



Kuli Kuli Operations Plan Report

Jaclyn Dab, Supriya Kannan, Justine Keller, Kevin Yang

Fall 2017

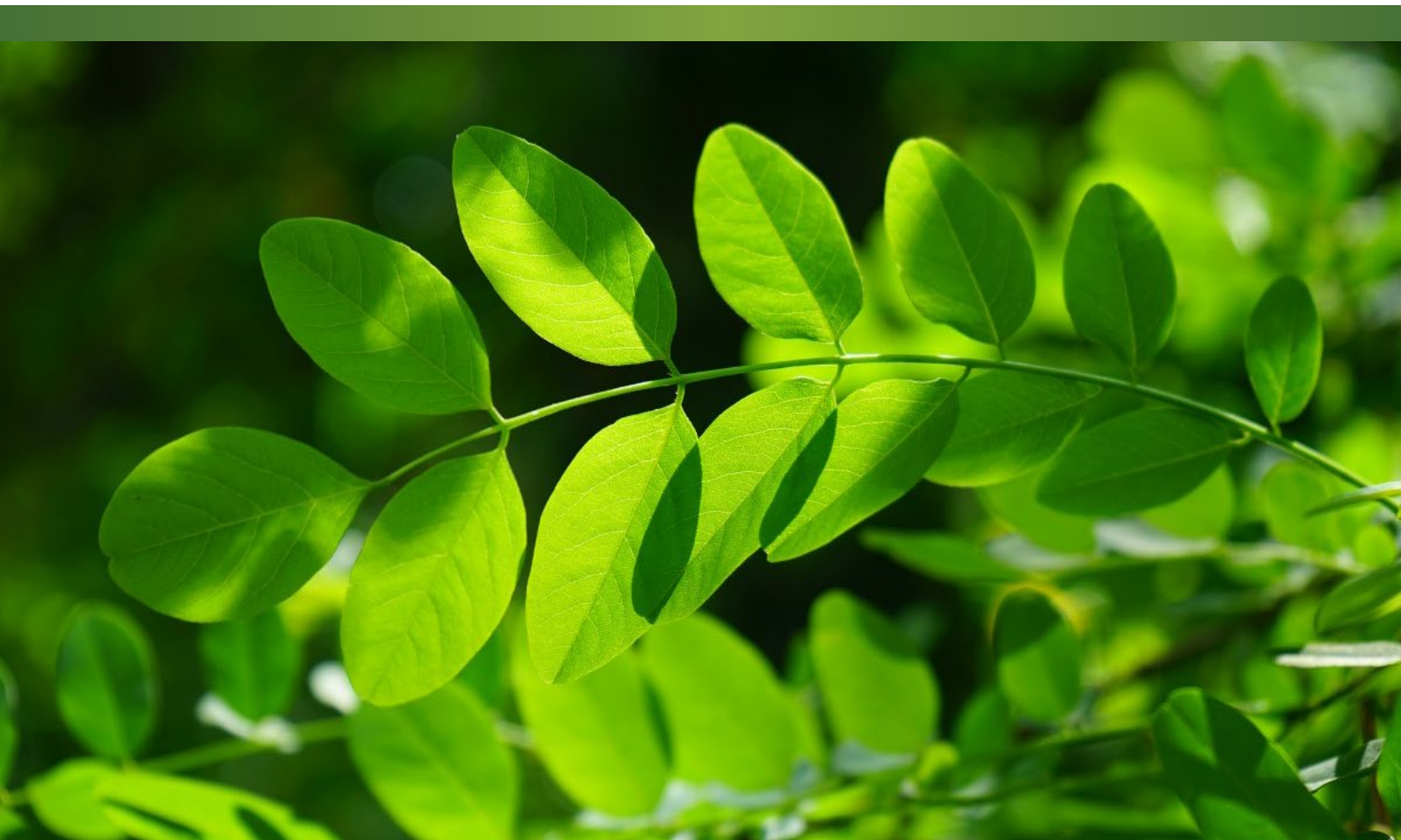


Table of Contents

Background

- Executive Summary
- Kuli Kuli Background
 - Moringa
- Kuli Kuli Company
 - Mission
 - Vision
 - Value Proposition
 - Benefit corporation
 - Kuli Kuli Products
- Competition
 - Competitive Analysis
 - Competitive Advantages
 - Competitive Landscape

Current Position

- Current Operations
 - Organization Chart
- Operations Strategy
- Business Model Canvas
- Supply Chain
- Current Standards
 - Spec Sheet
 - Microbiological
 - Nutritional
 - Organic
 - Farming

Initiatives

- Project Challenge
 - Current Supply Position
 - Desired Supply Position
- Initiatives
 - Standards Initiative
 - Standards Outcome
 - Supply Chain and Operation Strategy Initiative
 - Supply Chain and Operation Strategy Outcome

Recommendations

- Suggested Standards
 - Spec Sheet
 - Microbiological
 - Nutritional
 - Organic
 - Farming
- Suggested Supply Chain and Operations Strategy
 - Suggested Operations Strategy
 - Value-Added Vendor
 - Suggested Supply Chain
 - Three Year Operations Plan
 - Benefits
 - Risks
 - Revised Business Model

- Next Steps
- Contact Information
- Team

Executive Summary

Kuli Kuli is the first American company to bring moringa to the US market. Moringa is a tree with high levels of antioxidants and other beneficial nutrients. It was recently named the superfood of 2018 in a segment on Good Morning America.

Kuli Kuli sources moringa from regions in Central America, Southeast Asia, and West Africa. They work with farmers to help source fairly-traded, high quality moringa to use in a variety of products, providing them with a competitive advantage. Currently, Kuli Kuli lacks adequate supply of moringa that meets their quality standards, so they are facing a bottleneck and cannot meet their customer demand.

Kuli Kuli seeks to adjust their standards to increase the supply of moringa and meet their demand. We have assessed the existing standards and have provided recommendations on how to modify the standards.

While adjusting the standards will help Kuli Kuli solve their bottleneck in the short run, we believe that there is still need for a long-term solution. They are still subject to spot contamination and we recommend that Kuli Kuli overhauls their supply chain to accommodate a value-added vendor to manage the quality of the moringa. This vendor would change their supply chain to make sure it meets Kuli Kuli's standards, and clean it prior to sending it to the US. This will free up Kuli Kuli to focus on the improving the livelihoods of their farmers and communities. We have outlined a three year plan for Kuli Kuli's to transition into a new supply chain.





Background



Kuli Kuli Background

Kuli Kuli began after Founder and CEO Lisa Curtis worked in the Peace Corps in Niger and she discovered moringa, a high nutritional power powder from Africa. Along with couple of co-founders, she introduced the green moringa powder to US market through crowd-funding on Indiegogo and raising \$53k. They've gone on to expand their offerings to handful of products.

Kuli Kuli was the first company to introduce moringa superfood products to the US. Initially, they formed women farming cooperatives in West Africa to grow moringa and improve local nutrition. They began with women farming cooperatives, but are now open to farmers world-wide. By enabling moringa production and paying generous wages, Kuli Kuli aims to create a sustainable solution to malnutrition around the world. They want to promote the livelihood of all employees and educate communities around the benefits of moringa.

In January 2017, the startup announced it had raised \$4.25 million in funding from Kellogg's venture fund Eighteen94 Capital, S2G Ventures and InvestEco, as well as from angel investors. With the new investment, the small team of seven is now hiring directors of sales and marketing to help grow the company.

Moringa

Moringa oleifera, also known as horseradish tree, ben tree, or drumstick tree, is a small tree from India, Pakistan, and Nepal and has health benefits above and beyond other similar superfoods, such as kale. Moringa is eaten as a vegetable or is ground into a green powder, having an appearance like matcha. It contains nine essential amino acids, 27 vitamins, 46 antioxidants, and many other minerals. Moringa has high levels of protein, calcium, iron, Vitamin C and Vitamin A.

Moringa is grown on a fast growing tree that can grow very lanky. It has been know to grow 2.4m in just three months. It benefits from regular pruning when young to stimulate growth, keep it bushy and keep all the usable parts within easy reach, leaves and beans for fresh consumption or drying, twigs for cuttings, collection of seed etc. All parts of the Moringa tree have practical, beneficial uses.

The moringa oleifera leaves have been used in traditional medicine passed down for centuries in many cultures. In Ayurvedic Medicine, Moringa is said to cure or prevent about 300 diseases. The modern scientific community has begun to validate many of these claims with over 1300 studies, articles and publications on Moringa. These studies have documented the successful use of moringa for nutritional interventions in Malawi, Senegal, and India, noting its ability to be harvested year-round and for being the most nutritious food locally available. As climate change makes rainfall increasingly unpredictable for low-income farmers in the developing world, moringa will become important for communities around the world taking control of their own nutrition.

Kuli Kuli Company

Mission

Kuli Kuli aims to improve nutrition and livelihoods worldwide through moringa.

Vision

Kuli Kuli works with fair-trade farming cooperatives all over the world and to create a world where everyone has the resources and knowledge to access the nutritional power of moringa, which is able to drive economic growth, women's empowerment and sustainable agricultural development.

Value Proposition

Kuli Kuli provides the highest quality and most nutritious moringa available, as well as provides customers with many different moringa products, that are not sold by competitors. Kuli Kuli also maintains a close relationship with their farmers.

Benefit Corporation

Kuli Kuli is a benefit corporation. As a benefit corporation, they are for-profit, but also they are legally bound to their social mission. They are accountable to all stakeholders, including farmers, as well as to their environmental and social impact. Kuli Kuli has sustainability and fair-trade standards for all of their farms.

Kuli Kuli Products

Kuli Kuli's product offerings are all moringa-based. Kuli Kuli products include powder, greens & protein smoothie mixes, energy shots, bars, and tea. Their products are carried in more than 6,000 stores across the U. S., including Safeway and Whole Foods.

Competition Analysis

Kuli Kuli faces competition in the US, Canada, and Mexico for moringa powder, but not for other products. Kuli Kuli prides itself on providing the purest, most nutrient-dense moringa on the market. They have the highest quality standards in not only the US Market, but also internationally.

American Competitors

Kiva Moringa Leaf Powder, Organic India, Terrasoul, Maju, Organic Veda, Zen Principle, Zija Moringa, Sun Foods, Aduna, Maran, Moringa for Life, King Moringa

Mexicain Competitors

Moringa Pura

Canadian Competitors

Salomen Naturals, Eat Moringa, and Super Leaf

Competitive Advantage

Kuli Kuli has several competitive advantages:

- First to introduce moringa to US market

- Highest quality and most nutritious moringa

- Multiple product offerings

 - Only producer of plant-based proteins powder

 - Only producer of bars with moringa

Competitive Landscape

We used Porter's Five Forces to identify Kuli Kuli's Position in the marketplace.

Threat of New Entry: Medium Threat

Moringa is a difficult product to produce. Not many outside of countries that grow moringa use it. While the plant grows in a number of places, one needs the expertise to know how to process moringa correctly. If processed incorrectly, moringa can make people sick. Moringa is not well known in America. As moringa starts to gain more popularity in America, this threat could rise.

Threat of Substitutes: Medium Threat

Moringa is a unique product. Although there are other projects that have added health benefits, it does not provide as high of a nutrient benefit as moringa. Alternatives in the market include: kale, nutritional bars, protein powders, acai, nutritional Smoothies.

Bargaining Power of Customers: Low Threat

Moringa is a unique product. Moringa is becoming more popular, especially in the Americas. Customers have few options for buying moringa bars and products other than the moringa powders. Kuli Kuli has the power to set standards, because there are few other places to get this product. Customers clearly want Kuli Kuli products, if Kuli Kuli cannot keep up with demand, customers might turn to other alternatives. Right now Kuli Kuli has a lot of power, because customers want the product and are willing to wait for it.

Bargaining Power of Suppliers: High Threat

Kuli Kuli has few options for farmers, given their high quality standards. Kuli Kuli does not have enough high quality moringa to keep up with demand and are thus very reliant on their farmers. Kuli Kuli currently works closely with farmers to ensure quality control of moringa. It is important for Kuli Kuli to have a steady incoming of moringa, and thus are very reliant on their farmers.

Industry Rivalry: Low Threat

Kuli Kuli has only a few competitors. Kuli Kuli occupies a unique part of the market, since it produces moringa products that other competitors product. Industry rivalry mostly exists only for moringa powder and Kuli Kuli has differentiated itself as having the highest quality moringa.





A wide-angle photograph of a tea plantation on a hillside. The rows of tea bushes are arranged in a terraced pattern, following the contours of the slope. The plants are a vibrant green color, and the overall scene is lush and well-maintained.

Current Position



A close-up photograph of tea bushes. The image shows the dense, green leaves of the plants, which are arranged in a regular, repeating pattern. The lighting is bright, highlighting the texture and color of the foliage.

Current Operations Strategy

Kuli Kuli brings U.S. consumers the nutritional power of moringa while supporting women farmers in the developing world to grow more moringa, utilize its nutrients locally, and earn a livelihood. They provide economic opportunities for the farmers by selling the moringa-based products in the US. Kuli Kuli carefully manages their supply chain and they source only a portion of each harvest for Western consumption. With these practices, including paying fair wages, Kuli Kuli aims to ensure that moringa continues to benefit those who need it the most.

Kuli Kuli has worked with Whole Foods, the Clinton Foundation and the Haitian Small holder Farmers Alliance, to create a moringa enterprise to help reforest deforested parts of the country and provide moringa for their energy shots. They have credited their partnership with Whole Foods and the Clinton Foundation for helping to create a socially and ethically sustainable business model. Kuli Kuli aims to uphold standards of ethics, sustainability, and high quality throughout their operations systems.

Lisa Curtis, Founder and CEO has said that the company has doubled in size each year and “we want to continue that growth trajectory through a focused and aggressive sales strategy; compelling marketing that communicates what moringa is and why Kuli Kuli moringa is the highest quality; and a stellar operations team that keeps us always in-stock.”

Kuli Kuli works closely with their farmers to claim the high quality moringa in their products. They lot test the moringa to ensure it is up to their standards. Their supply chain is built on their farmer and supplier relationship and to bolster the sustainability of their supply chain, they help their farmers and suppliers benefit from moringa, whether it's through providing seeds, education or compensation for moringa.

Current Organization Chart

Kuli Kuli is a lean company comprised of seven main departments: Product Development, Operations, Marketing, HR, Finance, IT, and Sales. We worked with Ann McCarthy and Mandy Fannin in the Operations department.

Business Model Canvas

We built out the Business Model Canvas for Kuli Kuli in order to see the larger picture of how Kuli Kuli operates. We focused specifically on the cost structure and key partners. The cost structure as it currently stands has high costs of testing and cleaning. Also Kuli Kuli highly values their relationship with their co-packers and wants to nurture that key partner.

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
Farmers	Sourcing Moringa	High Quality Moringa	Email : Contact Us	Healthy, Focused People
Co-packers	Producing Moringa Products	Variety of Moringa Products	Pop-Up Sampling	
Distributors			R & D	Subscription
Micro-Labs	Sales		Social Media	
Cleaning Process	Marketing			
Retailers	Key Resources		Channels	
UK Moringa Companies	Moringa		Retailers	
	Other Ingredients		E-Commerce	
	Quality Standards		Blog / Social Media	
	Farmer Training			
Cost Structure		Revenue Stream		
Distribution	Testing	E-Commerce Sales		
Contract MFG	Overhead	Retailers Sales		
Farmer Education	Co-Packers	Subscription		
Marketing	Cleaning			
Utilities	Moringa			

Supply Chain

Moringa is grown in tropical areas along the equator around the world. It grows in both sunny and rainy conditions so it does not have seasonality. It is harvested off trees, de-stemmed and rinsed in a 3-step process before the leaves are air-dried. Once it is dry, it gets milled down to 80 mesh size powder and sieved to remove debris. Then the moringa is packaged into bulk bags, which are packaged in boxes and shipped to the US. The US co-packer location is dependent on the final product, such as a bar or energy drink. Once the moringa arrives to the co-packer, they take random samples from different bags in the lot and send it to a third party lab to test the microbiological information and nutrition information. In these labs they test to see if the moringa meets their quality and nutrition standards. For the testing results, if the moringa sample did not pass, then it would be shipped to the Ingredients By Nature (Kuli Kuli's toll processor) and would get appropriate treatments, which typically are steam sterilization, re-milling and sieving. Then the product will be shipped to the appropriate co-packers. During this process, Kuli Kuli is charged for piece of machinery from the Ingredients By Nature in order to protect products' safety and quality.

Supply Chain



Microbiological Standards

Kuli Kuli has a strict set of quality standards. We identified four microbes on average that were not passing Kuli Kuli's standards. These Microbes include yeast, mold, total coliforms, aerobic plate count.

Nutritional Standards

Kuli Kuli's moringa comes from around the world, including countries like Haiti and Ghana, where they pay farmers fair wages and help educate the community about the nutritional benefits of moringa. It's nutrient-rich leaves are also great for fighting malnutrition. For example, moringa is high in fiber, protein, vitamin A, calcium, iron, and protective phytochemicals. Kuli Kuli ensures that their products retain the nutritious value of moringa.

Organic Standards

Kuli Kuli must be certified in order to get USDA approval. Organic certification requires that their entire production process be inspected to verify that all ingredients and products meet the standards of organic. The organic farmland also must pass inspection and meet certain requirements regarding water, soil chemical content, and conservation. Organic farmers use natural processes and materials when developing farming systems and they must document their process and have inspections annually. To be organic, the moringa must be grown without pesticides, synthetic fertilizers, sewage sludge, genetic modification, or ionizing radiation. In addition, products can be labeled as 100% Organic when 100% of the ingredients are organic. It can say "organic" when at least 95% of the ingredients are organic. Both 100% and 95% organic products are allowed to use the USDA Organic seal. Products that contain at least 70% organic ingredients can be labeled as "made with organic ingredients", but products with less than 70% cannot be labeled as organic. They can list the organic ingredients on the back or side panels, but not on the front of the packaging.

Farming Standards

Kuli Kuli has a strong relationship with their farmers, they communicate with farmers by showing a table of where in spec sheet or out of spec sheet. In addition, the communication depends on the relationship between Kuli Kuli and farmers based on long term or short term. Normally, farmers are informed by a call or an email to understand the initial requirements for moringa.

Kuli Kuli currently has their farmers informally fair trade certified due to difference in fair trade audit. Actually, the formal certification has been explored with biggest suppliers to move down the road, but now it is not a good fit because of the cost of the certification.



Initiatives

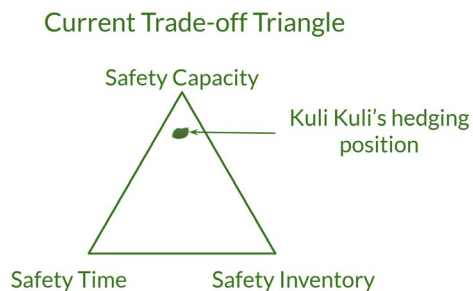


Project Challenge

Kuli Kuli needs our help because they do not have enough supply of moringa that meets their high quality standards to keep up with their customer demand. This is causing a bottleneck and they risk losing customers and distributors by not meeting their demand. Kuli Kuli needs to identify standards that can be adjusted to uphold their quality promise while also allowing them to find more moringa supply. Moreover, they need to modify their supply chain and incorporate a Value-Add Vendor to enforce Kuli Kuli's standards and clean the moringa. This will reduce Kuli Kuli's exposure to the risk of spot-contamination, provide access to a large volume of moringa that can serve them as they continue to grow, decrease the cost of moringa by taking advantage of economies of scale, and free them up to focus on the livelihood of their farmers.

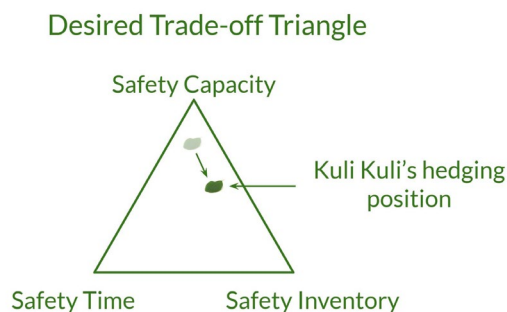
Current Supply Position

Kuli Kuli has resources on-hand for when they receive supply, but they do not have safety time which risks losing their customers and distributors. Kuli Kuli does not have enough moringa that fits their high standards. Without enough supply, they also can't have safety inventory stock on-hand.



Desired Supply Position

Kuli Kuli's desired position is between safety capacity and inventory which means they would ideally have excess resources on hand and some inventory stocked to meet peaks in demand. They still cannot afford to make their customers wait.



Initiative One: Moringa Standards

The first initiative, at Kuli Kuli's request, was to review their current standards and recommend a set of revised standards. By revising their standards, Kuli Kuli should have enough supply of acceptable moringa to meet their demand, while also maintaining their claim of the purest, most nutrient rich moringa on the market. Remedying their bottleneck, this initiative will enable Kuli Kuli to achieve their desired hedging position in the trade-off triangle, between safety inventory and safety capacity. In addition, it will help them reduce wait times for their customers by having enough moringa to get their products to market.

However, after better understanding Kuli Kuli's operations, we realized that simply revising the standards leaves them exposed to the risk of spot contamination. In addition we found that if they modified their supply chain, they would resolve the risk of contamination and it would increase their operational efficiency. Therefore, we've come up with a second initiative to modify Kuli Kuli's supply chain.

Initiative One Outcome

Kuli Kuli will have enough supply to meet their demand, due to more moringa passing Kuli Kuli's standards.

Initiative Two: Supply Chain & Operations Strategy

Based on our deeper understanding of Kuli Kuli's operations, we formed a second initiative to develop a modified supply chain. This initiative is aimed at removing the risk of spot contamination and achieving a number of other benefits, including alleviating their bottleneck in the long-run, reducing costs, providing access to a greater volume of moringa as Kuli Kuli grows, and returning the focus of farmer relations to improving their livelihoods and communities.

Initiative Two Outcomes

Kuli Kuli will have enough supply to meet demand, as well as a stable supply chain to obtain that moringa. This operations plan will reduce the risk of contamination being missed. This will lower the cost of moringa as well as reduce lab testing and cleaning costs. This operations strategy will return the focus of farmer relationships to their livelihood.



Recommendations



Suggested Standards

Microbiological

We Identified four microbes that are causing the lab results to reject the moringa. These Microbes include yeast, mold, total coliforms, aerobic plate count.

Organic

Since Kuli Kuli is already complying with USDA Organic Standards, we do not suggest modifying their current organic standards

Farming

It is suggested that Kuli Kuli might contribute on the formal fair trade certification with their farmers in order to bring more benefits to each other. Although there is a concern about the high cost of certification in a short term, it is considered that Kuli Kuli might gain benefits on the supply chain which would positively impact on their standard in a long term. Fair trade certification has a positive effect on customers, where they understand that certification and trust it. It provides reassurance that ethical measures and standards are put into place and being followed.

Risk: Spot Contamination

It is a liability to test random lots because contamination can be easily missed. Most herbal products in the US and Kenya are not strictly regulated, leaving room for additions, alterations, and contamination as potential problems. Additionally the soil, farming techniques, and processing of the leaves can affect its quality and nutrient content, Unfortunately, the leaves are still prone to spoilage and could also potentially carry food pathogens such as E.coli, Staphylococcus aureus and Salmonella spp., the ingestion of which may result in gastroenteritis.

Risk Recommendation

In order to avoid the above risk, spot testing the moringa lot alone would not be sufficient solution to control contamination because even though the spot samples been analyzed there is no guarantee that the entire lot is contamination free. Therefore, there is a need for an effective and safe processing treatment technique that may be applied to leafy vegetables such as moringa leaves, in order to reduce the microbial load on these leaves (FDA, 2000) while, at the same time retaining the nutrient value and desired quality and extended shelf stability of these vegetables.

Suggested Supply Chain & Operations Strategy

Operations Strategy

We suggest that Kuli Kuli modify their supply chain to include a Value-Added Vendor to clean and test the moringa before it reaches the United States. Not only will it help Kuli Kuli have enough supply of quality moringa as they grow, but also it frees them to focus on farmer relationships rather than enforcing standards.

Value-Added Vendor

A Value-Added Vendor (VAD) is a third-party vendor that improves operations system by providing a service for a company.

In this case, the Value-Added Vendor would take on the following responsibilities:

Source raw moringa from farmers. Kuli Kuli can source finished moringa that meets their standards from the VAD. They can set up the VAD to source moringa from those farmers with whom Kuli Kuli has strong relationships, as well as others who they have strong relationships.

Clean moringa prior sending it to the United States. The VAD will clean and treat the moringa to ensure all of it meets Kuli Kuli's standards.

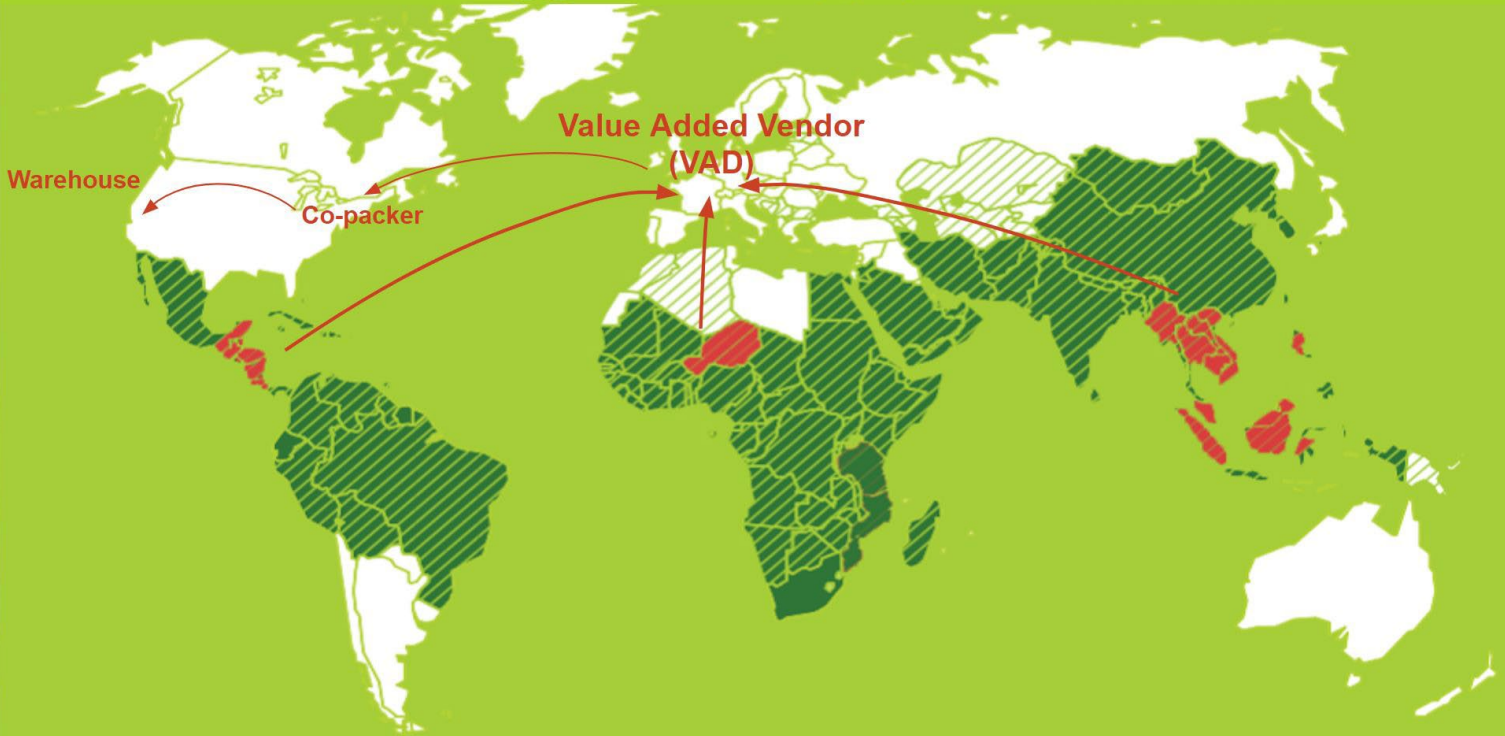
Test and manage moringa to ensure safety and quality. The VAD tests the moringa and makes sure the microbiological and nutritional aspects comply with Kuli Kuli's standards.

Supply Chain

With the new supply chain, the moringa will be sourced from the tropical regions, and then sent to the value-added vendor in Europe. There, it's treated and tested based on Kuli Kuli's standards. Once it's acceptable, it'll be sent to the co-packers in the United States and made into Kuli Kuli's products. The products are then packaged and shipped to their warehouse in Oakland, CA.

Through the new supply chain, Kuli Kuli no longer needs to spend the time and energy testing and cleaning the moringa.

Suggested Supply Chain



Three Year Operations Plan

Year One: Add New Vendor

The first year should be focused on the transition into this new supply chain. Step one is to obtain one to two Value-Added Vendors. Within the first year, the goal is to run 20% of Kuli Kuli's supply through this Value-Added Vendor to clean and test the moringa. This is a way to test these relationships with the Vendors before switching over all supply at once. This allows for relationship building and setting the tone for Kuli Kuli to work with these new vendors. This new Vendor may have farmers, and this relationship is crucial to not only connect with the vendor, but also connect with farmers. In order for these vendors to be an asset to Kuli Kuli, standards and values need to be established and understood by these vendors.

Year Two: Farmer Focus

Year two is about converting the business model to focus on farmer projects. This entails improving the farmers lives through local initiatives and re-establishing the relationship with Kuli Kuli farmers. This is the time to assure farmers that Kuli Kuli will maintain a close relationship with farmers. Time will no longer be spent talking about the microbes with farmers. Now the relationship can focus on ways to improve farmers lives and maintaining strong connections with farmers.

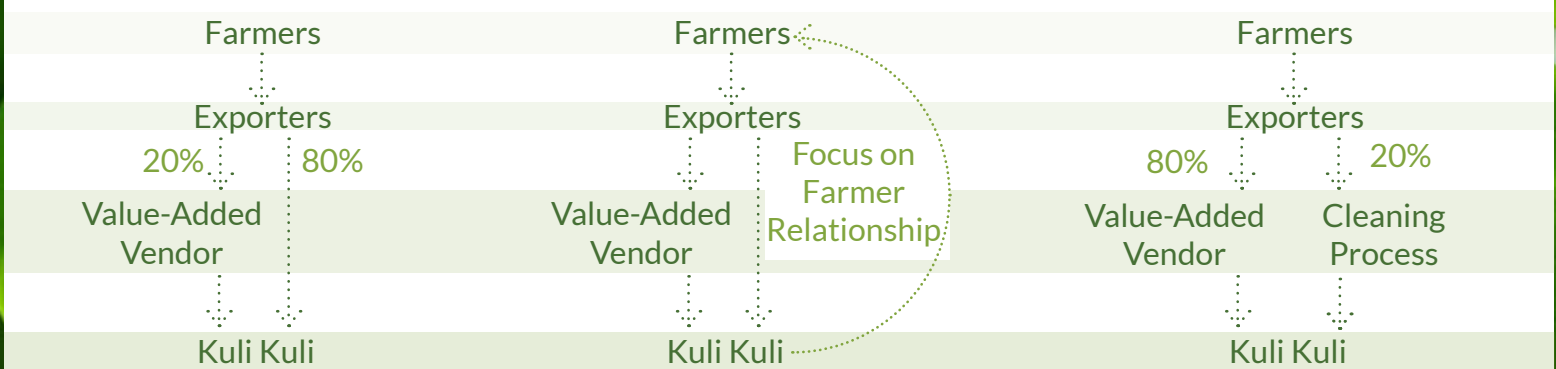
Year Three: Transition Supply

Year three is the point where everything transitions over. This year, 80% of moringa should be going through the Value-Added Vendor. The goal is to transition to have all moringa cleaned and treated before it reaches Kuli Kuli, but a company should have all raw materials running through only one vendor. There will be transition time to transfer over the supply chain through the vendors.

Year One: Add New Vendor

Year Two: Focus on Farmers

Year Three: Transition Supply



Benefits

Vendors are the most important entry point into the moringa oleifera market. Vendors have established several trade relationships with farmers and processors, who has that subject matter knowledge in that functional area. They focus on local sourcing, analysis and quality control, rectification, blending, product documentation and sales to processors and end-product manufacturers. Kuli Kuli can dictate their terms and price to the Vendor to establish and follow with farmers, such that Kuli Kuli can establish their valuable time internally.

Reduce Cost of Testing and Cleaning:

Working with a Value-Added Vendor enables Kuli Kuli to achieve competitive pricing on their testing and cleaning. In addition, with a VAD, they no longer have to spend their time doing the testing, cleaning, and shipping.

Strengthen Farmer Relationships

Rather than overseeing farmers' quality and microbial and nutritional issues, the VAD can take care of that part and Kuli Kuli's attention can return to the farmers' livelihoods and communities. They can help the farmers plant trees and teach them about the benefits of moringa. In addition, by incentivizing growing moringa, Kuli Kuli can help prevent further deforestation in regions like Haiti.

Increase Volume of Supply:

Working with a VAD, who sources moringa for others as well, gives Kuli Kuli access to a larger volume of moringa. They can establish a close relationship with the VAD and align their goals so that as Kuli Kuli grows, they're able to receive increased volume of moringa and won't have to face a bottleneck.

Nutrients Not Affected

Although different processing and treatment methods can influence nutritional deterioration, our understanding is that the cleaning processes doesn't drastically impact the nutritional value of the moringa.

Risks

On boarding Time:

One of the risks is the time it takes to onboard the new VAD, familiarize them with Kuli Kuli's standards, and connect them to Kuli Kuli's farmers.

Redefining Farmer Relationship:

Kuli Kuli will transition from monitoring moringa quality to focusing on improving the livelihood of their farmers. This shift in roles will require some adjusting. Also, including a VAD, means they would likely go to additional farmers, which could potentially impact their relationship with the current farmers.

Business Model

By incorporating the revised standards and VAD into a modified supply chain, Kuli Kuli’s business model changes in two key areas, as well. Their key partnership becomes not only farmers, but also the Value-Added Vendor. Also, their cost structure changes because they no longer have to pay for lab testing, cleaning, and the time it takes to repackage and ship back the rejected moringa. Instead, they can focus on sourcing quality moringa and working with farmers to improve their livelihood.

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
Farmers	Sourcing Moringa	High Quality Moringa	Email : Contact Us	Healthy, Focused People
Co-packers	Producing Moringa Products	Variety of Moringa Products	Pop-Up Sampling	
Distributors	R & D		Subscription	
Micro-Labs	Sales	Social Media		
Retailers	Marketing	Channels		
UK Moringa Companies	Key Resources	Retailers		
Value-Added Vender	Moringa	E-Commerce		
	Other Ingredients	Blog / Social Media		
	Quality Standards			
	Farmer Training			
Cost Structure		Revenue Stream		
Distribution	Utilities	E-Commerce Sales		
Contract MFG	Overhead	Retailers Sales		
Farmer Education	Co-Packers	Subscription		
Marketing	Moringa (third party)			

Next Steps

We have worked to provide this report as a directional guideline for Kuli Kuli to alter their standards and improve their operations strategy, given the risks.

Team

Jaclyn Dab is a Creative Design Thinker who excels at seeing patterns and synthesizing data to identify the intersection between customer and business needs to inform value creating strategy and innovation. She brings over 10 years of experience practicing architecture and, most recently, she worked at Autodesk developing and managing product marketing strategies that leverage game-based marketing tactics and personalization to both strengthen trial user engagement and increase the conversion rate of trial users to paid subscribers. She is currently pursuing her MBA degree in Design Strategy at the California College of the Arts. Contact: jaclyn.dab@cca.edu.

Supriya Kannan has a background in fashion merchandising and apparel manufacturing, business intelligence/data warehouse. Successfully kick started a digital media company Culture machine USA (current - culturemachines.com), currently working as a Senior Product Project Manager at Kaiser Permanente. She focuses on product project development, release management of new product and service. Supriya has a passion for business, entrepreneur by heart and eye for future trends. She is currently pursuing her MBA in Design Strategy at the California College of the Arts. Contact: supriyakannan@cca.edu.

Justine Keller has a background in Data Visualization, data analysis, graphic design and not-for-profits. She focuses on data storytelling and visually communicating the connections within systems. Justine has a passion for bringing impact and understanding to complex problems. She is currently pursuing her MBA degree in Design Strategy at the California College of the Arts. Contact: justine@cca.edu.

Kevin Yang has a background in Product Design and Manufacturing, modeling and prototyping in the industrial realm. He focuses on concept development phases of new product and service innovation. Kevin has a passion for bringing innovation to business models and he is interested in industrial design that has the potential to create positive impact on people's lives. He is currently pursuing his MBA in Design Strategy at the California College of the Arts. Contact: yangshuo@cca.edu.