that the company could effectively execute their new business vision and plan. This program of working with the product and the company to move the product efficiently from factory door to consumers is complimented with our ties to the academic world to ensure production at the farm level is of the quality required by the factory and appropriate technology is utilized for the environment that the company is operating.

20/20DC is unique in the developing world as our Team Members work as a team to leverage skills, experiences, and resources rather than independent consultants. Only through this seamless integration of expertise can the benefits of diverse skills achieve sustainable results without gaps or missing links in the process. Our team of Resident Entrepreneurs, Regional Directors and Technical Leads can work with a wide network to identify and capitalize on competitive and comparative advantages identified in a community or company to enhance product development, appropriate technology adoption, training, applying develop strategy and integrate best practices to the project, firm and individual level.

Our comprehensive team covers the agricultural spectrum including individuals with expertise in entrepreneurship (concept developers), development and agricultural economics (quantifiers), technical experts (food processing, packaging, process engineers and food scientists) and marketing experts with diverse global experience. Working as a team, 20/20DC capitalizes upon the proficiencies of individuals with different disciplines that allow us to have a panoramic view of the challenge while still having the expertise on the ground to improve production and teach these skills to a diverse audience. This results in successful businesses utilizing existing and enhanced resources. Our unique blend of talent and resources allows us to apply an integrated solution assisting our clients from soil to shelf™ across multiple disciplines, economies and geographic regions.

Our history and success in applying commercial principles to development projects and their business integration efforts goes back to our roots and our early work on quinoa in Peru. Through the auspices of the USAID funded PRA program our founder, Jim Krigbaum, identified a near extinct variety of red quinoa (Pasankalla). Using his entrepreneurial eye, he identified the opportunity for this new crop to provide a greater opportunity for the producers on the Altiplano of Peru and Bolivia. 20/20DC then implemented a program to integrate the largest USA buyer of quinoa into the project. At the time, USAID was unwilling to fund the buyers' trip to Peru, so 20/20DC invested in the buyers visit to Peru (20/20DC paid for the trip). The investment by 20/20DC paid off for the project and the farmers of Peru. It is estimated that from the 1 kg identified by 20/20DC the resulting red quinoa sales accounting for between \$80 and \$120 million USD in exports 2015. This increase in exports has had a significant price per kg and a major factor in the rising tide that brought all quinoa exports from the region to record highs.

Through this work and other efforts as diverse as blueberry jam from Mongolia to honey in Ethiopia 20/20DC has been a pioneer and innovator of the business integration models of market expansion for the developing world. We find that driving market-based solutions is the only way to achieve sustainable economic development. We utilize a combination of alliance models allows for the greatest success. We have successfully integrated businesses into development projects through the Resources Model (cost sharing amongst stakeholders) Expertise Model (businesses providing expertise to ensure that product produced is in demand). For more information on 20/20DC's expertise in business integration please refer to that document from 20/20DC.

After appropriate market (demand) research and coordination with the buyers to ensure that the product they produce is in fact demanded we utilize three tools; tradeshow, trade missions and sales missions to bring seller and buyer together. 20/20DC and our Team Members have supported trade efforts in diverse products and markets. Our affiliates reside in, and are citizens in, 14 countries. This gives us on the ground resources in all key markets where we are not outside consultants but locals who understand the local demand chain and market interactions.

## Current projects

Through work directly with EBRD, International Trade Center (ITC), through subcontractors for USAID and directly with producers/exporters 20/20DC currently has the following on-going projects:

### ***US Agency International Development – Egypt ERAS***

This is a 5-year project where 20/20DC is a key partner with the lead contractor ABT Associates. The 20/20DC team has a key role in the development of trade for the onion, pomegranate and herbs sector. This work covers the spectrum from company and value chain assessment to certification and standards all with the primary objective of strengthening companies and increasing trade. The 20/20DC team is engaged and deploying our resources from plant and process engineers to Resident Entrepreneurs in target markets across the globe. This project is incorporating the abilities of the 20/20DC team to work with entrepreneurs in Egypt and help them develop their business from concept to consumer. 20/20DC team has helped the entrepreneurs in Egypt with assessments, and business plans to further their efforts to expand their business. In October 2019, the 20/20DC team along with three Egyptian companies, benefactors of the ERAS project, attended the Fruit Attraction trade show. The 20/20DC team coordinated and facilitate meetings appropriate to the delegates and the objectives of the ERAS project. Over the two and a half days of the event 19 official meetings and numerous informal interactions occurred between the Egyptian delegation and exhibitors at the show.

***USAID Tunisia – JOBS project*** 20/20DC is in the early stages of supporting this 5-year project launched in the third quarter of 2018. To date 20/20DC has completed an assessment of market opportunities

for the USA market and provided recommendations for short-term and long-term market development. The 20/20DC team provided the project with an overview of the USA market and supported 15 companies to the 2019 Gulfood show in Dubai. Significant success was achieved at this show and the 20/20DC team continues to support the sellers and buyers to achieve increased sales and as a result increased employment. The 20/20DC team executed business assessments for selected agribusiness exporters to support. The team also supports these exporters by providing training that provides coaching in preparation for specific upcoming trade shows, skills taught include on how to approach buyers, how to present to potential buyers, and the preparation of product samples.

### ***International Trade Center (ITC) – Road map for Palestine agriculture products***

Identifying USA market opportunities for three Palestinian products – Olive oil, herbs, ZA'ATAR, and herbs. This work includes review of the USA standards, market requirements and identifies opportunities for Palestinian exports. The project seeks to enable Palestinian agriculture to generate better income, trade and welfare following an integrated value chain development approach towards more market-oriented competitive and profitable agribusiness.

### ***US Agency International Development – Central Asia Trade and Jobs project (CTJ)***

As a subcontract to the prime contractor, 20/20DC supports development efforts to create jobs across several sectors with emphasis on agriculture and food market expansion. 20/20DC does not get involved with producing more product but works with the project to expand the marketing and sales for product that is produced to meet the market needs. The 20/20DC team developed an export manual for the horticulture sector. The export manual educates exporters how to search and process marketing information, identify attractive export markets and apply effective export promotion tools through their own efforts. This manual will be the source of additional training to occur in March of 2020 conducted by 20/20DC.

### ***EBRD – Tajikistan – Golden Fruit – Senior Industrial Advisor***

In this effort with the EBRD, 20/20DC is supporting the Golden Fruit of Isfara Tajikistan in developing their exports with a focus on Japan and the North American market. This effort has coordinated the efforts to move from non-competitive quality products (sanitation and standards) to market linkages. Through our entrepreneurial vision and network, 20/20DC identified and introduced a “new” dried fruit product to Japan that is being considered as a new item with great potential by 7-Eleven Japan for distribution in their 29,000 stores. The business linkages and team are in place and the 20/20DC team has designed and implemented factory-changing programs that allow Golden fruit to produce product with sanitation standards that meet the Japanese Agricultural Standards (JAS) standards.

In addition to market linkages, sanitation and administrative issues Mr. Krigbaum is working with the owner of Golden Fruit and the EBRD to develop a loan proposal that allows for financing of additional plant modifications necessary for meeting further quality/sanitation standards and to finance the inventory requirements to meet new demand.

### ***EBRD – Tajikistan – Isfarafoods – Senior Industrial Advisor***

Isfarafoods is a privately held exporter located in Isfara Tajikistan with a strong export program that is dominated by sales to Russia. With support of the EBRD Isfarafoods is working with Jim Krigbaum to expand their markets outside of Russia. This effort includes 1) product development 2) plant modernization to meet international food sanitation standards and 3) development of new products to help them differentiate their products from the hundreds of dried fruit exporters in the region. Along with these efforts, the 20/20DC team will support Isfarafoods at the NYC Fancy Food Show, Middle East Organic show and Sial Middle East. As a result of these efforts dialogue is underway between Isfarafood and a leading international brand for supply of their dried fruit.

### ***EBRD – Tajikistan – Sekhi Kartonbarorii Isfara LLC – Senior Industrial Advisor***

The Isfara based carton box producer from Isfara is supported by the EBRD to improve their production techniques and improve their sales. The 20/20DC team will support plant efficiency design and market development. Efforts will include support in the Chinese market and securing equipment to improve their quality and efficiency.

### ***International Trade Center (ITC) – Azerbaijan – export development***

20/20DC is supporting the ITC in development of export businesses in Azerbaijan through training provided by the 20/20 Learning Institute in tradeshow strategy and training. Supported the Azerbaijan exhibit at SIAL trade event in Paris during the 2018 exhibition.

### ***International Trade Center (ITC) – Ukraine – Berry Export support program***

20/20DC has supported the ITC program in Ukraine to support their exports of fresh berries. To date this support has included training by 20/20 Learning Institute in marketing for ANUGA tradeshow preparation, participation and follow-up.

***International Trade Center (ITC) – Grenada*** – Food sanitation and advancement of the fruit export industry and support to the Marketing and National Importing Board (MNIB). Efforts included training that resulted in 35 Grenada food producers and processors receiving their FSPCA certification which is required by the Food Safety Modernization Act (FSMA) for exports to the USA. Along with FSMA certification, the Grenada food producers received GlobalGAP and HACCP training appropriate for their operations. Efforts also include development of a business strategy for the MNIB and the general industry plan for soursop and other exported fruits. Efforts includes both scientific and marketing teams.

### ***US Agency International Development – Uzbekistan Agriculture Value Chain (AVC)***

In the role as a major subcontractor for a Washington DC based Prime Contractor on the leading USAID project in Uzbekistan, 20/20DC has supported the project in developing markets for Uzbekistan fresh and processed fruits and vegetables producers and processors. Sales missions were developed and supported by 20/20DC to meet with importers and distributors in India, Poland, Latvia, Lithuania, Germany, The Netherlands, Dubai, Japan and Korea.

Products supported under this project include dried fruit (apricots, raisins, apples) fresh melons, fresh Apricots, grapes, nuts and processed fruits and vegetables. Effort required knowledge of the market and product requirements and processing capabilities inside of Uzbekistan to meet those requirements and the ability to pass that knowledge on to the Uzbekistani companies.

Uzbekistan AVC efforts in 2019 also included training on export markets, organization of two delegations of international buyers from multiple existing and potential markets including India, Hong Kong, Dubai and Europe.

### ***International Trade Center (ITC – UN) – Ukrainian fruits and vegetables market support***

Under contract with the ITC, the 20/20DC team has completed a comprehensive market study for opportunities for Ukrainian fruit and vegetable Exports. The 300+-page report covered a complete global market analysis for fruits and vegetables produced in Southern Ukraine. Subsequent to the completion of the report, 20/20DC has been engaged in training of exporters with courses on entrepreneurship, tradeshow and trade mission strategy, and written export marketing plans for 20 Ukrainian fruit and vegetable producers and exporters.

20/20DC has supported these company's participation in tradeshows in Poland (PolAgra) and Dubai (Gulfoods). This support included business meeting arrangements and training prior to and at the show.

**Global Shea Butter Alliance (GSA)** – 20/20DC supports the GSA with their banking services in the USA. Clients of the GSA can make payment to the GSA through the 20/20DC PayPal account. 20/20DC provides services to support this effort.

### **Private sector – Milly Foods – Kenyan juice processor**

With Milly Foods Mr. Krigbaum and his team have designed a dried mango processing addition to their existing mango juice production line. This newly designed facility will produce natural and osmosis dried mangos and other fruits from around the region.

20/20DC is providing technical assistance for the newly designed factory and marketing assistance for the end product globally.

### **Private Sector – SMD Group – USA**

20/20DC is working with jute processors in Bangladesh to produce pet toys to the specifications of SMD Group for distribution throughout the USA and Europe. This effort entails coordination of production, quality control, logistics and pricing from Bangladesh and marketing and distribution in the USA.

## **20/20DC's Successful Agri-business Projects**

- **Lebanon Industry Value Chain Development Project – USAID** the 20/20DC team was a late addition to the LIVCD team to support their market development of companies supported by the project since the inception. 20/20DC provided numerous business-to-business meetings in the corridor between Washington DC and NYC prior to the 2018 NYC Fancy Food Show. The results of this effort have been significant with anticipated sales in 2019 as a result of this effort to exceed several million USD of Lebanese products to the USA market.
- **Value Chain Marketing:** Ethiopian Sesame, Pulses, Chickpeas, Honey and Coffee: 20/20DC created agribusiness linkages via direct marketing and trade shows, assessing and implementing technology upgrades to processing of products and providing entrepreneurial, HACCP and other training through USAID/Ethiopia's Agribusiness and Market Development Program (AGP-AMDe). Initiated successful Public-Private-Partnership with USAID and Parodi Apicultura, a global honey processor, to co-invest in the Ethiopian honey chain.
- **Georgian Wine Industry:** Through three different USAID supported projects, 20/20DC and our experts with Masters of Wine credentials have supported and improved the Georgian wine industry with both technical expertise and marketing. Through our efforts, Georgian wine is now widely available at Whole Foods Markets.
- **Tajikistan dried fruit:** working with the European Bank of Reconstruction and Development (EBRD) 20/20DC has introduced a “new” dried fruit product to Japan expected to provide millions of dollars of sales beginning with the 2018 harvest. 20/20DC is solely responsible for this project including concept, design, market linkages, plant redesign and modernization, financial model development and export coordination.
- **Ukrainian fruits & vegetables exports:** working with the International Trade Center (ITC) 20/20DC is advancing exports of fruits & vegetables from Southern Ukraine to Europe, the Middle East and North America. Efforts include market assessment, business plan development, product recommendations, training, Business-to-Business meeting facilitation, Tradeshow participation and follow-up.
- **Value Chain studies and market assessments** – under contracts on behalf of the USDA and the ITC the 20/20DC team has completed value chain and market assessments for diverse products and supply chains from honey in Zambia and cashew nuts in Tanzania to cheese in Nicaragua. Each of the 20/20DC Entrepreneurs have applied value chain studies to achieve their own business success. Through the course of our careers, we have developed several tools for assessing strengths and weaknesses beyond the standardized consultant SWOT analysis.

- **Blueberries for USAID/Mongolia:** 20/20DC created market linkages by connecting small jam processors in the wild Mongolian blueberry industry with Japanese buyers. The Mongolian nomad producers assisted through 20/20DC's Japanese technical team were able to meet Japanese Agricultural Standards in production, sanitation and quality resulting in ongoing sales of their jam in the Japanese market.
- **Food Process Engineering and HACCP review and training:** Perform feasibility studies and provided food process engineering, equipment procurement assistance for production of honey, dried fruit, tomato products, condiments, and value-added chickpea products for numerous clients. Delivered training on HACCP and provide an overview and detailed courses on available certifications including HACCP, GlobalGAP, BRC, Organic, Halal, Kosher, and Fairtrade.
- **African Bee Challenge 20/20:** this 20/20DC initiative utilizes demand driven development objectives in the honey sector to increase youth employment and empowerment in Africa through Apiculture. This builds upon our work in the region with Mercy Corps (USAID), Adam Smith (DFID) and the International Trade Center (ITC) and builds upon our success in Ethiopia and Kenya working with youth groups and cooperatives in the honey sector with the support of the private sector (buyers). This effort resulted in a PPP between Parodi Apicultura and the ITC for development of the Zambian honey industry. Furthermore, sales have been achieved between Zambian and Ethiopian honey producers and buyers in the USA for Zambian honey.
- **Kenyan Juice Processing:** Through an economic feasibility study and engineering design of a juice processing plant in Kenya, 20/20DC enabled a cooperative effort between the Gates Foundation and Coca Cola for production of beverages marketed throughout 27 countries in Africa.
- **Nigerian Sesame:** Working with USAID's Nigeria Expanded Exports Program, 20/20DC expanded export opportunities for producers including linking directly to Japanese buyers as well as to markets in South Korea, Japan, China, Turkey and Brazil.
- **Global Shea Butter Alliance (GSA):** Through an MOU with the GSA, the trade association for shea butter based in Ghana, 20/20DC developed and implemented a strategy to engage brands and retailers in the global shea industry. 20/20DC organized and coordination of USA based GSA forum in NYC during 2013 and 2014. Provided recommendations to the Government of Ghana on price floor policy to enhance incomes and profitability of small shea nut producers. Provided entrepreneurial training at conference in Nigeria to shea producing and collecting women's' groups, companies and NGOs.
- **Quinoa** with USAID/Peru and the Government of Peru: Through a cooperative effort between businesses in Peru and in the US, 20/20DC discovered a "new" variety of quinoa and established a market niche. From the original 1kg of seeds available, this variety has since been multiplied and provides sufficient volume for commercial markets in the US. Because of 20/20DC's efforts, demand still exceeds supply, and a new cadre of small, successful producers has emerged. This product now has a global market with demand exceeding supply annually and high prices supporting continued investment into the industry. It is estimated that this variety went from the 1 kg identified by our founder to more than \$90 million USD in trade.
- **Sugar Alternative "Stevia"** for USAID/Paraguay: 20/20DC worked with the private sector in Paraguay to expand exports for Stevia, a sugar alternative including the introduction of Cargill to Paraguayan Stevia that catalyzed the export opportunity's growth. A key 20/20DC report is credited with opening the doors for Stevia to achieve GRAS status in the USA. Stevia sales to the US market are expected to exceed US\$1 billion by the year 2020.
- **Sustainable Wood Exports** for USAID/Peru. 20/20DC worked with wood producers to create higher value, by developing sustainable markets, identified and quantified market opportunities for secondary Peruvian wood species for the US, the EU, Brazil and Chinese markets. Identified and created value for secondary species thus allowing more sustainable and rewarding harvests for the industry.
- **Sacha Inchi** with private sector and NGOs in Peru: 20/20DC introduced new Omega 3 oils-rich product from Peru to the Japanese market, provided technical assistance and marketing support to the private sector in both Peru and Japan.

## Team member profiles

20/20DC's team members have extensive resources and experience in the skills necessary to execute agricultural development and promotion programs.

- **20/20DC Founder and Agri-Business Expert, Jim Krigbaum:** Works with buyers and sellers to define, develop, and execute demand-driven sustainable trade in agricultural products. Mr. Krigbaum has successfully integrated businesses into projects in Africa, Asia, Eastern Europe and Latin America and the Caribbean. His network of past and present customers includes Kraft, Smuckers, General Mills, Mitsui, Mitsubishi and numerous processors, manufacturers, importers and distributors in North and South America, Europe and Asia. With 30+ years of experience as a business leader and exporter, Mr. Krigbaum has his BSc. In Agriculture and Resource Economics from Oregon State University. Mr. Krigbaum is also a lead speaker for the 20/20 Learning Institute, which applies his experience in a mentorship role for exporters, business leaders and youth.
- **Agriculture Development Economist and Project Management Expert, Reinaldo Penner:** **Reinaldo** is an experienced development professional with a successful record of accomplishment as COP of multiple development projects in LAC, the owner of a Micro-Finance organization and rancher. An economist with an M.B.A. from the, European University, The Hague, Netherlands, and an M.A., in Development Economics, University of Amsterdam, Netherlands Mr. Penner has academics coupled with private sector and Development agency work to achieve success in developing businesses globally. Resident Entrepreneur – Paraguay.
- **Agriculture Marketing and Economic Development Expert – Ashween Bunwaree:** As a leader and key advisor to the Expertise Mauritius (government export promotion agency) and the private sector in Mauritius Ashween applies his knowledge of agriculture and strategic industry development to support 20/20DC as the Resident Entrepreneur for Southeast Asia and Oceania. Ashween has participated in multiple trade development efforts including tradeshows, seller and buyer missions, and direct sales efforts with a strong network of buyers in the Middle East region and importers in Europe, Asia, Asian sub-continent and Oceania.
- **Agricultural Value Chain Expert, Augusto Fernandini:** agribusiness professional with a proven track record of successful development and management of agribusinesses with global sales. Augusto understands agricultural production and marketing from soil to shelf and has strong relationships with global buyers. Augusto’s work in the Middle East (Egypt and Tunisia) and Central Europe have applied his agribusiness expertise, market contacts and complete understanding of the international trade. Resident Entrepreneur - Peru
- **Agricultural Value Chain Expert, Heike Hagenuth:** As a resident of Egypt Heike utilizes her European education and experience in the Middle East and India with trade relationships across Asia and Europe. Heike works with companies globally to source and supply product from the Middle East to their markets. With multiple certifications in food sanitation and production. Resident Entrepreneur – Cairo.
- **Fruits and Vegetable Processing, Olivier Van Buynder:** A South African, European educated process engineer who is a globally recognized for his expertise in working with developing businesses in the field of fruits, vegetable and honey processing. Mr. Buynder is a producer/farmer in South Africa. Mr. Van Buynder can develop products and transfer the technology to companies and individuals in a wide range of agricultural products.
- **Food Production and Quality Control, Federico Bokenhans:** A world leader in quality control design and implementation, as well as a global leader in meat processing technology and standards. Mr. Bokenhans has considerable experience working in the Middle East with Marriott Corporation for their food production operations in Saudi Arabia. Mr. Bokenhans provides an ongoing presence in South America.
- **Asian Market Expertise, Nagashima-san** is a leading Japanese businessperson with global experience in food production, procurement, and trade. Thirty plus years of global food processing and trade executive. Ide’s understanding of global trade opens the doors for involvement of development projects in the Asian markets. Ide and his team have been instrumental in the introduction of Sacha Inchi from Peru and Mongolian blueberries into the Japanese market. It was Ide-san and his team that trained the Mongolians to produce blueberry jam to Japanese Agricultural Standards (JAS).
- **Asian Market Expertise, Tetsuo Fukuyama** is a Tokyo based international development consultant with extensive experience in business development and training in SE Asia including currently supports with onsite consulting include Laos, Myanmar, Cambodia, Kyrgyz, Kazakhstan, Uzbekistan, Tajikistan, Mongolia, and Palestine.

- **Asian Market Expertise Masakazu Hirakawa**, from Tokyo Mr. Hirakawa works with 20/20DC to integrate product from 20/20DC projects into the Japanese market. Utilizing his network of Japanese buyers and thorough understanding of Japanese culture and the import/distribution system opens doors for 20/20DC projects that would otherwise remain closed to outsiders without the existing network and understanding.
- **US Market and international trade expert – Barry Westfall** from his USA based Barry Westfall has worked 25 years in the food and food ingredient export and import business. During this time, he imported food products from Europe, Asia and South America to the US and exported food products from the US, Canada, South America and Europe to Japan, Korea, France, Italy, UK, Poland, Australia, New Zealand, Saudi Arabia and Canada. Barry is a prime example of 20/20DC team members as his career has been driven by success in marketing agricultural products which includes product development, costing, supply management and customer development and retention. There are few global trade events which Barry has not participated in as a buyer or seller.
- **Post-harvest Technology, Dr. Robert Myhara:** A globally recognized expert in food processing with experience in managing crop post-harvest technology transfer and research for the global food processing industry. Dr. Myhara has his PhD in Agriculture Studies from the University of British Columbia and his master's in food technology from the University of Manitoba.
- **Package Design and use of effective packaging:** several 20/20DC team members have specific packaging technology experience to improve shelf life and marketability. This includes selection of material, design of packaging, and handling requirements in order to minimize moisture loss, retain product characteristics such as color, freshness and aroma and thereby enable exports to long haul international markets at cost effective rates of both the fresh and dried mango products.
- **Adult Education and training: Shawn Dooley** leads the 2020 Learning Institute where he applies his decades of experience in fast moving consumer goods marketing with his academic background in ag econ and ag education to work with other 20/20DC team members to develop courses ranging from Entrepreneurship to HACCP and other certification training.

Technical expertise includes:

- Aseptic processing                      Dairy Processing                      Hot fill processing
- Meat Processing                          Frozen and Refrigerated              Food processing
- Fruit processing                          Honey processing                      Pulse processing
- Pectin Manufacturing                  Citrus Dehydration                      Citrus Processing
- Bakery product manufacturing      Beverage bottling co-packing      Extrusion processing,
- Filtration system
- Herb and spices processing          Packaging technology including Aseptic, Temper evident/resistance, Bag & Box, Pails, Flexible, Rigid plastic and Cans)

## 20/20 Learning Institute

In 2013, 20/20DC started the 20/20 Learning Institute (20/20LI) to apply the experiences of our team to training the next generation of agriculturalists. For complete details on 20/20LI please refer to our document 20/20LI Course Descriptions 2015.

## Trade Marketing Training

20/20DC and our training division (2020 Learning Institute) have been providing export training since 2000 and have delivered our courses in six different languages. These courses are designed with adult learning principles to provide the students with the tools to achieve success in marketing their products be it in trade shows, face-to-face marketing or distance (web and email based) marketing.

Participating in a trade mission, tradeshow or buyers' mission after training from 2020LI has proven to be less effective and provide a significantly lower ROI than when 2020LI Tradeshow training has occurred.



## Tradeshows and Conferences

Tradeshows have been a staple of brand marketing and business linkage development for decades. The value of a tradeshow has changed significantly due to the internet, available data from company profiles to import, and trade records available through various sources.

20/20DC team members have participated in trade shows globally as exhibitors and visitors both for the private sector and development efforts. Recent tradeshows supported by 20/20DC on behalf of our clients include:

Gulfoods (four of the last five years for different projects – Ethiopia (2), Ukraine (1) and Uzbekistan (1)). We are scheduled to support the ITC Ukraine project for fruits and vegetables (F&V) marketing at the 2018 Gulfoods show.

**Anuga** – Multiple times over the last twenty years including private sector clients, USAID clients and ITC clients.

**Fruit Logistica** - Multiple times over the last twenty years including private sector clients, USAID clients and ITC clients.

**Fruit Logistica Asia** – several 20/20DC team members have participated in this event multiple times to support export and trade of products from multiple markets.

**Fruit Attraction** – Spain supporting fresh produce from MENA to the EU market.

**FoodEx Japan** - Multiple times over the last twenty years including private sector clients, USAID clients and EBRD clients.

**PolAgra** – Poland – leading Baltic region tradeshow for foods, beverages, packaging and distribution of foods.

**Fancy Food Show NYC** - Multiple times over the last twenty years including private sector clients, USAID clients and ITC clients.

**Institute of Food Technology Show** – USA - Multiple times over the last twenty years including private sector clients, USAID.

**National Restaurant Show** – USA – Multiple times with clients including USAID Georgia and Peru.

**Healthy Foods – Japan** – Leading Japanese health food trade show.

**Organic Middle East** – Dubai – supported dried fruit from Central Asia to the MENA markets

**SIAL Middle East** – Abu Dhabi - supported dried fruit from Central Asia to the MENA markets

**AGRISCAPE** – Abu Dhabi - agricultural investment forum supported Investment into Tajikistan by Middle East investors

**Global Ag Investment Conference** – Abu Dhabi, New York City and London – supported projects exposure to investors and presenter on Public Private Partnership principles to investors.

## Trade Missions

A Trade Mission is where sellers visit the markets to promote their company and its products. We often do this in juxtaposition to trade show or trade event. In an ideal situation, we work the project to provide pre-mission training and meeting arrangements where we meet with targeted buyers before the trade event at the buyers' facilities. This face-to-face meeting at the buyers' office provides a stronger connection than the chance meetings achieved at the trade show. We often visit five or more cities to meet with targeted buyers and end the visit at the tradeshow where we facilitate meetings and market education.

Trade Missions include extensive European marketing for several food product promotion efforts including fruits and vegetables to the Middle East from Ukraine, Uzbekistan and Ethiopia. Other trade missions include tours with sellers in Japan, the USA, and Europe.

## Buyer's Mission

A Buyer's Mission is often the third step of developing a relationship and can lead to a number of alliances. In this effort, buyers who have a sincere interest in the products produced by the company visit the company and explore cooperation. This is often done with financial support from the project, however, is driven by market demands.

Buyer's missions are the most difficult to facilitate but often the most productive. 20/20DC has facilitated buyers' missions for honey to Ethiopia and Zambia, blueberry jam to Mongolia, wood products and meat to Paraguay, sacha inchi and quinoa to Peru.

Arranged global produce buyers to visit Uzbekistan to review crops and production facilities.

## Examples of 20/20DC Business Integration efforts

### **Fresh produce export value chain development, Uzbekistan, USAID**

Ongoing produce value chain program to develop Uzbekistan produce exports. Working with cold chain for produce, identifying weaknesses and addressing issues to support exports to the Central and Southern Asia region. Providing expertise at all stages of the chain from HACCP and Fairtrade to operations and logistics. This effort has taken is to trade events in Germany (Fruit Logistica) and Dubai (Gulfoods) with additional face-to-face meetings through trade missions in countries as diverse as Russia and India and Japan.

### **Honey Joint Venture, Ethiopia, USAID**

Through the AGP-AMDe program funded by USAID, 20/20DC identified and facilitated the cooperative effort between a global buyer of honey, trading roughly 6% of the world's honey by value, and a producer owned cooperative in rural Ethiopia. This effort culminated in a resource partnership between the global buyer, USAID and Zenbaba honey cooperative. The buyer subsequently opened an office in Ethiopia to facilitate and coordinate regional efforts. Efforts for honey continue with ongoing support of Ethiopian and Zambian honey producers for sales to North America and Japan.

### **Honey PPP in Zambia to move producers to apiculture from honey hunting and Zambian exports of honey to the USA, Zambia – ITC, USAID and African Bee Challenge 2020 (ABC 2020)**

Through coordination of multiple development project efforts, the private sector and the ABC 2020 advances in Zambian honey production and marketing supported by the ITC, through PPP negotiated by 2020DCC, and sales of honey to the USA supported by USAID and ABC 2020.

### **Red quinoa (Pasankalla), Peru, USAID**

Identifying the opportunities presented by a “new” variety of quinoa 20/20DC facilitated the buyers visit to Peru where he concluded the first ever pre-production and pre-paid contract for quinoa on the Altiplano of Peru. Taking available seed from the limited quantity (near extinct) to commercial relevance required time due to the restrictions of nature, however, the private sector now estimates that the volume of this product ranges between \$80 and \$120 million USD in export from Peru and Bolivia.

### **Fancy Food Show, USA, International Trade Center (ITC)**

Coordinated ITC efforts to integrate Mali value added food processors into the USA market. Facilitated trade mission to visit buyers in the Washington DC to NYC corridor prior to the Fancy Food Show in NYC. Presented exporters to buyers in face-to-face meetings with purchasing power in excess of \$100 million dollars.

### **High-end Fashion, Peru, Private Sector**

Introduced premier Peruvian fashion designer to Nordstroms in North America. Facilitated trunk shows in Florida and Texas to introduce the Peruvian designer to leading markets in the USA. Applied the principles developed by 20/20DC to a market driven not by price like most food products but by design and consumer appeal.

### **Commercial Trade Events, Globally**

20/20DC has participated in leading tradeshow in all markets including Europe (Fruit Logistica, Anuga, Food Ingredients, and Foodtech), USA (FMI, IFT, Supply Chain, Natural Foods, Chemspec, Interpharm) Asia (FoodEx, Hofex, Fruit Logistica), Africa and the Middle East (Gulfoods), Latin America (Alimentaria - Mexico, ABRAS - Brazil) and others globally.

### **Market integration, tradeshow and training, Ethiopian agriculture, USAID/Ethiopia**

Connecting small and medium chickpea, honey and sesame export businesses with global markets. Trained farmer cooperatives on effective marketing practices and set up meetings with 80+ buyers. Developing business plans for exporters, including financing requirements, improved marketing materials for farmer cooperative unions and other exporters. Participated in the Gulfoods show to support market development.

### **Cashmere value chain analysis and business association development, Mongolia, USAID**

Oversaw program activities to promote the cashmere industry as part of USAID/Mongolia Economic Policy Reform and Competitiveness (EPRC) project's value chain strategy. Identified high value opportunities for partnership and intervention across the value chain. Recommended future technical assistance activities. Met with cashmere business

leaders and hosted a workshop to mobilize active support across the industry. Supported value chain analysis to increase exports of Mongolian cashmere and identified ways to increase value through increased downstream processing in Mongolia. Analyzed demand potential among select cashmere buyers in Hong Kong, China and internationally to market cashmere products.

#### **Pakistani mango to Europe, USAID/Pakistan**

Identified distribution channels and analyzed the volume, value and growth of mango imports into the EU market. Recommended strategy for increasing mango exports to the EU from Pakistan. Performed price analysis of dried mango imports to the EU. Traveled to export destinations in Europe and to work in conjunction with buyers and mango sector technical advisor.

## **20/20DC Experience in Value Chain Interventions**

20/20DC experts have extensive expertise in value chain interventions in developing markets globally, from assessment stage to action planning and market linkage execution. Our Team Members have operated at different stages across the value chain in the private sector as business leaders in food processing, marketing and distribution businesses. This real-world experience coupled with academic expertise and development experience provides the 20/20DC team with unparalleled expertise.

#### **Cashmere value chain analysis and business association development, Mongolia, USAID**

Oversaw program activities to promote the cashmere industry as part of USAID/Mongolia Economic Policy Reform and Competitiveness (EPRC) project's value chain strategy. Identified high value opportunities for partnership and intervention across the value chain. Recommended future technical assistance activities. Met with cashmere business leaders and hosted a workshop to mobilize active support across the industry. Supported value chain analysis to increase exports of Mongolian cashmere and identified ways to increase value through increased downstream processing in Mongolia. Analyzed demand potential among select cashmere buyers in Hong Kong, China and internationally to market cashmere products.

#### **Fresh produce export value chain development, Uzbekistan, USAID**

Ongoing produce value chain program to develop Uzbekistan produce exports. Working with cold chain for produce, identifying weaknesses and addressing issues to support exports to the Central and Southern Asia region. Providing expertise at all stages of the chain from HACCP and Fairtrade to operations and logistics.

#### **European mango value chain review and trail shipment study, USAID/Pakistan**

Identified distribution channels and analyzed the volume, value and growth of mango imports into the EU market. Recommended strategy for increasing mango exports to the EU from Pakistan. Performed price analysis of dried mango imports to the EU. Traveled to export destinations in Europe and to work in conjunction with buyers and mango sector technical advisor.

#### **Value chain intervention: increased trade and investment in Ethiopian agriculture, USAID/Ethiopia**

Connecting small and medium chickpea, honey and sesame export businesses with global markets. Trained farmer cooperatives on effective marketing practices and set up meetings with 80+ buyers. Developing business plans for exporters, including financing requirements, improved marketing materials for farmer cooperative unions and other exporters.

#### **Agricultural value chain assessment in two regions in the Democratic Republic of the Congo, USAID/DRC**

Six value chains in each region were assessed on criteria including how potential interventions could create inclusive growth (reducing poverty), improve food security, support women and youth and be climate change robust. Using a market-systems value chain approach, an end market analysis; interviewed 100+ stakeholders in the field to guide the design of new agricultural activities that will promote inclusive growth to reduce poverty, while increasing food security and improving nutrition. Delivered two-day workshop to USAID/DRC to support program design and work plan development.

### **Sector value chain development and program design, Tanzania, World Bank**

Identified the highest value opportunities and constraints to growth for eight sectors, examining productivity, access to markets, quality control and upgrading, and the general business environment. Interviewed 100+ private and public sector stakeholders in eight key sectors to perform value chain assessment and create a stakeholder map, collaborated by desktop research. Hosted stakeholder workshops to develop program to improve industry-wide competitiveness, build trade linkages and exports, and create jobs.

### **Value chain and market development to achieve biodiversity and sustainable incomes, USAID/Peru**

The “Identifying Commercial Opportunities for Wood Species” market development assessment identified new business linkages for local suppliers of Peruvian wood species by analyzing global supply and demand factors.

### **Apiculture value chain analysis – Ethiopia and Kenya - USAID, Zambia - ITC**

Have done extensive work on apiculture (bee) chains in several African countries. Analysis includes field studies and production studies coupled with desk studies of market demand. Designed and deployed PPP for investment from private sector into Ethiopian cooperative supporting production and exports.

## **20/20DC Capability and Technical Experience Statement**

20/20DC has performed in a number of development project assignments similar to this scope of work and achieved the following successes that are either fully or significantly credited to 20/20DC’s efforts:

- 20/20DC Team Members are proven Executives in the food processing and marketing industry. Our Team Members have planned, designed, engineered, installed, commissioned and operated food processing plants around the globe. Our members have launched and support successful brands around the world.
- Design and engineering of apiculture processing facilities in Ethiopia. Working with local producer cooperatives in rural Ethiopia Our Team Members secured European investment to modernize and bring to global standards the Zembaba Honey Producers Cooperative. Our team worked with the beekeepers to ensure HACCP control from hive to exported product.
- In Pakistan the 20/20DC team designed, provided equipment specifications and operational and procedural manuals for the processing of dried fruit, a new industry in Pakistan, which adds value to a crop that suffers a surplus at harvest time with few options to preserve product or extend the market. Dried fruit addresses this surplus issue and provides value to the crop and increases employment and sustainability.
- 20/20DC Team Members have designed fruit processing plants for global leaders supplying the dairy industry (Danone and Yoplait). Working with a wide range of fruit to add value by producing puree and concentrates to be used in flavoring dairy and other value-added products.
- Economic feasibility study and engineering design of juice processing plant in Kenya that resulted in cooperative effort between the Gates Foundation and Coca Cola for production of beverages marketed throughout 27 countries in Africa.
- Commercialization and development of the wild Mongolian blueberry industry to include jam processing in Yurts. Through technical assistance the Mongolian nomad families was able to meet Japanese Agricultural Standards (JAS) in production, sanitation and quality resulting in ongoing sales of their jam in the Japanese market through market linkages provided by 20/20DC.
- The global expansion of the market for Quinoa from Peru and Bolivia received a major injection of support with the discovery, production and marketing of Roja Pasankalla quinoa (red) which went from a 1 kg

bag of seed “discovered” by a local peasant (campesino) to global availability and demand that exceeds supply with sales estimates between \$80 and \$120 million USD.

□ Commercialization and expansion of Stevia in Paraguay through integration of the private sector in cooperation with the visible hand of development assistance. This effort included a key report that is credited for helping to open the doors for stevia to achieve GRAS status in the USA. This was partly achieved through the 20/20DC introduction of Cargill to Paraguayan Stevia (the country of origin of Stevia).