

# Go4Fresh



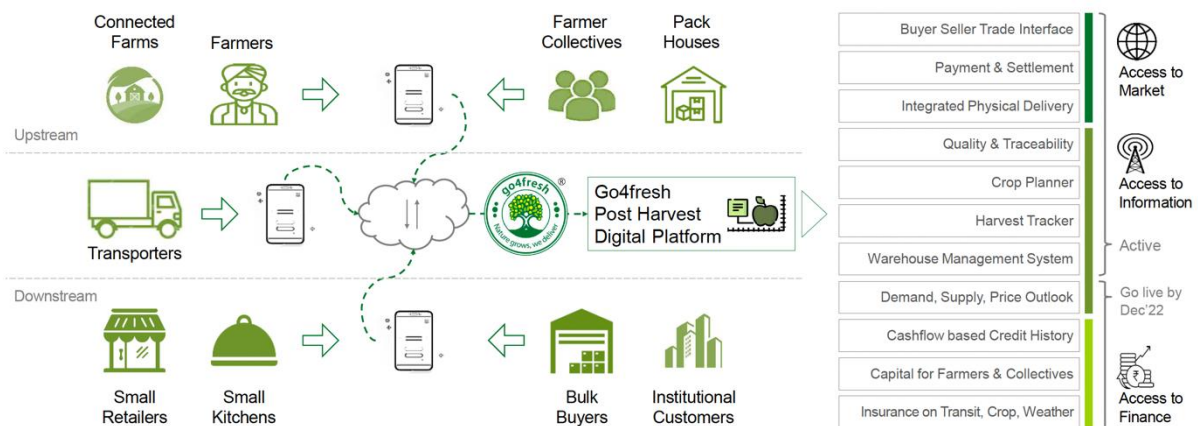
## Business Context

Founded in 2013, Go4fresh is dedicated to optimizing India's fresh fruit and vegetable supply chain by linking small-scale farmers with small enterprises, bulk buyers, and institutional customers. This operational model enables marginal farming communities to access the market while offering customers safe and healthy produce at affordable prices.

India ranks as the world's second-largest producer of fresh produce, supporting over 30 million livelihoods and producing USD 130 Billion annually. However, the sector grapples with fragmentation and small-scale farmers have limited access to finance and technology. The disruptive impact of COVID-19 has further exacerbated these issues, underlining the need for immediate and effective interventions.

Responding to these challenges, Go4fresh has evolved into a robust digital marketplace, bridging the gap between farmers and microenterprises. It aims to address the persistent issues of access, enhancing efficiency, and curbing wastage. With AgTech currently only meeting 1% of its potential, Go4fresh believe that the sector is at an inflection point, where digital intervention, regulatory support & behavioural changes will coalesce to create significant value. Through their digital marketplace, the company aims to drive this transformation by facilitating the transition of one million small enterprises and farmers into sustainable livelihoods, thereby fostering a secure food ecosystem.

Figure 1. Go4fresh business model



The company already has considerable market reach, with 5000+ sellers (small farmers, farmer collectives and farmer groups) and 1000+ buyers across multiple markets & segments integrated into the marketplace. More than 200 different fresh fruit and vegetable products are serviced, and over 40,000 tonnes have been sold since the platform was launched.

Notable achievements to date include accolades such as the Food Services Aggregator award and strategic collaborations with companies and organisations like Tata

Trusts, Syngenta, and the Asian Development Bank, all geared towards building resilient supply chains. Go4fresh has also developed Environmental, Social, and Governance (ESG) metrics to support environmentally friendly decisions, socially responsible actions & incentivize sustainable practices. Looking forward, it envisions comprehensive coverage across India's key fresh produce clusters, potentially seeking to curb 1 million tonnes of carbon emissions.

## Assessment

### WHY? What is the objective of the assessment?

Planning to scale up their business model across the Indian market and to expand globally, Go4fresh conducted a capitals assessment to effectively communicate the uniqueness and potential positive impact of its business model on nature and people to small farmers and potential investors.

The specific objectives of the assessment included:

1. To demonstrate the benefits of adopting sustainable farming and food safety practices to small farmers and small enterprises.
2. To effectively communicate uniqueness and positive impact of Go4fresh model on nature and the livelihoods of marginal communities.
3. To assess the benefits of Go4fresh program and how that will build market visibility to social impact funds, investors and research organisations.
4. To assist Go4fresh in faster business ramp-up across India followed by other developing countries in Asia and Africa.

Go4fresh also identified associated benefits from conducting the assessment. It anticipates that the creation of a dashboard to assess risks and opportunities will improve business results in the long-term, and that the assessment results will help to improve small farmer and small micro enterprises engagement and facilitate collaboration opportunities with technical and research institutions, social organisations & the wider technology community.

### WHAT? What is the scope of the assessment?

Go4fresh designed an ambitious multi-capitals assessment across the entire value chain, including all capitals with impacts/dependencies linked to different stages of their business activities from farm to fork:

- **Upstream:** covering farmer engagement and capacity building, farm monitoring, adoption of sustainable farming practices.
- **Direct Operations:** covering collection center activation and operations, quality check & traceability solutions, digital access to small farmers and logistics operators.
- **Downstream:** covering category management and order fulfilment, customer engagement & CRM, demand forecasting, cash flow cycle, deeper penetration in urban markets.

Faced by secondary data availability limitations in the Indian agriculture sector, Go4fresh opted to base their assessment on their own internal performance data on

impact and financial parameters. In addition to their existing historical records, a survey of stakeholders active on the platform in the last 2 years was performed to gauge the impact of the company's two key interventions: (1) training in sustainable farming/Good Agricultural Practices and (2) integrating marginal farmers into the market by facilitating access to information, buyers and transactions.

From these two interventions, Go4fresh identified seven relevant impact drivers:

1. Food loss or waste
2. Livelihood improvement
3. Access to infrastructure and tech
4. Availability of logistics service providers
5. Food safety practices
6. Use of chemical inputs
7. Nutritional content of food

Then, using the criteria of risks and opportunities visible to Go4fresh (operational, legal and regulatory, financial, reputational, marketing, and social), a prioritization analysis resulted in the selection of impact drivers 1, 2 and 6 as most aligned with their objective. Impact pathways were then mapped to understand how these affect changes in capitals and lead to impacts on the business and society.

#### HOW? What will be measured and valued?

Different methods and techniques were selected for the measurement and valuation of each impact driver included in the scope of the assessment.

#### **1. Food loss and waste**

Go4fresh intervenes from farm to enterprise, enabling farmers to manage crop planning in alignment with the market, thereby improving harvest accuracy and minimising handling & wastage.

To measure this impact driver, Go4fresh conducted primary research with focused groups in the state of Maharashtra. The research focused on 3 crops – Tomato, Okra & Green Chili –and involved 50 farmers. The research aimed to collect data from the last two years on both farm level food wastage and supply chain wastage.

#### **2. Livelihood improvement of marginal communities**

Go4fresh offers training to its suppliers in sustainable farming practices, which has demonstrated lower use of natural resources which results in lower costs of production dependent on external resources in the long-term. It also facilitates increased market access for its suppliers, leading to a higher market realization.

Go4fresh drew upon their internal data and conducted farm focus groups the Pune district of Maharashtra to collect on farm level and post-harvest supply chain intervention across 100+ acres primarily related to use of natural resources; production costs and revenue/income

### 3. Use of chemical inputs

Go4fresh interventions in sustainable farming practices seek to minimise the use of chemicals on the products in their supply chain. Reductions in chemical use is proven lead to improved soil health, water quality and crop immunity. It also improves quality of the final product produce and has positive health outcomes by lowering farmer exposure to toxicity during crop protection & soil application.

Go4fresh undertook a farmer survey and compared conventionally managed farms vs farms supported by Go4fresh in same catchment and for the same season to assess:

1. Toxic substances in the produce (checked through chemical analysis of produce via third part laboratory)
2. Toxic exposure at farm level (checking extent of farm inputs used, share of toxic chemicals and method of application)

#### WHAT NEXT? What were the results of the assessment?

The assessment gathered supporting evidence for the benefits of Go4fresh business models with regard to the selected impacts.

In relation to the food loss and waste impact driver, Go4fresh found a 10.5% decrease in food loss (6.4% at farm level and 4.1% at a farm-to-enterprise level) comparing their business model impact to historical data.

From the livelihood improvement pathway, they found an 18.7% reduction in cost of production and a 7.5% increase in income levels.

Finally, in terms of the use of chemicals impact driver, Go4fresh was not able to conduct the laboratory analysis of toxic substances in their produce as planned. They instead analysed production costs from chemical inputs, finding a 14.4% reduction in costs.

Following the measurement and valuation of food loss and waste and use of chemical inputs, Go4fresh plans to provide further training for farmers on crop planning and food safety practices, as well as supporting farmers in the tracking of input seeds, dosages, frequency of application, and costs.

As a result of assessing livelihood improvement, the business will keep developing their market access program for farmers. Furthermore, the findings of the capitals assessment will be translated into infographics to easily communicate to a wide variety of internal and external stakeholders.

The outcomes of the assessment are integrated into the Go4fresh core business strategy, with identified indicators included in regular business planning, budgeting, and monitoring processes. The results are envisioned to support the design of an internal management dashboard, to assess and improve business results, to improve smallholder farmer and small enterprises engagement, and to facilitate collaboration opportunities with research institutions and social organizations.

Overall, Go4fresh used the results of the assessments to refine their strategic and business objectives, setting the following action items and next steps:

1. Minimize risks, prioritize operational plans, and allocate resources optimally.
2. Identify tools to share and accelerate learnings for marginal communities.
3. Set up internal dashboard to track performance on capitals assessment.
4. Prepare and implement effective communication plan for target audience.