



INSIGHTS SUMMARY

EXPLORING HOW SUPPLY CHAIN RESILIENCE IS FARMER RESILIENCE

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We would like to thank the following speakers:

Lindsey Yeung, Vice President Sustainability, Thriving People, **Mars**

Sergio Rivas, President, **Tanager**

The Mars-Tanager mint partnership in India illustrates the critical link between supply chain resilience and farmer resilience. By focusing on trust-building, long-term partnerships, and farmer-centric interventions, Mars has not only secured its supply chain for mint but also significantly improved farmer incomes. The partnership demonstrates how diversified income streams, gender inclusion and applied agricultural research can create a more resilient and sustainable agricultural sector.

INSIGHT 1: FOCUS ON FARMERS' RESILIENCE TO ACHIEVE SUPPLY CHAIN RESILIENCE

Supply chain resilience depends upon the well-being and financial stability of farmers. Over a decade of collaboration, the two organisations worked with Indian mint farmers to improve yields and productivity. This not only secured Mars' supply chain for gum production but also increased farmer incomes. Income diversification also plays a key role, as mint is a seasonal crop grown for only three months a year. To secure long-term resilience, farmers also grow crops like potatoes, mustard seeds and rice to stabilize their annual income.

INSIGHT 2: BUILD TRUST TO MAKE PARTNERSHIPS WORK FOR THE LONG TERM

Trust between corporations and farming communities is built over time. The Mars-Tanager partnership, for example, spans nearly ten years, during which they have conducted **ten harvests** together. This consistent presence has built trust with mint farmers, allowing for deeper collaborations, such as community empowerment initiatives and expanding the partnership into income diversification efforts.

Trust is everything in what we do ... We have built confidence with farmers by showing we are not there for quick fixes but are committed to working with them year after year

Sergio Rivas, President, Tanager

For us, supply chain resiliency is farmer resiliency.... If a farmer doesn't make a living from what they grow, they will stop growing that, and we need that farmer to be able to grow those crops so that we can make our products.

Lindsey Yeung, Vice President Sustainability, Thriving People, Mars

INSIGHT 3: LEARN AND ADAPT CONSTANTLY

The “Lab-to-Land” approach taken in the Mars-Tanager mint partnership in India involved taking agricultural research from the lab and testing it in real farming environments. Through applied research, Mars and Tanager developed practices that increased mint productivity and farmer income. This methodology helped mint farmers adopt technologies and innovations that were tested and tailored to local conditions, allowing for more effective and scalable interventions.

INSIGHT 4: FIND OUT WHERE WOMEN ARE AND THE ROLES THEY PLAY IN THE SUPPLY CHAIN

Gender analysis conducted within the partnership highlighted the critical role of women in mint farming. Programmes like Village Savings and Loan Associations (VSLAs) helped improve women’s mobility and decision-making power within their households. The mint programme not only boosted economic resilience but also empowered women to take on more active roles in their communities. The partnership carefully designed its agricultural interventions through feedback from farmers, improving adoption rates and ensuring long-term success without overburdening smallholder farmers.

INSIGHT 5: REPLICATION AT SCALE REMAINS A CHALLENGE

While the Mars-Tanager mint partnership has been successful on a smaller scale, replication across wider regions is a challenge. Mint farmers work with multiple buyers and crops, each with different priorities. Expanding the model will require aligning interests across these diverse stakeholders. This complexity makes it difficult to maintain the same level of trust and collaboration as seen in localised efforts, but is crucial to achieve more transformational change.

RESOURCES

- Mars (2023). Sustainable in A Generation Report. <https://www.mars.com/sustainability-plan/sustainability-report-progress> (See Shubh Mint case study on pg. 29.)
- Tanager India fact sheet: <https://tanagerintl.org/wp-content/uploads/2024/09/Tanager-India-Fact-Sheet-US.pdf>
- Shubh Mint story on mint multiplication to enhance agricultural production: <https://tanagerintl.org/2024/07/08/mint-multiplication-india>
- Stories on gender inclusion through the Shubh Mint project:
<https://tanagerintl.org/2024/03/26/shubh-mint-decidoser>
<https://tanagerintl.org/2023/10/13/sup-porting-gains-for-rural-women/#shubh>
<https://tanagerintl.org/2024/03/06/in-ternational-womens-day-2024>
- Shubh Mint project page: <https://tanagerintl.org/portfolio/tanager-and-mars-wrigley-confectionery-improve-farmer-profitability-in-natural-mint>