



The role of business in development

SESSION 5 - WHAT NEXT FOR BUSINESS AND SOCIETY

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

We're moving towards the last session before the prize giving. And our session is about what is next -- what is next? And before I enter the session and I started with a little special video message, I will tell you we have received a great many questions over the Internet.

We've received over 2,000 tweets so far and some of on Facebook and on Twitter we have received them and some of the really interesting messages that have and questions we've not been able even to get around to them because there have been so many.

And I will ask this panel to look at some of them. I know that they were interested in the measurement of what we've been talking about of creating a shared value. This is one of the major ones we've had. Right from the start this question has come up again and again. And I want to thank first of all everyone who has been so kind as to bring up these questions and to send them to us.

Some of these questions, Paul, are going to be specifically for you. So we'll leave them there so you can see them and think about them as we go through this session.

This session is we have Ajay Chhibber with us who is the UN Assistant Secretary General, UNDP Assistant Administrator and Regional Director for Asia and the Pacific. Of course these are new people that you haven't seen before. We have Dr. Harish Hande who is the Founder and Managing Director of SELCO, India which is a social enterprise. And I think you all know that we have here, Rajya Kanoria who is the President of FICCI and we have Paul Bulcke, who is the CEO of Nestlé.

Before we get into our session, we are going to hear from the person who, along with Mark Kramer if you remember from our previous session, put together the concept of creating our shared value. Professor Porter could not be with us and we thanks Mark Kramer for being with us, but he did record a message. And so, we're going to hear that message now.

(Video Plays)

Michael Porter - Professor - Harvard Business School (via video)

I'd like to welcome you to Nestlé's Creating Shared Value forum in New Delhi. India is actually one of the epicenters of creating shared value activity in the world today and so there is no more fitting place to have this event than New Delhi and in India.

I'm sorry I cannot be there personally because of my duties at Harvard Business School, but I can assure you that I'm going to be keenly interested in everything that takes place there. I'm very, very pleased and proud that the creating survey concept is spreading very rapidly throughout the world in advanced economies and developing economies alike. It's starting to penetrate thinking across many, many sectors of the economy from food to financial services, to pharmaceuticals, to mining, to many others.

And I think it's starting to show the way to some new forms of collaboration between the private sector, NGOs and government to kind of tackle social problems, but tackle them with a business model. And when we can do that, of course, we have this enormous benefit of having approaches to societal problems that are scalable, that can be spread to limited numbers of people and are sustainable financially overtime because they pay for themselves.

But shared value involves innovation, new ways of thinking, new approaches to business and frankly is one of the most exciting business opportunities in the world today.

The work of FSG and Professor Asit Biswas has been really critical to our understanding of creating shared value in India and Southeast Asia. I'd like to thank them for their contribution to this meeting and to the ideas behind this meeting.

I wish all of you a very successful forum. I'm jealous of you for being there when I can't be, but I'll be very much looking forward to the dialogue that this will create in working with many of you over the years to come.

(Video Ends)

PRESENTATION

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Well thank you very much in absentia. So we're going to get right into our session. Ajay Chhibber, I don't know -- did you hear some of the last session? It was about rural development, all the subjects that I know that you at UNDP in this area are most focused on.

[Farm] employment, non-farm employment, women's development and empowerment, and these are some of the key aspects I know that you've been working on. And so, I wanted just to ask you, how and what are the approaches that you are taking that might be a little bit different than what you are seeing and what you see in India?

And perhaps also a word about something we touched on, but didn't go into very much which is the rural employment guarantee system and whether you think that that is a helpful policy?

Please, sir?

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

Well, thank you. Thank you very much, Maria, and thank you very much to Nestle for inviting us to this very, very exciting forum. It's a pleasure to be here with such distinguished panel of people here.

And I was able to listen to the last session a little bit. I'm sorry I couldn't spend the whole day here. I wish I could have because I would have learned a lot more. But we have a very good partnership with Nestle in Pakistan. We've had a partnership on with women, livestock producers and this has been -- this has worked out very well.

I think Nestle has taken that idea much further in Pakistan also into other provinces very successfully. So I'm glad UNDP was able to play a part in that. And we hope of course to be able to do more with Nestle in other parts of the world in a variety of different ways.

Already we've been talking with some of your colleagues about doing more work in Africa, in Niger and in India and in Myanmar as well. So we are certainly very keen to expand this partnership further. The work that we have been doing in India is -- with the IKEA Foundation, it's very much focused on -- it started -- actually it started with UNICEF first. We focused on the whole issue of child labor, but very quickly realized that without dealing with the issue of the mothers they couldn't really tackle the issue of child labor alone.

So I think that's where UNDP came in, in a very interesting way to help them source their products to marketing change and that is quite successful collaboration. We are also doing some very interesting work with -- similar work with toddy cultivators in Sri Lanka.

We are working with Kraft, Cadbury on cocoa in Ghana. You'd be interested in hearing this, hibiscus tea, which is a very special kind of tea produced in the Sudan. 80% of it is actually exported to Germany. UNDP has formed a partnership to work with the hibiscus producers -- mostly women producers to help them increase their productivity, but also to increase the marketing change, et cetera.

We are in the beginning of partnership which we can take forward. I think in India, of course, there's been a lot of discussion around the CSR concept, but in a way, India has the opportunity to leapfrog, to straight on to CSV if you like. India leapfrogged the telecomm revolution

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Absolutely.

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

So India is known to be able to leapfrog. So maybe we can skip the CSR stage to some extent and move straight on to -- although there are some very good Indian companies doing some very interesting work on CSR as well, but I think it will be an opportunity to leapfrog to CSV.

You ask about the rural employment guarantee scheme. Of course, UNDP is quite heavily involved. It's the only international organization involved with the government of India working with them on the new pilots for -- there are women who cannot just do back breaking work, digging.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Yes.

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

So we have worked with the government of India to look for alternative opportunities for those women. We are also working with them on the audits, on the evaluation of the impacts of the scheme.

It is an opportunity I think because we can't have India just dolling out welfare assistance to people forever. So we have to get into building reasonably productive assets with the help of the scheme that will then help people to be able to sustain themselves out of poverty. I mean that's the way we look at this rural employment guarantee scheme not as a handout for people forever, but as a way to build up their assets to that they can be more sustainable livelihood opportunities.

And since it's very focused on women, I think we have a great opportunity, but there is, all our assessments do show that there is some way to go to be able to do that.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

But do you think that this is sort of a bridging mechanism, if I could call it that, something that overtime of itself will phase out, or do you think that this is a platform that is sustainable?

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

It should have a sunset clause to it because you don't want to be having to spend large sums of money just creating jobs for people, make work jobs, if you like. You want to be able to create rural infrastructure. We talked earlier in the session

about what are problems you want to be able to have schemes which help solve some of these water problems, land degradation was mentioned.

So you want to be able to use your rural employment guarantee scheme in a more productive way than perhaps we have seen so far. And to be able to see then communities get out of this over a period of time rather than be constantly dependent on a handout, it should be a hand up not a handout.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

No, that's very well said. You mentioned a minute ago also about Sri Lanka and the work that you've been doing there.

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

Right, yes.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Perhaps you could give us an example of the way in which business has been working with you in Sri Lanka, the way you're -- the ability to make more income, to bring products to market, the kind of work that you think is very much within the context of what we're discussing today.

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

Yes. This is in the Jaffna area. We just came through a very bitter civil war and you have quite a heavy dependence on toddy cultivation. And you know, what -- toddy cultivation basically the byproduct is alcohol. And then men drink a lot of that alcohol and then there's a lot of domestic violence. It has huge impact on children.

So UNDP has done is work with a toddy cooperative -- set up a cooperative. Link then to a marketing chain provided basic technology to be able to produce products other than alcohol so that their income has increased almost six-fold.

And now the products that are coming from basically Palmyra are so valuable, medicinal products, soaps and all kinds of other products that the men don't want to use it for alcohol anymore. So, alcohol consumption has gone down hugely. This has meant that domestic violence has gone down, so there are so many benefits.

But the key to it was the link to the marketing and the use of the University of Jaffna's Business School to develop a business model, link it to a bank which then meant that --

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

To put together the financing, the market access, the production.

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

Put together the financing, the market and then the access.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

And what is that 100 mile theory?

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

Now, that's a different issue, I think. That's not connected with this.

Maria Livanos Cattau - Former Secretary General, ICC and Former Managing Director, WEF

That's not connected through this. This is something else because you also have a --

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

Well, I've been a great admirer of Ela Bhatt who is the founder of SEWA. She is a proponent of 100 mile theory. That is your basic needs must come from a radius of within a 100 miles. And I think it's something to be looked at and she is doing some field tests on it.

But I would prefer that talks about it.

Maria Livanos Cattau - Former Secretary General, ICC and Former Managing Director, WEF

She talk -- it was interesting in the context of our last discussion on the rural development.

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

Great, thank you.

Maria Livanos Cattau - Former Secretary General, ICC and Former Managing Director, WEF

Thank you, Ajay. I'd like turn to Harish Hande now. You were the founder and Managing Director of a renew -- a social enterprise - right -- that is in renewable energy service to the poor. Just in case, I don't know if it's in your material, but the solar home lighting that you have done has, I think you have reached now 135,000 households or something like this which is quite extraordinary.

But would you talk about your purpose, you're talking about a fairness ecosystem and where the poor can compete, where they can create value themselves, but you need to create that ecosystem because it needs not only the access and the finance you [need to] put this package together in the energy.

How do you do this? What is the story?

Harish Hande - Founder and Managing Director - SELCO, India

I mean, so we've gone beyond the present definition of what share -- I think shared value today from my point of view, it's very constrained to a certain section of the society, not the shared value what we all talk about, how it's presently defined. Itself, I don't think so it's inclusive because it's talk about the poor becoming employees. It never talks about the poor becoming employers in many ways, in the larger context.

For example, I mean, I'm not against FDI, but the question is if the FDI comes in, I think we should have fairness, a street vendor who takes money at 10% on a daily basis -- right -- then she has to compete. She competes at 3,650% on a yearly basis, finance. Where is the ecosystem that we actually develop for the poor that did become asset creators [as] [Mr. Ajay] said?

And what we've done is basically we have, for example, clients who on INR1,600 a month, that's around \$32 a month and have bought systems which are INR8,000, it's \$160, five times the salary. The issues, we looked at what cash flows are and what the cash flows are spending on kerosene, candles and mobile charging and then you force the bank by creating these guarantees in financial institutions and so that they can finance the poor.

And that's what Mr. Ajay was talking about is it's not about handouts. The sad part is a State Bank of India can easily give loan to King Fisher but will not -- will not give easily loans to the poor. Even if they had given 50% of the money they have given to King Fisher, a lot of the poor in the country could have asset creators. We should be having a much better shared value of the poor becoming employers.

So now, if you have an average client who owns INR1,600 because of appropriate financing, she's having 4 hours of light because of which she's able to generate income in those four hours by swing or basket making or silk weaving, you have created asset. She becomes bankable. 70% of our population is unbankable today because of the informal sector. And the critical part is how do you create a system that makes them bankable.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

That's very interesting. Tell me, Harish, what -- how do you assess what is needed in order to make this kind of ecosystem in terms of the technologies that are needed or the access to them? How do you do that?

Harish Hande - Founder and Managing Director - SELCO, India

No, I think it's one of the mindset, Maria. Today mindset is you will never hear about a Hindi speaking entrepreneur getting equity investments. None English speakers do not get equity investments.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

So what is the investment?

Harish Hande - Founder and Managing Director - SELCO, India

Because you have to have business plans involved, financials and Excel sheets and PowerPoint presentations that leads you to getting equity investments [or debt]. 70% of this country does not speak English.

They have to go and take money at 18% to 24% to actually create business. I speak English, I can get soft money to create social enterprise. How do we create ecosystems for the poor or else the non-English speakers to be in the same platform as me to get to equity that which is very important for creating businesses for the long run and that ecosystem?

And there are 670-odd technical institutes in this country who train many of these entrepreneurs in the rural areas. How do we combine them with local financial institutions create risk guarantees as well as for loan -- for equity instruments so these entrepreneurs actually have a fight or a tenure window to create business, not they can only take loan which is on a cash flow -- it's a glorified [over draft].

So I think that ecosystem needs to be -- we English speakers have become the middlemen in the industry.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

But you are doing this.

Harish Hande - Founder and Managing Director - SELCO, India

Yes.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Is this sustainable? I mean does it -- does it go on?

Harish Hande - Founder and Managing Director - SELCO, India

We started the same year as Lehman Brothers in '94. We are still here. So if people have to put money in me, they would have -- still got their money back.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

You're still here is the answer.

Harish Hande - Founder and Managing Director - SELCO, India

So the question is, for me, the long-term sustainability -- and this has been a paradox of a country of an overdeveloped and under -- I think you need to look at three bottom -- the triple bottom line, social, environmental and financial.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Right.

Harish Hande - Founder and Managing Director - SELCO, India

All three are equally important. The farmers of this country have been -- all three -- they were looking at all three for years. And that's why -- or a street vendor. You will never hear about a street vendor going out of business - ever. Irrespective of strikes and bonds and floods, she will come back and sell you vegetables.

Look at King Fisher, the question is that's what I'm saying is that if you look at businesses that are -- that are looking at (inaudible) bottom line very last. And they are [17] years we are profitable, we sell the poorest who own less than -- \$1 -- \$2 to \$3 a day. And, yes. But you need to spend time on the field, and how do you actually make the non-English speaking entrepreneurs ask the bosses in your company?

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Right. Well that is creating shared value. You are creating value for yourself because you are an entrepreneur and your clients, so to speak, are also creating value.

Harish Hande - Founder and Managing Director - SELCO, India

And the employees.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

And employees.

Harish Hande - Founder and Managing Director - SELCO, India

Yes because for us, it's the term of I'm taking money to increase the value of my shareholders, I think it's not a term that we buy into. For us the end user is equally important as the shareholder, the employees as important as the board, and the mid management is as important as the top management. So for us it's a straight line.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Yes.

Harish Hande - Founder and Managing Director - SELCO, India

If you believe the ecosystem, then you survive.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

But then each of those points, you have to make sure that the value increases.

Harish Hande - Founder and Managing Director - SELCO, India

Exactly, that's what business is about -- sustainable business is about.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

It is indeed. It is indeed. Thank you very much, Harish. It's a great concept and a 135,000 households you were -- it's quite impressive.

Harish Hande - Founder and Managing Director - SELCO, India

Yes.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Rajya, let's pick up from this morning's first because this session is sort of after a day, we've started with the idea of the concept of creating shared value. We've seen how through many different ways it has been applied. And we come now to look at some of the next steps and some of the things that you have been doing.

There are several things that are interesting and that you have often -- you have often mentioned that there is a huge invisibility to what many companies are actually doing in the field. They don't call it perhaps, CSR or CSV or they put a name to it, but they're actually a little bit like what you are doing. But in the industrial world, it isn't always visible. It isn't above. It isn't seen.

What kind of things, FICCI you told me knows about this sort of -- had done some study in this.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

Yes. It's very interesting -- because creating visibility I think corporates which would like to showcase what they are doing in the CSR or in the CSV field. Larger corporates -- and I'm sorry that I am part of this panel here this conference is organized by Nestle, but it makes it much easier for Nestle to actually project what it's doing because it's part of the ecosystem which they build up.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Right.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

There are many smaller companies. I mean, in India I think Peter Brabeck mentioned in the morning saying that when we talk about CSR, we are assuming that giving back to society. And giving back to society is not something which -- we are taking from society and then it is a question of giving back.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

(Inaudible) something, exactly.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

So sometimes we misconstrue this entire subject. And I think CSV is much more holistic in nature because it's tailored around a model which actually creates a business around the activities -- the CSR activities which a corporate or corporates get into.

I think what Harish has mentioned here is -- actually I don't want to enter that part of it because I think I limit myself to the corporate --

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

The things -- the corporate.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

Yes, the corporate one.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

But you have initiatives.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

Yes, we have many, many initiatives and may I take the example of my own company.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

And the Million Farmers' industry, you must tell us a little bit about that too.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

Yes, I'll tell you about two initiatives. In my own company we have a program this is called, Ways to Wealth program, really which entails conservation of water and energy. And I think it helps everybody in the process because it makes the company more profitable. It does not destroy the environment. It is not related to any social calls. It is related directly to the benefits that the company can derive out of creating its [wealth] which is generally treated as an expense, but we manage to convert that into a profit rather than as an expense by sheer use of technology and technique.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Right.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

And I think we build that up into a business. There are very, many examples of this nature. Let me touch upon this Million Farmers' initiative. This is an initiative actually taken up by FICCI. And it stems from the small land holding patterns in India.

They relatively -- the lack of, let's say, modern techniques in improving agriculture productivity. The lack of finance with the farmers have and being able to provide the inputs which are required for farming, whether it be the form of seeds, whether it be in the form of, let's say mechanized technology to improve productivity.

And I think what we have done is we are creating linkages where we bring the corporates under one umbrella. And we bring the farm sector under another umbrella and then provide these extension services which is -- which are total in nature.

Which means, let's say that if a farmer who own 2 hectares of land wants to put in a drip irrigation, it may cost him INR10,000. But if there are 5,000 such farmers who want to put in drip irrigation and we do the consolidation, then this 10,000 can first of all get reduced.

Secondly, you require tractors, you require farm implementation, you require [thresholds] you require seeds, you require the finance with which to do all of this. So the corporates are directly going to engage on this. And this has been actually bought by the agricultural ministry in India and they've [gazetted] the Million Farmers' initiative under FICCI's program.

And simultaneously, we have also created a skill counsel for the food processing sector. So then we develop the skills which are required in order to fulfill these initiatives and the sector skill counsel will actually build creating skills at every level which are required for this farm to folk reality.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

These are very innovative solutions.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

And if I can take one last example.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Yes.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

I think we take Fabindia which is a chain or scores which has been created actually totally around the CSV concept.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Really?

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

Because Fabindia is sourcing from small craftsmen and from individuals not from corporates, not from organizations. It is from the craft sector. And I think Fabindia today has a presence of over 100 stores in India. It's a total business. It's a profit business. It's very much like, let's say, a cooperative where they provide the design inputs, they provide -- so they match the needs of the market with the skills of the craft's people.

And these matching of skills is benefiting the craft's people, is benefiting Fabindia because it's actually a profitable business. I think they are now listed on the stock market. So there are so many examples which one can talk about where I think that this entire concept of CSV goes far beyond -- I mean, CSR I think is a very narrow way of looking at it.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Well let me ask you about that. And I don't mean to be rude, but what do you think about CSR being mandated?

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

No, I always have been against this concept of CSR on any --. I fear that we tend to get into a kind of tick box approach. So if you have a mandate and you say that you have to fulfill A, B, C, D and E and as long as you can justify the fulfilling of that, I don't think it comes from within.

I think what I see in the future is that, and I did say it in my opening remarks, is what is going to differentiate the good companies from the not so good companies is really going to be their ability to actually project positively as to whether they are justifiably doing a good job in either creating shared value or in the form of CSR.

I think CSR is probably one of the steps required to create shared value. It's a small component of this entire concept of CSV. But what we need to do is find methods of how do we measure the benefits of CSV. That's the question --

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

You have some questions exactly on that.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

Yes. So let's say I don't know how Nestle does it, but I mean in an individual way, there are many standards which are prevalent today in an industry. So you could measure your environment impact to an ISO 14,000. You could measure safety and health through ISO 18,000. There are new system which have come on the triple bottom line reporting.

There is this global measure index. I think it's called the Global Reporting Index.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Yes.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

And then, there are some new initiatives which the UN has under his millennium development goal which is life cycle assessment, which life cycle assessment largely would deal with the impact on the environment. That means how much energy and resources are you consuming introducing a product not only from the point of view of just producing, but actually what are the impact once you use the product also.

So let's take if I have a washing machine, I mean, how much water does it have at the end? It's not how much it cost to produce the washing machine, but much detergent it uses, how much water it uses, what kind of impact it has, so this entire life cycle assessment.

So there are new forms of reporting which are coming which would measure what corporates are really doing to fulfill the CSV objective, but I think it's going to be very important for corporates themselves to measure what are the benefits of the CSV.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

That was a little bit what Mark Kramer was saying this morning is that the next step is how to measure, how to see your impact. And in this respect I have several questions Paul for you. The first is let's start at the -- at the bottom line so to speak. You maintain that CSV is the way Nestle does business. It's not an add on. It is the way.

So how in a systemic way, how do you start to understand the impact you've had both for the company and for the areas in which you are working?

Paul Bulcke - CEO - Nestle S.A.

I think the best way to see how this fundamental way of going of our business is driving our success is that we are and trying to be successful overtime. So at the end of the day, the Creating Shared Value concept is the fundamental thinking of that there is no successful company overtime if it doesn't make up successfully with the society at large.

So for a company to be successful overtime, I think it has to embrace the concept of creating shared value. That means that what it does and it goes about its own activity which is to be successful equals shareholder value, it has at the same time to create and everything it does value to society.

Now, that is a very broad concept. And actually we have conditioned the concept in, and I think it has been mentioned in pyramids, that there are some preconditions for that.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Yes.

Paul Bulcke - CEO - Nestle S.A.

And the preconditions again are long term. As you see our first condition is compliance. You comply with your environment. You comply with your own convictions and principles and that's a precondition to start thinking about creating value. The other part is linked with if not more directly long term that is to link your company with sustainability because you want to be successful overtime. Sustainability is yet another dimension.

And then you start saying creating shared value, but you also see where the company intersects with society in a more meaningful way. And that's very important too because if not you are creating share values all over and then you start to having some very, very challenging to measure the whole.

And we have defined in our company, being a food company that what is a -- in our activity -- intersecting very deeply in society is first nutrition. And we have had quite a lot of talking about nutrition and the double burden of malnutrition and all of that.

Where can we (inaudible) to our food and we have quite a few initiatives there. We have saved water because we are agricultural based company. We are also needing water in our factories. We need water to make our Nescafe and all. So water is very, very present in our activities.

And then we say also rural development, again because rural development linked with agriculture -- agriculture (inaudible). That's where we can make a meaningful -- creating shared value for society as a whole. We have heard about a few examples around this.

And then the question goes how are you going to measure that all? And that is -- we have heard already a few -- a few ideas about that. And as it is, so fundamentally linked with what the companies are about. The problem might be that you try to embrace it all and try to measure it all.

And we heard about the Punjab (inaudible) you have certain measures there. I think we have to do an effort there to more directly link the concept, or the value we create for society more directly before our activities. We hear about the triple bottom line, and actually again, you cannot have an economic bottom line overtime if you don't have the other two dimension.

But there are ways of doing it. And I think first of all, you have to really put it also as a purpose in your business model. You have to make it more visible and we have been discussing last week actually, we discussed about that how we're going to build it in a more clearly in our targets to build our -- because we are very decentralized company.

We have many people shaping and taking decisions for the company and the markets out there. And I do believe we have built it in already the concept and the fundamental way of going about business. We should be more narrow also in deciding and guiding decisions in a more, I would say, explicit way, saying, what is the economical value that's going to bring, what is the social value or the societal that brings investments and all that.

We have an intuitive feel about this. We have to make it more explicit in looking for these yard sticks. I think we have been commenting more on the efforts we do and what we have done more than the results because it's so hard, but I [feel like] we have to go about that too.

You see we have annual reports.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Yes.

Paul Bulcke - CEO - Nestle S.A.

We have been reporting about our efforts in creating shared value. Last year it was about water. This year we want to talk about nutrition. But we should get less anecdotal about efforts and what we are doing and see how we can equate with maybe governments and all of that to shape KPIs as we like to call it.

There are lots of KPIs already converging to creating shared value, but it's not framed enough. It's not directly--

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

It's true. And many people when I was talking to them outside the hall, has said, look, sometimes we spend a lot of time trying to measure the impact, the societal impact, and -- but the concept to creating shared value means that there's also a value in the profit of the company. As you say one cannot exist without the other.

And developing a new set of indicators is not so easy because you don't know exactly what it is you're measuring always. It's not easy, but you have to make a whole new set of indicators for this.

Paul Bulcke - CEO - Nestle S.A.

But I wouldn't wait until you have them to start doing them.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

No, you start already.

Paul Bulcke - CEO - Nestle S.A.

And the fact that it's not also creating shared value is not the product.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

No, it isn't.

Paul Bulcke - CEO - Nestle S.A.

It is a fundamental way of going about business. When I was at the university, we have (inaudible) and it was all about economic activity. What is the economics? What is the home economics in society? It's somebody who creates value for society per say.

So it's hard to measure that.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

It's very hard.

Paul Bulcke - CEO - Nestle S.A.

But you can frame.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Yes.

Paul Bulcke - CEO - Nestle S.A.

And if we say as a company, we're going to go about nutrition, we can. Again, how many fortified products do we have, and we can and are starting to measure.

And, again, it is long term. That's the problem. We're all so anxious for the short term sometimes, but if you say we're going to fortify products for example in sub-Saharan in Africa and we are being there indeed putting quite a lot of millions of

products, fortified products in the region, what we can measure maybe together with other stakeholders the effect of -- and it's not going to be only that product, it's going to be all the efforts converting.

So we're going to have to have some stability to that too.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

I can well imagine. There's a very famous argument that has been made very often about the ultimate economic measure, GDP and in it of itself it's also lacking in imagination. For instance, if you have a big forest and you cut down some trees and you sell them on the marketplace, that gets into your GDP figures. If you keep the forest, you don't cut it down or a portion of it and you use it for other ways and other possible economic benefits, it doesn't always get into your GDP measure.

And so sometimes in creating shared value what you're looking at is a multiple of value not only for the company but also for the society and the two together are probably not a simple addition.

Paul Bulcke - CEO - Nestle S.A.

That's you have an institute of replacing GDP -- wellness (inaudible). That's also very hard to measure.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Or something else, which is equally hard to measure. Ladies and gentlemen, this is going to be the last time that -- now today in our forum that you'll get a chance to ask some question of this panel and sort of round up our thinking on GDP.

And I know that we have quite a few questions here, they're going by very quickly here. So perhaps at one point, they will stop and you can look at them and see if there's anyone that you would like to pick up.

And I will go to the audience and see if we have a last round of a few questions here before we come back to what's next.

So please, raise your hand. Yes, please? Go ahead.

QUESTION AND ANSWER

Unidentified Audience Member

Thank you, Maria. (Inaudible) Initiative. Just the title of today's forum, The Role of Business and Development, and we heard a number of examples of individual corporate initiatives in CSV. My question -- and especially given Mr. Kanoria's position as the head of a Federation of Indian Business Leaders, to extend the concept of CSV beyond your own individual corporate circles, collectively what has been your experience in working with government and issues related development whether it's in nutrition or water or rural development?

Couldn't that have a much larger impact, much beyond and of course not responding what you're doing individually as companies, could you collectively have a much larger role dealing with government and getting real change in India?

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Yes, I'll come back Rajya on this. Any other question from the floor? And I think we will pick over here and over here. Yes, please go ahead, sir, and then we'll go to--

Unidentified Audience Member

Just one comment, (inaudible). I am chairing the micro and small-medium enterprise committee in FICCI, and there I think I would like to refer to what Harish said that making employee the employer.

I think in that if you really see in India, we have about [36 million] enterprise, there are 60 million are employed. So out of which the micro unit are about more than 90%. So there the investments are very low and there the banks are linked and the organization is doing -- FICCI is doing a lot of work on that of linking up these people -- small people.

Mr. Kanoria mentioned about craftsmen and the Fabindia which is an excellent example, but here also there's a lot of things have been done. So I just wanted to say that.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Thank you, sir. Yes?

Unidentified Audience Member

I'm (inaudible) from Nestle Sri Lanka. I just want to add one comment on how to measure CSV. In fact I have a different view of that. In fact the societies we enroll will give you a real measurement.

I must say I'm from Sri Lanka. We are the biggest milk -- the private sector milk collector in Sri Lanka and the other biggest and coconut industrial buying in Sri Lanka. We are working with 18,000, 20,000 farmer families. You don't need to measure artificially. The farmer families are there to protect that company in return because we have a mutual understanding and (inaudible).

So for me, we have so much of CSV initiative we are running on Sri Lanka in terms of tsunami affected area, we have done so much of things, but those villages, those society will work together to protect Nestle. That's the best measurement that we have [here in our area]. Just a comment.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Very interesting measurement that one -- very interesting.

Any other questions before we go -- yes over here. What a minute. Hold on a second -- fall into it. Over here, and then did I see someone? Back there, yes. We'll take both of those. Yes, can I ask the lady back there who has not yet intervened and then I'll come back. There's a lady at the back there. Thank you very much.

Go ahead, please.

Unidentified Audience Member

Sorry I have a very bad throat, but this is (inaudible) Charities Aide Foundation which is a not for profit. I wanted to get the panel's view on company's bill and corporates response to the company bill that India is proposing especially in the context of what I've heard so far.

A lot of corporates are looking at it as increased form of taxation. And what I've heard today it's promoting more philanthropy than CSV as I heard. It's not asking them to invest in social businesses. So I wanted to hear the panel's view on that.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

I think you already started to comment on it, but we will certainly come back. Yes. This will last very short and if we have to close up soon, so I'm going to ask the last two to be very, very short. Thank you.

Unidentified Audience Member

(Inaudible). This is also from comment from the morning where we said about ethics and (inaudible) CSR activities being cosmetic exercise. Now, if we do really think hard and clearly, then corporates already pay taxes and if corporations were ethically paying taxes and the government was ethically using them probably the CSR issue would not have come forward at all.

The fact that it still comes is that companies have a need to be seen to be doing something which is a need which we should not be seen a negative way at all because this is a win-win situation both for the society as well as -- so we are moving on from there. I just want people not to forget that, that whatever companies are engaging about, it's a given extra. They're already paying taxes. So that--

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Absolutely. That was the compliance part, at the bottom of the pyramid.

Yes, please, sir?

Unidentified Audience Member

Hello. I'm (inaudible) from the Industry of Foreign Trade, Management Institute of India. First of all, I'd like to thanks FICCI for inviting us on behalf of the institute. Secondly, my question to the corporate sector who are here is that being a part of the top tier management institutes in India, we feel that the concept of CSV should be institutionalized in the education system of India so that it starts as a mass movement rather than just being top driven from the corporates once we enter the sector.

So how can corporates be involved in restructuring the academic courses so that we are much more aligned to these sorts of initiatives and rather that just being exposed to them in piecemeal conferences as a part of a curriculum so that we develop forward taking these initiatives in mind? Thank you.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

What an excellent idea. You'll have to take that back to Harvard Business School. Yes, and put CSV into the curriculum.

Paul Bulcke - CEO - Nestle S.A.

We, in fact, are working on creating a shared value initiative with Mike Porter to create business school curriculum for shared value globally.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

I think you heard that. Did you hear that? They are working on it.

Paul Bulcke - CEO - Nestle S.A.

We are, in fact, creating a shared value initiative supported by Nestle about a dozen other companies in the Rockefeller Foundation which is intended to really broaden and deepen the practice of shared value. And a key component of it that

Mike Porter and I are working is developing business school curricula and consortium of business schools around the world that want to include this in the curricula.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Excellent idea. I think we all support that. So let's come back now. I think I got most of the questions. Let's come back now. You can't exactly teach it to, but to incorporate it into education systems would move valuable.

Actually, most of these questions seem to have been focused on you larger, but it's for everyone. And I'll take the first one, and ask you all just to look at two and then I'll let you each make your own concluding remarks.

The two that I'd like to look at is the CSV -- with CSV creating shared value, it is a corporate initiative, but some of the things that you are doing I think the implication of the question was that they would be at a larger scale if somehow rather you could get some of the innovative things that you're doing also given a larger role within government or persuade government in some ways.

That was one of the questions and I wondered is this was in a way a contradiction in terms because CSV is a corporate issue and a government is a separate issue, but I'd like to ask your opinion on it. And the second big one here is it comes back to the corporate law, that is can you mandate in any way such a process? Even if it's not CSR, can it be mandated either/or measured or the mandating of a measurement of this kind? So other than those two, which I would very much, I think many of you can address, you might want to look also the small industry in it.

So I'll start with Harish. And this will be sort of a round of thoughts that you have on the questions that were asked or anything else that you would like to tell us.

Harish Hande - Founder and Managing Director - SELCO, India

Yes. Thank you for putting me in the spot. No, no, I have a couple of things. See, I don't agree in mandate. I mean, lane driving is mandated in this country. I mean, the question is it has to come in from the corporate level itself about how do you look at --.

And what I would say is that, yes, we need to be careful on how do we define products because -- and where the money coming for buying those products. There are two different incomes, one is expendable income, and one is non-expendable income.

I think today when people talk about the bottom of the pyramid as a market, we have to be very careful that it's the non-expendable income. Non-expendable income, you cannot create products to take out non-expendable income that does not lead to asset creation.

So [when] products -- I mean, people are worried about standardized products, but we need to look at customize services in a way that these products -- these non-expendable income actually becomes -- is used for asset creation. Today we are confusing and blurring both levels and using that.

And for the younger generation who actually ask that question, I actually put the ball back into your court is the issue is not about corporates. What I see personally is the sensitivity of the younger generation which is actually going out.

How many of us who are doing these MBAs -- simple question, do you know the interest rate that the sugarcane farmer takes money from a rural bank? 9.5 out of 10 youngsters in this country do not know the answer. And that is where the 70% of our Indian financing happens.

So until the [MBAs] and the students become more sensitive about what it is, I think that's where the change will happen. Don't look towards only the corporates to actually change and mandate it. I think it has to come from the younger generation.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Thank you very much. Ajay, any of those questions that you want to address?

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

Yes. I'll just pick up two points. One is I think the gentleman from Sri Lanka said it very well which is this is not charity. This is a corporate need and then there is a community need or there's a need along the supply chain if you like.

And you are building a shared value system so that this -- the whole chain sustainable. And all the examples that we have worked with, whether it's the cocoa in Ghana, I mean there what's happening is cocoa production is going down, right, and farmers are abandoning cocoa moving out.

So Kraft, Cadbury needs to either move out, find out other sources, or needs to find a way to get these people back in business and maintain the supply chain. So this is not charity. How do you have a sustainable supply chain in which everybody is benefiting up and down the line? I think that's the way we look at CSV. That's one point I wanted to make.

The other is that we are doing a lot of micro credit also around the world and I think the key -- and people are now realizing that what's beyond micro credit is a more, if you like, maybe I'll drop the word corporate, but the shared value system is needed in which you can link up entrepreneurship to a financial -- broader financial system.

But this is not easy to do individual by individual. So there has to be some link back to some marketing chain that allows the people in a particular area to be able to come up with a business model that is active.

And one last point since I mentioned Pakistan, our neighbor and our partnership with Nestle there, actually that was where the initial pilot that we did with Nestle was then expanded because other provinces in Pakistan, the government basically came in and asked for this expansion to take place in these other provinces.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

I see. So that is also a role of government to answer one of the questions that was raised.

Ajay Chhibber - Assistant Secretary General - United Nations and Regional Director for Asia and the Pacific, UNDP

Government, yes. I mean, so if there are some interesting CSV models out there, then of course the government can say, well this is scalable. This is expandable. This will help other communities.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Thank you very much, Ajay. So the hard questions to you Rajya and any thoughts that you want to leave us with?

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

First of all, let me take it forward from what Mr. Chhibber has said, I think it's important to understand the CSV is not philanthropy.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Is not?

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

Is not philanthropy. It's certainly not philanthropy. I mean, CSV as he explained benefits the corporates as much as it benefits society and there are business models which make the concept of philanthropy which is actually increasing the income levels of society or making society a better place to be in by creating a sustaining model where the corporates benefit as much from creating the shared value as -- and philanthropy is completely different.

I think there's also a perceived conflict at times that shareholder value as stakeholder value are not necessarily the same. And I think CSV intends to bridge that gap between shareholder value and stakeholder value because by making it beneficial for corporates it is actually combining the concept of stakeholder and shareholder value.

The third point when we talk about measuring, we are actually measuring different timeframes because shareholder value or financing reporting and financial results are measured quarterly and annually. Whereas CSV is very unlikely to be measured either quarterly or annually because the benefits of CSV are likely to be in a different timeframes spread usually over much longer frames of time than financial results.

So even if we have find a method of reporting, I don't think that reporting can be done on an annual basis and you have the examples of the trees and forest were taken --

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

So to a certain extent, that's you feel that it's limited, the corporate law in this respect, there's some limitation.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

Yes. The corporate law I mean, I could have found a better friend in Harish of saying that well even lane driving is mandated in the country it does not mean that we follow it.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

That you do it.

Rajya Vardhan Kanoria - President - Federation of Indian Chambers of Commerce and Industry

I mean you can take market and say that yes, you drive it till such time as somebody is driving it behind you, but you take away the model -- I mean, you have somebody else as your conscience keeper rather than yourself being the conscience keeper. And I think the conscience works best if it is handled by oneself rather than letting somebody else handle it for you.

So in my opinion, the CSV model actually takes this argument away from being the conscience keeper because the conscience keeper is contingent about philanthropy whereas CSV is something which is to our mutual advantage. And therefore you are not so much bound by the model responsibility behind it, but actually the gains that you can get out of CSV.

Now coming to the question about FICCI, I think I should answer that -- what we are doing on a collective business. Partly it has been answer by Mr. (inaudible) who is heading on the (inaudible) committee. But other than that I also talked about the Million Farmer' initiative which is, again, something which is completely collective, which goes.

But I think increasingly we have to centralize our membership to the needs of the country. I mean, again, I would take philanthropy away from it. So if you want CSR then it's a different objective and a different method and different rules that we have to follow and if you want CSV, we have to create those ideas and models which will enable CSV to actually happen. So we have to find the right models where corporates can benefit through this concept of CSV.

And if I can add last to the education point, I think it's very important because I have, I mean, personally gone through processes of education my MBA, than advanced program in management where there was an over emphasis on the shareholder and bottom line which is purely financial in nature.

I think the needs of the world are changing. I mean, when we talk about this growing population -- I think Mr. Peter Brabeck mentioned about 2.6 billion being added [until] 2050. What we must not forget is out of that 2.5 will be added in the developing world and only 100 million will be added in the developed world. So therefore, there's going to be an entirely different market in terms of the bottom of the pyramid approach. That is where CSV is really going to make a serious impact.

And I think FICCI or any business organization needs to sensitize itself and I don't think we are today that deeply sensitized, nor understanding this concept as much as we should understand.

So, I welcome this opportunity of being part of this forum and I think Nestle is doing an outstanding job in promoting a concept which I think will become the future of the way businesses are going.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Thank you very much, Rajya. So I turn to you, Paul, after a full day in which we explored some of the ongoing problems and challenges where CSV can take a front role in helping to solve, how -- what would you like to leave with us as the next steps where you see even CSV evolving further?

Paul Bulcke - CEO - Nestle S.A.

Well, first of all the concept, this whole forum is actually an intention of sharing this part of creating shared value -- sharing something we really believe in. That is a very balanced, sustainable way of linking a common activity with society. And we felt that something that we have done ever since that creating shared value was a good framing of that way of going of our business which has one common denominator, long term, again, long-term relationships.

And so, if we go through these -- through the forum, through also the work of all of this and just share this fundamentally of coming, of linking of companies or linking our economical activity to the society at large, that will be a good takeaway.

You can fall into semantic discussions and all of that. The fact is to understand, to understand that if you're going to go about economical activity as a company and wherever you go, and you do that in a framework of values again and do that long term, that is the fact [or condition] your activity to be creating shared value per say.

I do believe though that we have to go and look for a certain [information that's] around this. You have the first question there, is this -- should government be linked of that and all that?

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

Exactly, yes.

Paul Bulcke - CEO - Nestle S.A.

Again, it goes against the basic concept of creating shared value to think that that is company centric. That would be, again, business or society. That would be, again, business even and society, instead of business in society.

And that's where -- we have many examples of that. We have for example the Healthy Kids program. The Healthy Kids program again linked with one of these three areas when we say we can be meaningful adding value here which is nutrition.

Nutrition is linked with products, yes, and we have to do -- and we are working quite a lot on that, but it is linked with education. And to give enough information to children so that they can care and make decisions for themselves about their own nutrition.

Healthy Kids program has a condition. It is not a company initiative per say. We are doing that with government's [be it] health and departments or educational departments and other NGOs. We have many, many programs that are linked with

the activities that we have linked with other organizations. So it is inclusive although we heard that it's not per say inclusive. I do believe it is inclusive.

Then you create this dimension of cannot be mandated. We had here the discussion to give back to society. If you say we tax it that's giving back to society. Actually, what we are talking about is giving to society, not back, giving to society. And then another thing you do is shoot like up again, so you should have taxed that per say.

You cannot force people to behave by taxing because then you're going to have a whole framework, you put the tax or something or you mandate it and we're going to -- who is going to put the priorities? Where to put these efforts in? And then you go again.

So, I don't believe that is going to be positive. So it goes against the basic principle of creating shared value. It should be linked by the fundamental business strategy that your company is driven by.

Maria Livanos Cattai - Former Secretary General, ICC and Former Managing Director, WEF

So I think that probably answers the question. And if I could leave it a little bit open that this is a step. Every time we discuss this we find new ways, new steps because it isn't a close system. And I like very much -- Paul would start it, I think Peter in the beginning, this is an open access system.

Everyone is creating it and inventing it as it goes along and that is a very powerful argument for not being imbedded inside of a legal framework but much more being imbedded inside of corporate strategies because those will be more innovative at each time they reinvent themselves.

I would like to thank everyone who has been on the Internet, looking at us, all of the comments they've been sending in, the tweets, the reactions and the actions. And they will be answered. And we will come back. I know that Nestle has said that they will come back to all of you.

I'd also like to thank all of the people in the room who ask questions and those who took part in all of the panels. You listen very intently and ask some very provocative questions. And I hope that many of the panels gave you some satisfaction, at least opened up some thinking in this respect.

We're going to go in a minute to our prize -- the Nestle prize, Creating Shared Value Prize, but before that, I just want to remind you, at the end of the prize, there will be a cocktail out on the lawn where you know -- where you have had the breaks before. And everyone is invited to join.

At this time then, I'd ask you to applaud this excellent panel and we will take our places.