



Francis Nyeko, managing director of Talian Company in Kampala, Uganda. Ardent Mills volunteers worked with Francis this year to help set up a quality control lab at their facility.



We are truly appreciative of the vital role that Ardent Mills plays in the work of Partners in Food Solutions. During FY19, 46 Ardent Mills team members contributed 1350 hours to 31 different clients across nine countries in Africa. This is more than double the engagement in FY18! By sharing their expertise, these Ardent Mills team members assisted entrepreneurs in growing their businesses and supporting a supplier base of more than 50,000 farmers. Along the way, the volunteers built leadership and problem solving skills while gaining exposure to unique markets. Ardent Mills has quickly risen to one of our most engaged partners. 21 new volunteers registered in FY19, bringing the total Ardent Mills pool of volunteers up to 71. Thank you, Ardent Mills, for your continued commitment to Nourishing Communities and to providing purpose-driven experiences for your employees to strengthen food security, nutrition and economic development in Africa!



## PFS Value Back to Ardent Mills

While social impact continues to be the foundation of our work, engaging with PFS offers value to Ardent Mills beyond philanthropy and volunteerism.

### Reputation

#### Corporate Social Responsibility, Branding, and Public Relations

- 89% of Ardent Mills volunteers said, "It is important to me to work for a company that provides volunteer experiences like PFS."
- Ardent Mills branding was included as part of our 360 Virtual Reality Experience at prominent events like Bühler's annual Networking Days conference and The Hershey Company's Global Supply Chain and Technology Conference
- PFS, Ardent Mills, and other corporate partners were highlighted in several news reports, including a story on NBC-Affiliate KARE and a full page feature in the StarTribune newspaper's "Inspire" section

### Human Capital

#### Talent Acquisition, Development, & Retention

- "I really enjoy helping make others' lives better" – Ardent Mills volunteer
- 100% of Ardent Mills respondents found the experience to be meaningful
- 44% of Ardent Mills volunteers have developed new or improved skills through volunteering with PFS
- 44% of Ardent Mills respondents said, "If offered a similar position at another company, I would choose to stay at my company in part because of opportunities like PFS."
- 22% of respondents said that potential volunteer opportunities with PFS played a role in their decision to accept a position at Ardent Mills.
- 44% of Ardent Mills respondents have applied lessons from their PFS volunteer experience in their professional lives

### Business Insights

PFS engagements can be a great way to develop stronger relationships with key commercial partners, gain consumer and market insights in Africa, and build relationships in future growth markets.

- Ardent Mills volunteers have worked on many projects with employees from Bühler, Cargill, and other PFS partners, providing Ardent Mills team members the opportunity to build collaborative relationships with current and potential commercial partners
- 44% of Ardent Mills volunteers see business potential in Africa
- If desired, PFS can make connections to agricultural leaders related to teff or other up-and-coming ancient grains in Africa



## Leader-to-Leader Mentorship: Impact that's personal

Earlier this year, Partners in Food Solutions launched a mentorship program that pairs our volunteers with their professional counterparts at our African client companies. Dustin Stafford, head miller for Ardent Mills in Wichita, Kansas, was paired with Benjamin Singh, who has recently taken over leadership of Rafiki Millers, a family business in Kenya. Dustin's experience as a leader in milling is especially valuable because Benjamin, who has extensive business management experience, has never worked in the food sector.

Rafiki millers is a client in our Strengthening African Processors of Fortified Foods (SAPFF) program which aims to ensure majority of fortification compliance for food processors in some of the biggest economies in Africa. By targeting large millers such as Rafiki there is a potential to reach the majority consumers in those markets. Mentoring is an additional layer of support the PFS offers to our clients that is helping them improve their businesses.

"It is a very beneficial exchange since our roles are different but in particular for me it is invaluable since Dustin is very knowledgeable regarding milling operations," Benjamin said. "Dustin's ability to share his perspective based on many years of experience and improving the mill in the US over the years helps me understand and plan how we can implement changes here and the time frame I have to take into account for seeing results."

Dustin says he's also learned from the experience, "There are many similarities and also many differences in our operations. It's been interesting having conversations about these things, especially since our roles in our organizations are different - as business manager Benjamin has shared many thoughts and ideas about high-level business strategy, about challenges that they face, and given me quite a bit of perspective about running a business. Whereas as a head miller, I have shared ideas more from a technical milling perspective that have worked well in my experience. I've shared some tools that I use to track production metrics at my plant and discussed what we find value in measuring. On our last call, Benjamin said he is working on a wheat tracking tool that he'd like for me to look at and give feedback on when it is complete. I think it is fair to say that we both find it all very intriguing and we are both benefiting from the experience. Our discussions are usually pretty informal and organic. I am hoping that Benjamin is finding as much value in them as am I!"

## Nelson Rathert

Managing Engineer | Denver, Colorado

Nelson served on an "Ask-an-Expert" project with Boni Food Complex, a wheat and grain processor in Ethiopia. A micro-dosing unit was procured with the milling machinery but was not installed and connected to the process line. Nelson helped the company to identify, procure and connect a variable frequency drive (VFD) suitable to control the motor unit of micro-dosing unit.



### PFS: Tell us a little about your professional background

**NR:** I have worked in the milling business for 40 years. I have worked for milling companies and have contracted to milling companies. Most of my life I have worked in the electrical field. I spend time running projects, programming automation systems and managing all of the above.

### PFS: How long have you been a PFS volunteer and why did you initially join?

**NR:** I had a request about six month ago from one of my co-workers to assist on a project, so I said yes.

### PFS: Tell us a little about the Boni Food Complex project you worked on.

**NR:** The project was to add nutritional ingredients on products coming off of a flour mill. One of the challenges was being able to acquire the materials needed to improve the process.

### PFS: What motivated you to work on this project?

**NR:** It was very enjoyable working with people in Ethiopia and it was fun working with others enthused about their companies.

### PFS: What do you believe is most important about the work that PFS does?

**NR:** I think it is important sharing information with other countries to help them improve their operation.

### PFS: How does the fact that your company supports PFS make you feel?

**NR:** I am proud to see Ardent Mill be a part of a great organization.

### PFS: What have you learned from your PFS experience?

**NR:** It was nice to work with individuals from another country and experience some of the issues involved with acquiring materials in order to improve the facilities.

# By the Numbers

Ardent Mills - PFS FY 2019	
# Engaged Volunteers	42
Total # of Hours	1350
Value of Hours	\$175,500
# of Clients Served	31
# of Countries	9
# Employed by Clients	1990
# of Farmers in Client Supply Chains	50756
% of Clients Women-Owned/Managed	35%
#Active Ardent Mills Volunteers	71
Total Ardent Mills Volunteers Registered	91
Total Registered by Knowledge Center	
Accounting	3
Baked Goods	3
Education & Training	2
Finance	3
Fortified Flour/CSB	1
Human Resources	2
Information Technology	1
Manufacturing/Operations	11
Marketing & Brand Design	4
Milling	18
Nutrition & Fortification	1
Packaging	1
Process Development	2
Product Development	5
Project Engineering	1
Project Management	1
Quality & Regulatory	23
Sales	4
Sourcing & Logistics	4



## 360° VIRTUAL REALITY EXPERIENCE

Partners in Food Solutions brought our 360 Virtual Reality Experience to the Ardent Mills annual meeting in Denver in June. It was a great way to bring what PFS does to life for Ardent Mills employees and many waited in a long line to view it!



**1350**

Total number of hours that Ardent Mills employees have contributed to PFS clients