Business Plan Development for SoyCow Microenterprises in Guatemala

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What is a SoyCow?
Table-top Soy Processing System
- Produce up to 40 L of soy milk per hour using soybeans, water, electricity, and labor
- Okara byproduct can be used in baked goods or as a meat extender
- Soy milk can be further processed into other food products including tofu, yogurt, and ice cream

Fundaniñas
Organization
- Orphanage founded in 1990 in Guatemala City
- Rescues at risk children from the streets
- Currently houses 30 girls

The SoyCow
- Donated and installed in September 2009
- Provides soy milk and food products for the girls

Opportunities
- Expand production
- Market to area orphanages and daycares

Challenges
- New operation
- Lack of business training and skills
- Limited staff with required technical training

Hermano Pedro
Organization
- Hospital providing health care to the poor in Antigua
- Housing for handicapped children and the elderly
- Nutrition center for research and malnourished children
- Partnered with volunteer organizations to provide specialized surgical services

The SoyCow
- Donated and installed in 2008
- Provides protein-rich soy milk and food products for more than 200 patients

Opportunities
- Significant for hundreds of malnourished patients
- Soy milk provides a low-cost alternative to powdered dairy products
- On-site nutritionist to optimize soy recipes

Challenges
- Non-profit, charitable status limits opportunities for marketing products to the community
- Medical backgrounds, limited business training

Centro de Artes
Organization
- Training center in Guatemala City
- Programs in cooking, sewing, art, cosmetology, computers, and other trades
- Graduate 900 students each year

The SoyCow
- Sell 100L each month to local priest for area children
- Produce milk 3 times each week
- Donated and installed in 2008

Opportunities
- Can market to large student body
- Could serve as the technical training center for all SoyCows in Guatemala

Challenges
- Donated soybeans will eventually be used up
- Current pricing scheme does not account for cost of soybeans
- Education backgrounds, but not in business

CECYPISA
Organization
- Privately funded Catholic school located in Retalhuleu
- Provides housing and education for up to 100 students
- Programs in healing, cosmetology, and natural medicine

The SoyCow
- Produce milk 2.3 times each week
- Sell 75% of milk produced, use 25% onsite
- Use 100% of okara in meals for students and staff

Opportunities
- Well developed business plan
- Experience and success with advertising
- Identified a local supplier of soybeans
- Expand sales area to 10 surrounding communities

Challenges
- Transportation of a perishable product
- Non-profit organizational structure

Summary of Recommendations
- Hiring and retention of multiple trained staff
- Motivate consistent record-keeping to develop accurate cost estimates and inform pricing decisions
- Educate organizations on appropriate ways to account for internal benefits and cost savings for project justification
- Basic marketing and advertising to facilitate market development
- Reach out to similar types of organizations as potential institutional customers
- Tools which can be used for investment analysis
- Creation of a communication network between operations for knowledge and resource sharing

Social Entrepreneurship
- Providing additional income while enhancing nutrition for the girls at Fundaniñas
- Helping to provide low-cost education programs and enhancing nutrition for students and the community at Centro de Artes
- Generating cost savings and providing protein to malnourished patients and their families at Hermano Pedro
- An additional income source and a new nutritional component to the students' diet at the self-funded CECYPISA private school

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A Sustainable Microenterprise
Project Concept
- Enhance nutrition in areas of critical need
- Financially sustainable business model to create jobs and further leverage nutritional benefits

Aid Package
- SoyCow equipment
- Initial supply of soybeans
- Technical training
- General business guidelines

SoyCows in Guatemala
- A total of 6 SoyCows throughout the country
- Malnutrition and protein deficiencies are significant problems
- Boy not a component of the traditional diet

Project Partners
- Malnutrition Matters
- Rotary International
- World Initiative for Soy in Human Health (WISHH)
- National Soybean Research Laboratory (NSRL)