

Transforming Lives; Transforming Business

Dear All,

Welcome to the second newsletter from the Salt Network covering the activity from February to June. The group is growing quickly and it is a real pleasure to see how it is helping to strengthen and deepen members' discipleship. We are looking forward with great excitement to our first Annual Event: Business as a force for good—it should be a fantastic opportunity to celebrate the first year of transformation—see the back page for more details!

At Christian Aid we have a vision of how business leaders can come together as agents of change, leading best practice within their own businesses and encouraging others to do the same as well as supporting entrepreneurs in the global south. We believe that together we can be more ambitious and more effective in the work we do – learning from each other, supporting each other, thinking more creatively and inspiring each other to do better and achieve more. The vision is a global one and although our workshops are currently held in London we have a vision of global hubs by 2020 and are looking forward to launching our first regional Hub in the North East this September.

Our second Salt 'theme' was 'Developing a Values Based Business Model (VBBM)'. We started by looking at business purpose and the link between purpose and measurement and concluded by exploring Christian values in business. With such a significant topic to explore, the members requested that we continue this theme in the autumn when we will spend time looking at some of the VBBMs available (such as B-corps, social enterprises) and measurement and decision making in a VBB.

Salt members Julia Howl, Simon Hickman & Ollie Leggett at our June Workshop on "Developing a Values Based Business Model"



Leading Change by developing a Values Based Business

Being a value-led business is a journey that often starts from a foundational motivation or 'calling' to becoming a business leader – but how does this motivation translate across an organisation? This theme explored the importance of articulating both purpose and values but also the challenges of putting that into practice. We were joined for the event by Matti Kohonen, Christian Aid's private sector policy advisor, and Rev. Andrew Baughan, Vicar and Researcher in [Soulful Enterprise](#).

Leading Change (cont'd)

Members were inspired, challenged and supported to take on discipleship challenges to articulate and embed their purpose and values as well as consider how they can measure progress in line with their purpose and values statements. Pledges included:

- Documenting business objectives, mission or purpose explicitly (to avoid focussing just on the financials)
- Communicating purpose internally & externally
- Working with colleagues to articulate values and communicate them internally & externally
- Exploring ways in which we can measure values and purpose in our organisation

As well as making pledges around purpose and values, Salt members provided updates on pledges undertaken in the last workshop and members identified areas where they needed extra support to move issues forward. As a result **90%** of members who have been engaged with the network for more than 2 months have now made pledges on how they will lead change in their business.

Provoking a Community of Change

One of the aims of Salt is to give members a united voice to speak out to the wider business community, church community and policy makers on issues that affect the world's poor and encourage and support members to influence others. Again, business leaders have made pledges to influence others around the issue of developing a Values Based Business which range from committing to have a number of one to one conversations, speaking at networking events to speaking at our annual event later this year.



The last four months have also seen some of the members pledges from the first workshop realised through a partnership event organised with the LICC. The event saw around fifty people coming together to look at the issue of Modern Day Slavery

through a faith lens. Attendees had an overview of the issue from Quintin Lake of [Fifty Eight](#) who spoke at the first Salt Workshop and then heard practical examples of how business leaders were looking to address these issues from two Salt members—Cal Bailey, Sustainability Director at NG Bailey, and Olu Ogunbode CEO at The Education Corporation.

We hope to continue to explore a range of partnership opportunities as we move forward and utilise them as a key way in which we can help develop a distinct 'Salt voice'.

Resourcing Change

Salt members have also pledged to come together to resource change by crowdfunding for some of Christian Aid's most innovative enterprise projects in the Global South. As part of the workshop, Deidre O'Sullivan-Winks, Christian Aid's Programme Director for ACRE and Inclusive Business joined us to give an update on one of the 14 enterprises which is being supported by members via Christian Aid's Social Enterprise Programme (SEP). These enterprises are being supported to make key improvements in order to reach a point where they are commercially viable and well managed and administered businesses with clear growth milestones, at which point they may want to seek external investment in order to grow further. We have carried out activities such as identification, evaluation, incubation, delivery of technical assistance and monitoring and evaluation support to a total of 14 enterprises, costing an average of around £4,500 each. These enterprises reach more than 510,000 poor and marginalized individuals.

In Colombia, we are working with a coffee shop, which was set up by one of our partners, an association of around 500,000 farmers located in 76 reserves. We are working with them to find a commercial outlet for their coffee and other produce. The shop was set up with the view that it would become the trading arm of the farmer's association, which represents 500,000 rural farmers in post-conflict Columbia across 76 reserves.



Colombia: The community of Corinto Reserva

Christian Aid is working closely with our partner and the farmer's association to bring an entrepreneurial solution to tackle poverty by seeking market opportunities for the farmers' coffee and other produce. The SEP team is supporting these farmers by incubating businesses that the farmer's association will roll out.

The shop wants to significantly grow its sourcing of product from the local reserves and completed a mapping exercise of the reserve zones to start this process. In order to maximise the development impact of this business, Christian Aid is not only supporting the inclusion of more farmers into the supply chain but also supporting the farmer's association's commitment to human rights, environment, gender equality, and land rights to avoid the exodus from the countryside to urban areas.

They receive regular visits from Christian Aid's commercial analyst and the SEP's consultant to give them guidance on business decisions, and as part of that we designed a support package focusing on management and marketing.

Resourcing Change (cont'd)

To deliver that support package we are piloting an approach where the business receives very light touch consultancy support over 6 months, together with funds to be used on very specific activities, such as website design, marketing and product development. The business has achieved key milestones since the support package commenced, including doubling its sales, hiring new staff and adding more products from the reserves.

Salt members are coming together to support this enterprise and others like it with individual pledges, corporate pledges and fundraising. Salt members have now raised almost £90,000 for Christian Aid's work since the network formed 8 months ago. Some Salt members are also exploring opportunities to use their skills and expertise to support Christian Aid's work.

Dates for your Diary:

Salt Annual Event: Business as a force for good

Monday 16th October 6.30-9.00pm (London)

Join us for an evening of celebration & inspiration as we look back at the first year of the network and look forward to fresh inspiration from a range of business leaders. Speakers include Loretta Minghella (CEO, Christian Aid), Benet Northcote (Director CR, John Lewis Partnership), Simon Gardner (ex Global Marketing Director, Hasbro). This is an open event so please feel free to invite along your contacts. Register [here](#) for your free place

Salt London: Monday 16th October 2017 2.30-5.00pm

This will be our third members' workshop in London and will continue the theme of 'Developing a Values Based Business' by looking at a range of Values Based Models that can be adopted and discussing the topic of measurement and decision making in a values led business. If you are a business leader and would like to join us, please contact Helen Howe, Christian Aid's Salt Manager

Salt North East: Thursday 7th September 12.00-2.00pm (Newcastle)

The launch of our North East hub! This event is open to any business leader who would like to find out more. We'll give an overview of the network offering and hold a short workshop on the theme of "Developing a Values Based Business Model". Anyone interested in booking a place is encouraged to contact Christine Savage, who is the SALT co-ordinator in the NE, on Csavage@christian-aid.org

Coming to a region near you.....We're looking at launching more regional hubs for Salt during 2018—if you want us to come to your city—just let us know.

Interested in Salt and would like to find out more?

Contact the [Salt Network](#) Manager, Helen Howe for further details: email hhowe@christian-aid.org