



Blue Skies Social Impact Study

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- Focus on social impact of Blue Skies business model
- Highlights important impact of Blue Skies particularly **smooth cayenne pineapple**.

• Impacts for staff, farmers and communities:

- ✓ Employment
- ✓ Income distribution,
- ✓ Skills and knowledge transfer
- ✓ Foundation project impacts



Staff Impact

Reported job satisfaction

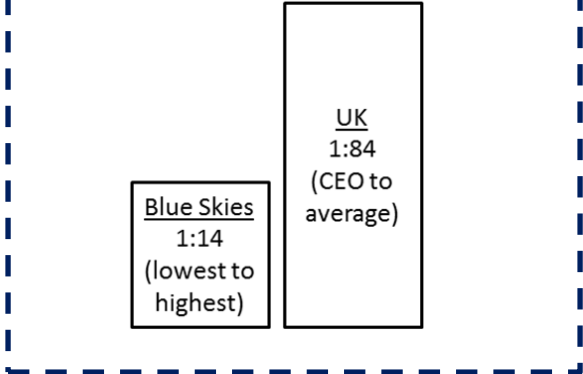
- Blue Skies has a reputation as a good employer in Ghana.
- 87% of interviewees are happy with their salary.
- 47% think it is better in comparison with other employers in Ghana. (don't know 27%)
- No one said that he/she does not feel part of the Blue Skies family. (67% fully, 33 partly)

Factory Environment



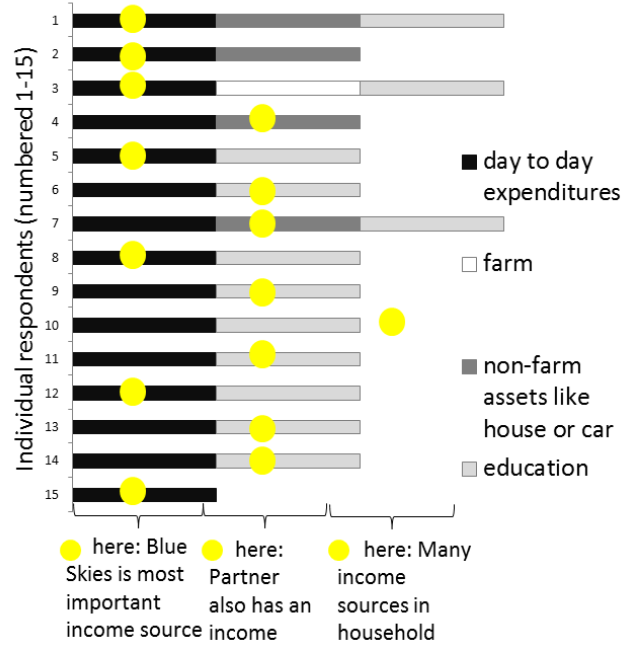
"Blue Skies has been really helpful. Along the line they pick out the best and move them up. And I realized that I want to move up. So I decided to go to University." (staff in technical department)

Salary Structure



"This place used to be a very typical village. But since Blue Skies came in, everybody is just saying Doboro, Doboro. You see Blue Skies is one of the nicest companies around here." (contract staff in production)

Reported use of income from Blue Skies



Farmer Impact

Farmer impact: crop specific issues

Crop	Typical farmer	Blue Skies	Retailer
Smooth Cayenne pineapple	Farm specialized in pineapple for Blue Skies, very strong relation, bad experiences with MD2, capital for expansion needed	support expansion of farmers, raising interest in farming, investing in own farms to meet short run supply challenges	Support small and medium scale farmers by buying Smooth Cayenne
Sugarloaf pineapple	Poor and pineapple as only income source, long standing growing Blue Skies farmer, but struggling recently	Promoting Sugarloaf with buyers, supporting farmers to innovate	Support poor small farmers by buying Sugarloaf
Mango	Specialized successful medium-scale farmer, strongly connected to Blue Skies	Has built up mango area, favourite buyer	Demand for mango
Papaya	Diversified farm, worried about decreasing demand	Promoting papaya, being a reliable buyer	Demand for papaya
Coconut	Diversified farm, happy with Fairtrade	„discovering“ coconut farmers, being a reliable buyer	Demand for coconut

“Other exporters were not reliable.”
(Smooth Cayenne farmer)

Most important impact channels from the perspective of the farmers

Reliability and consistency !

Volume

Corporate culture

Training

Credit

Community projects

Inputs

“I would prefer to sell to Blue Skies even if I get a higher price elsewhere.”
(Mango farmer)

Blue Skies is respected for its corporate culture. Farmers mentioned their admiration for Blue Skies' management.

Use of the additional income generated through Blue Skies

	Typical story	Minority story
Farm expansion	The farm started small with very few acres. It was possible to expand mainly because of the additional income through Blue Skies. I grew together with Blue Skies and hope to continue doing so in the future.	
Education	My children could go to better schools because of Blue Skies. They are now at university. I am also supporting my grandchildren and extended family to achieve a better education.	
Diversification	I have built up a non-farm business, which my son is taking care of now.	
Household assets	I have built my own house. I have bought a car.	

Contract relationship from the farmer perspective

	Blue Skies pineapple suppliers	Other pineapple farmers
Subjective intensity of relationship with buyer*	4.7	1.8
Subjective quality of relationship with buyer*	4.8	1.4

* scale from 1-5 with 5 indicating very intense or very happy.

Source: Own data from 386 pineapple producers in Ghana in 2010



Community Impact

Blue Skies community impact on the ground



"It is through the effort of our farmers here that we have this school. They convinced Blue Skies to help us" (community elder)

"Before, this school was partly used as a hotel at night by lovers. Cars were coming in the morning to take students to far away schools, because this one could not really be used. Now it is a very popular school." (school headmaster)

"We called the three sections in our school Blue Skies, Waitrose and Albert Heijn." (school teacher)

what	when	description	main impacts
Two schools	2010	Facilities much improved. Teachers paid by government. School management committee manages school including finances. Foundation as first mover, other supporters followed.	Student enrolment increased by 153% to 82. Attendance increased up to over 90%. Main beneficiaries : communities of 1500 and 3000 people respectively.
Two KVIPs	2010 & 2013	Management committee collects 0.05 GHS per visit or monthly fee.	Everyone in the community uses it. Water borne diseases reduced. Main beneficiaries: entire communities of 200 / 4000 people.

Summary by the study team

The Foundation is an important add-on because it gives Blue Skies and its farmers a good standing in the communities and protects them from resentments. The projects have a real impact and are comparably well-managed because the needs are coming from and are prioritized by the communities, responsibility is with the farmers, there is a well thought-out management system and Blue Skies is consistently monitoring projects over a long time period.



"People from all over come to use the mill. It took a while to establish a management system within the community and get everyone to understand the policies, but now it is working very well." (owner of Canaan farm)

"The Resource Centre for Mango is phenomenal! It has changed the mango farmers association. Now there is a binding point and people come to meetings and trainings." (chair of mango farmers association)

what	when	description	main impacts
Somanya mango resource centre	2012	Managed by the mango farmers association. Used for education, training workshops and meetings. Offices and meeting hall rented out.	Meeting and training point for mango farmers. High hopes for the centre. Currently not fully furnished, which impairs the renting out. Main beneficiaries: over 200 farmers (2 mango farmer associations), 1,132 students from Yilo Krobo secondary school
Canaan corn mill	2010	Community management committee is responsible and manages fees and funds.	The next mill is several kilometres away, therefore reduced time and cost of corn milling hence increased productive time on farm. Main beneficiaries: village of 187 residents
Nanabin borehole	2011	Borehole driven by a handpump delivers 10 litres per minute, managed by community.	The water is potable and it is the only water source in the community. Main beneficiaries: community with population of more than 1800 people.