



Impact Strategy

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Deliverables and Process

Agreed Deliverables

- **Impact Thesis:** page 6
- **Value Chain map:** page 7
- **Breakdown of key impact goals :** page 8, 9, 12
- **Materiality Map :** page 13
- **Organizational Theory of Change :** page 9 & 10

List of interviews, visits, and workshops

- Jan Heinrvita , Co-Founder & CEO – multiple exploratory calls
- Anahi Sosa, Co-Founder & COO – multiple exploratory calls
- Perfekto “*Cross Dock*” – 7am to 11am: visit to understand the operational process from stock and flux management to order fulfilment and delivery.
- Central de Abasto – 4am to 7am : visit with team in charge of purchasing food products
- Workshop in person with CDMX based team
- Workshop online with the rest of the team.

Impact Strategy

Perfekto's Impact

Vision

To disrupt the food retail market and shape sustainable food systems.

Mission statement

To reduce food waste and food loss by providing consumers with products that are fit for consumption but discarded by the food industry.

Impact Goals

Growing a community of conscious consumers, fostering sustainable purchasing habits.

Create new market opportunities for products that are fit for consumption but discarded by the food industry.

Maintain social and environmental exemplarity as a company.

Perfekto's Impact Through Its Value Chain

What

Creating new market opportunities for "imperfect" products

Maintaining social and environmental exemplarity

Fostering sustainable purchasing habits

Connecting producers to consumers
Purchasing "second range" products from wholesaler

Maintaining high social standards for our employees

Growing an educated community of conscious consumers

How

Increasing positive impact

Production

Wholesale

Fulfillment center

Distribution

Consumption

Minimizing negative impact

Limiting environmental footprint of operations

Who



Producers



Intermediaries
Wholesalers



Perfekto's
employees



Sub-contractors



Consumers

Impact Thesis Articulation

Impact Goals (What)

Impact Thesis (How)

Stakeholders (Who)

Growing a community of conscious consumers fostering sustainable purchasing habits.

If we create a large enough community of conscious consumers purchasing "imperfect" products, the mainstream food retail industry will adapt its standards, fostering a more sustainable food system.



Consumers

Create new market opportunities for products that are fit for consumption but discarded by the food industry.

If we create market opportunities for the sale of "imperfect products", then less food will be lost or wasted.



Producers



**Intermediaries
Wholesalers**

Maintain social and environmental exemplarity as a company.

If we maintain social and environmental exemplarity as a company, we will lead by example and thrive as a community.

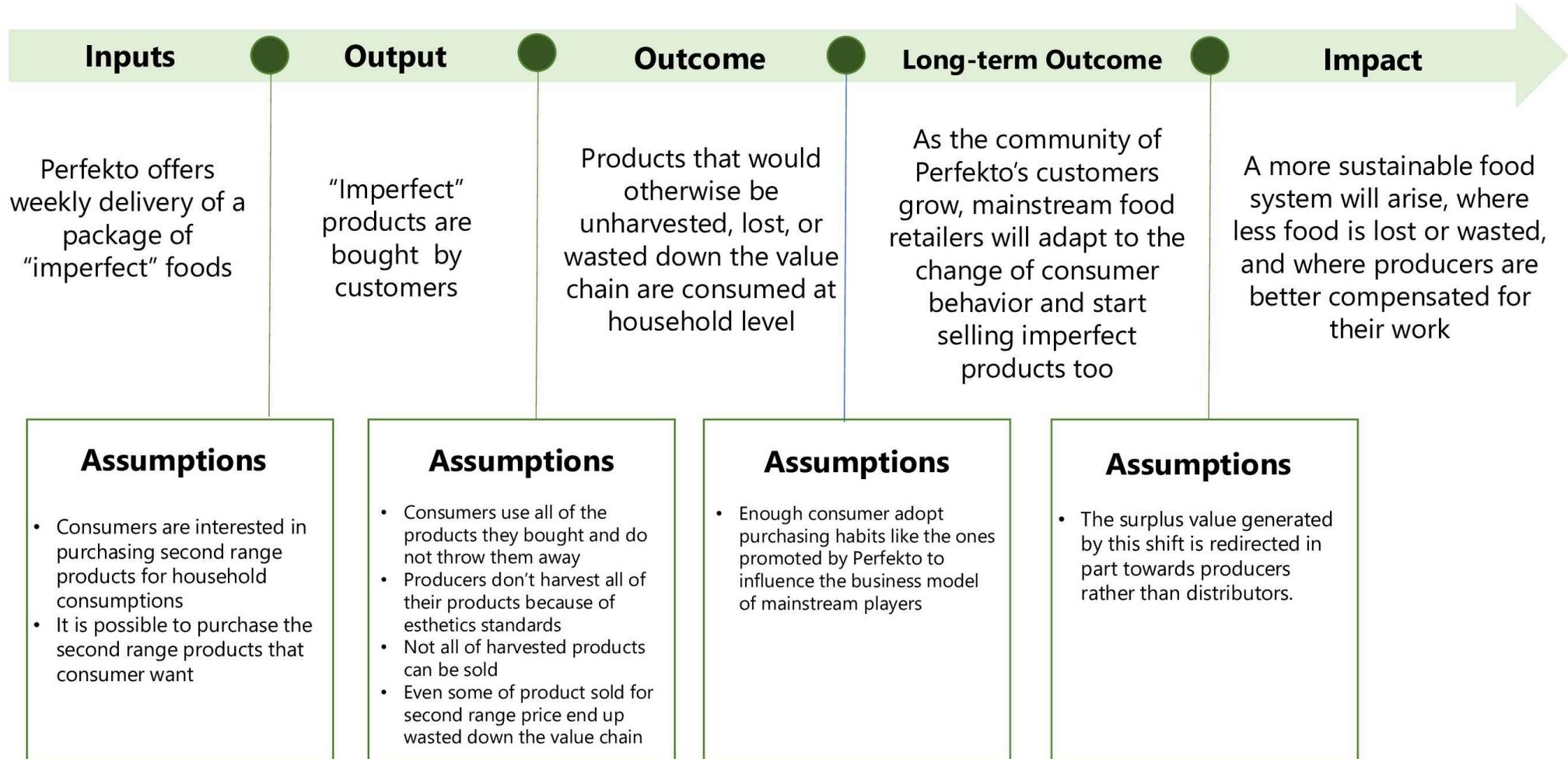


**Perfekto's
employees**



**Sub-
contractors**

Perfekto's Theory of Change





Consumers

Perfekto offers weekly delivery of a package of "imperfect" foods



Food

Inputs



Output

"Imperfect" products are bought and consumed by customers

Impact

Shape a more sustainable food system

Lead by example

If we maintain social and environmental exemplarity as a company, we will lead by example and thrive as a community.

Sell "imperfect" products

If we create market opportunities for the sale of "imperfect products", then less food will be lost or wasted.

Grow the community

If we create a large enough community of conscious consumers, the mainstream food retail industry will adapt its standards

Long-term Outcome

Mainstream food retailers will adapt to the change of consumer behavior and start buying imperfect products

Outcome

Products that would otherwise be unharvested, lost, or wasted down the value chain are consumed at household level



Traditional Retailers



Intermediaries Wholesalers



Producers

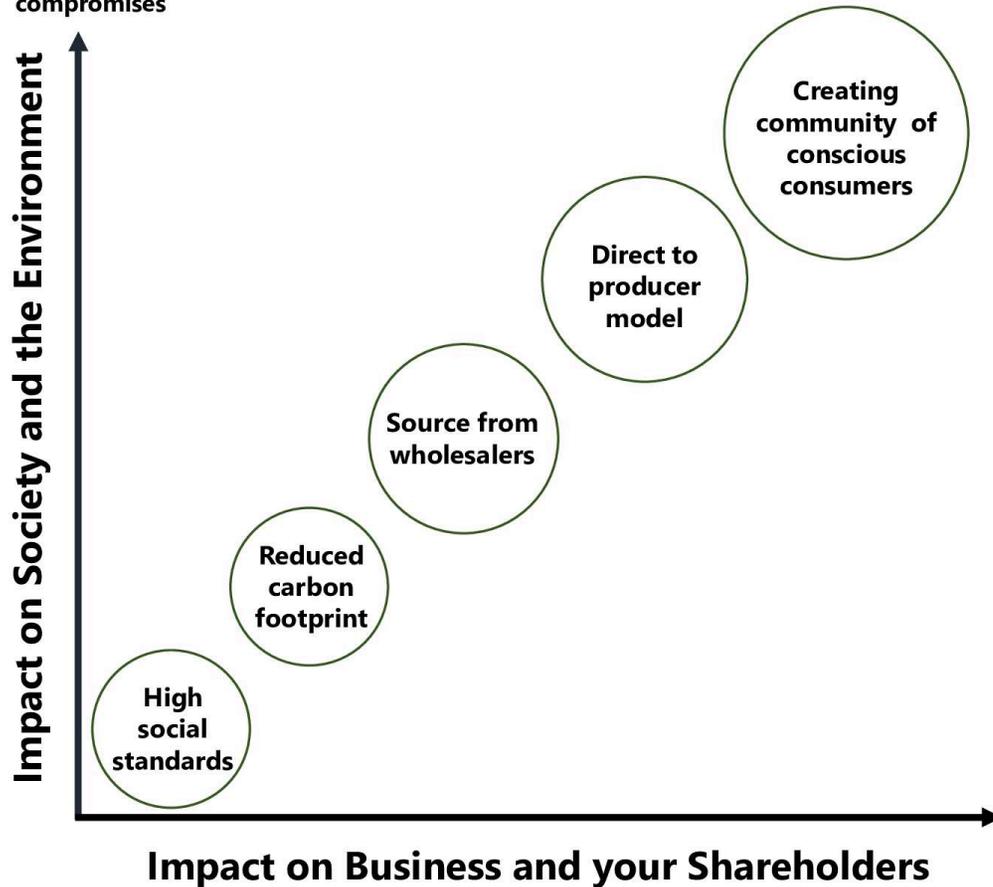
Annexes

Impact Goals Alignment with Sustainable Development Goals

	2 ZERO HUNGER 	8 DECENT WORK AND ECONOMIC GROWTH 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 
Growing a community of conscious consumers to foster more sustainable purchasing habits. SDG 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.			
Creating market opportunities for the sale of imperfect products, to reduce food waste and food loss. SDG 2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.			
Maintain social and environmental exemplarity as a company. SDG 8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead.			

Materiality Mapping

Impact priorities that may require financial compromises



1. Creating a community of conscious consumers is the most important impact goal because it is directly correlated to your business growth, and the one true leverage of sustainable change in the food system.
2. Buying directly from producers is a faster way to achieve impact than sourcing from wholesaler
 - It allows you to trace direct impact on food loss
 - It benefits the producer directly
 - It provides a better margin to lever in your business
3. Reduced carbon footprint can be costly but is a strong impact commitment with external effect that customers are sensitive to.
4. Maintaining high social standard is an inward-looking commitment which however impacts highly the heart of your business and community: your employees.

Business Objectives which may derail you on the path to impact