From project to sector transformation:
The role of Key Performance Indicators in market transformation

Lucas Simons
ICCO World Cocoa Conference
May 26th 2016, Bavaro, Dominican Republic
The profitability and potential for sustainability of a sector are the outcome of 4 forces

Forces shaping a sector

- What is the enabling environment?
- What do markets reward?
- What are alternatives?
- What are barriers to enter and success?
The cocoa sector moved through phases of market transformation

1. Inception
2. First movers
3. Critical mass
4. Institutionalization

Pilot projects & Innovations
Competition
Non-competitive collaboration
Institutional embedding

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We need to get better organised

One Global sector Vision with real objectives

KPI framework that measures the journey and the outcomes

National PPP strategies

Individual projects

Good KPIs must be:
• Simple
• Low cost
• Continuous improvement and learning
• Holistic approach
• Apply globally, priorities locally

Good National PPPs are:
• Holistic
• Focusing on priorities
• Transparent
• Have clear role division
• Clear incentive structure
• Adjust and learn
How to change the rules of the Food Game?
www.changingthefoodgame.com

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