



# SHARED VALUE & IMPACT PRACTICE

Better analysis  
Better decisions  
Value unlocked for our clients

Africa's largest economics-based consultancy

**G:ENESIS**  
UNLOCKING VALUE

PHOTO CREDIT: South African Photographer, Johnny Miller

# ABOUT GENESIS ANALYTICS

Genesis Analytics was one of the first economics-based consultancy firms to be established in Africa and over the past 20 years we have expanded our work to 36 countries on the continent. The value-unlocking nature of our work has also extended our reach in North America, Europe, the Middle East and Asia. We have regional offices in Johannesburg, Nairobi, London and Dubai, and representatives in Toronto, Lagos and New Delhi.

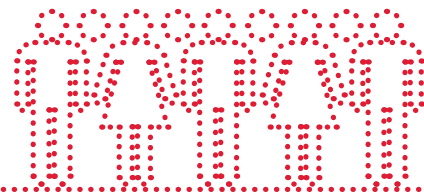


## OUR PURPOSE IS TO UNLOCK VALUE IN AFRICA.

Our 80-plus consultants use their analytical capabilities to improve decision-making and, through better decisions, unlock substantial value for our clients and society. We use a variety of techniques and approaches to bring clarity to decision-makers.

Genesis has engaged with more than 400 clients and several hundred projects across sub-Saharan Africa.

## OUR REPUTATION IS FOR QUALITY, RIGOUR, ETHICS AND INDEPENDENCE.



## WE WORK ACROSS VARIOUS AREAS OF EXPERTISE.

Agriculture and Agribusiness | Applied Behavioural Economics | Competition and Regulatory Economics | Economic Impact Assessment | Financial Services Strategy | Health | Infrastructure | Monitoring and Evaluation | Shared Value and Corporate Impact

[READ MORE ABOUT GENESIS ON OUR WEBSITE](#)



# WHY CLIENTS CHOOSE GENESIS

Over the past 20 years Genesis has forged relationships with companies, governments, foundations and donor organisations across Africa. These four elements set our work in Shared Value and Corporate Impact apart:



## UNDERSTANDING OF BUSINESS AND DEVELOPMENT

We combine the best of management consulting with the best of development economics.

The top companies in the world are trying consciously to mix positive social and environmental impact with commercial business models as part of creating one integrated, compelling purpose.

We understand and work with the realities of business and the realities of social and environmental problems.



## A COMFORT WITH GOVERNMENT AND BUSINESS

We work equally within the corporate and public sectors.

Experience in the one, we believe, enriches our work in the other. We understand both sides but we are not beholden to either.

As a result of this cross-learning, we are often asked to work in the zone where the market meets the state.



## ETHICS AND INDEPENDENCE

We work hard to earn and maintain a reputation for ethics, balance and fairness.

We produce strongly independent analysis that seeks to balance economic with social concerns; markets with society; public with private interests.

Our ability to see the position of all sides is a stand-out strength.



## RIGOROUS, CREATIVE SOLUTIONS

We co-design impactful shared value and inclusive business strategies that solve social challenges commercially.

We bring to bear big-picture thinking gained from working across the continent and in a range of sectors and services.

We pride ourselves on the rigour of our analysis, complemented by creative, workable solutions.

[READ MORE ABOUT OUR PRACTICE](#)

Our skills and experience enable **OUR CLIENTS** to make better decisions





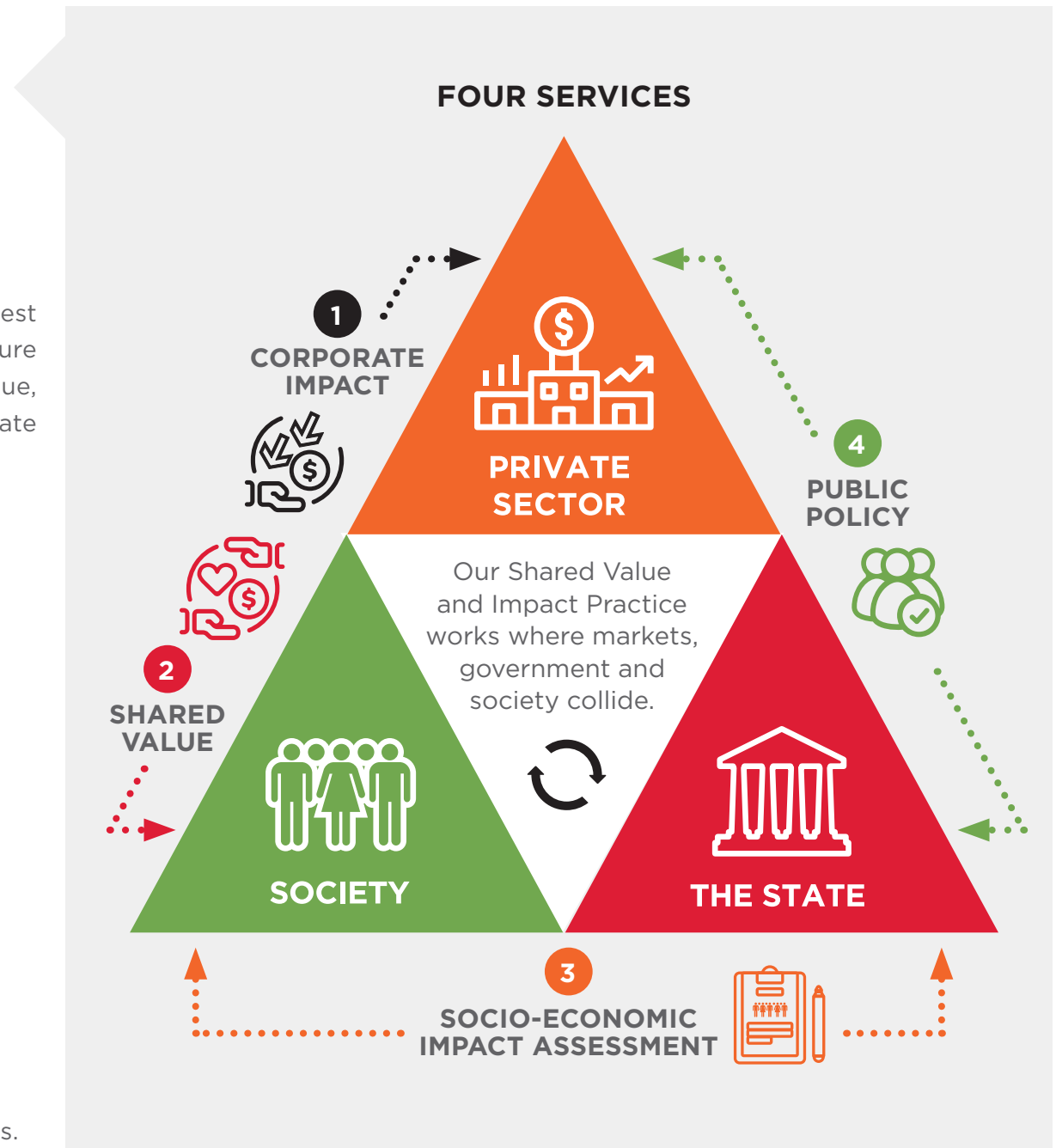
# SHARED VALUE & IMPACT PRACTICE

Our Shared Value and Impact Practice works where markets, government and society collide.

As the world searches for a more inclusive capitalism, the best companies are able to articulate their social purpose, measure social impact, use commercial models to create shared value, contribute to the Sustainable Development Goals, and navigate a robust yet constructive relationship with the State.

## WE OFFER FOUR SERVICES:

- 1 Corporate Impact:** We help companies and investors to conceptualise, measure, and articulate their social, economic and environmental impact.
- 2 Shared Value:** We advise companies and investors on shared value and transformation strategy, helping them to solve social and environmental challenges with commercial models.
- 3 Socio-economic Impact Assessment:** We help governments, law-makers, and the private sector to map and understand the economic, social, environmental, and health impacts of proposed changes to policy and legislation.
- 4 Public Policy:** We help companies and investors to navigate the political economy and respond constructively to public policy and regulatory pressures.



[READ MORE ABOUT OUR SHARED VALUE AND CORPORATE IMPACT WORK](#)

# SECTORS & CLIENTS

Our work in the Shared Value and Impact practice recognises that the company is the most powerful and innovative economic engine ever invented.

When companies start to think beyond narrow shareholder value at all costs, to the creation of shared value, they can be potent drivers of inclusion, development, social progress and sustainability.

We work with corporates operating across Africa, advising boards, CEOs and senior executives in strategy, public policy and corporate affairs. We also help governments to understand the social and economic impact of policy choices. And we facilitate the process of dialogue between business and government.

Our team is uniquely cross-disciplinary, drawing on the fields of economics, development, business strategy, environmental economics, political science and law. We understand business and development. We understand business and government. We have the big-picture and specialised skills. We are robust and ethical. We are trusted by all stakeholders.

## SECTORS WE HAVE EXPERIENCE IN

Agriculture | Aviation | Communications and Media | Energy | Financial Services | Hospitality and Tourism | Logistics | Manufacturing | Mining | Public and Social | Urban and Built Environment

## SOME OF OUR CLIENTS

[READ MORE ABOUT OUR ECONOMIC IMPACT ASSESSMENT WORK](#)



# CORPORATE IMPACT

We help companies and investors to conceptualise, measure and articulate their social, economic and environmental impact.

## WE HAVE EXPERTISE IN

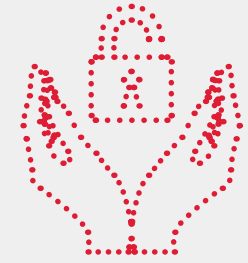
- Socio-economic impact of companies, projects and sectors
- Socio-economic-environmental framework design
- Communication and positioning



### Can a bank add social-economic-environmental criteria to all credit decisions?

For Standard Bank, we conceptualised and designed a framework to measure the social, economic and environmental impact of the group across the continent. The ambition of the board was to build this into strategy and operations so as to inform all product and project credit decisions in the group.

## HOW WE HAVE UNLOCKED VALUE



### What value does Airbnb add to a developing economy?

We were asked to independently measure the positive value added by Airbnb to the economy. We calculated that in host and guest activity, Airbnb had generated \$678 million in the previous year for the local economy, which corresponded to 22,000 jobs. The report was used to engage the government on proposed regulation of home-stay rentals.





**DE BEERS**  
GROUP OF COMPANIES

### Has diamond mining been good for Botswana's development?

For De Beers, we conceptualised and measured the impact of 50 years of diamond mining on Botswana's development. The purpose was to raise the profile of diamonds as a force for good. The findings were launched at a Chatham House conference and with over 2 300 unique mentions on social media, the hashtag #Botswana2015 was seen more than 12.5 million times.

### What is the economic impact of switching from sugar to corn syrup?

Two of the world's biggest consumer-goods brands wanted to build a multi-billion-dollar production plant and switch from sugar to corn syrup produced from maize. We were appointed to evaluate the economic pros and cons of this mega-transaction. We considered the impact on GDP, employment, transformation and food security. The independent report was used to present the pros and cons of the project to the policy-makers to secure government support for the transaction.



### Should Emirates be granted extra route licences to Southern Africa?

We helped Emirates Airlines to demonstrate to policy-makers, regulators and the public that it was a net creator of value for the economy. Our independent analysis demonstrated that Emirates creates significant value; through evidently well-priced global connectivity it provides and creates benefits for tourism, business and trade. We went on to calculate the impact that could not be replaced by another airline, in other words an impact that was unique to Emirates. The work was used to advocate for route licences in Southern Africa.



[FOR MORE INFORMATION AND CREDENTIALS](#)



# SHARED VALUE

We advise companies on shared value and transformation strategy, helping them to combine commercial models with social and environmental challenges.

## WE HAVE EXPERTISE IN

- Shared value strategy
- Transformation strategy
- Market research
- Fund design

## HOW WE HAVE UNLOCKED VALUE

### Unlocking the low-income mortgage market, profitably

We helped a banking client design a shared-value solution for low-income housing development. The fund was designed to help financial institutions and corporates invest jointly in alternative building technologies, green tech, modular housing, inner-city rental refurbs, more social housing, more student housing, and the support of black property developers. This solution fully encapsulates shared value: we helped our client to innovate in response to a major social problem while using core expertise, generating commercial returns, and opening new profitable markets.





### **Building a more inclusive supply chain in television and media, strategically**

We worked with a pan-African television and media company to design an inclusive supply chain. This request came at a time of major competitive disruption in the TV industry. We advised the company to move away from ad hoc, sub-economic supplier development based on a charity mentality. Rather, we built an inclusive supplier strategy directly linked to disruptive challenges by supporting inclusive ideation and creation of local and vernacular content so it could gain an edge on a foreign competitor – a shared value solution.



### **Redesigning the value proposition for host mining communities in Africa**

We partnered with a global mining house to rethink the value proposition for mining communities. The new proposition was based on shared value not charity, on impact not compliance, and on a reciprocal agreement between community and mine rather than a unilateral, paternalistic relationship. It allowed communities to be legitimately represented and to have a say in designing their own future. The approach was adopted across the company’s four business units.

### **Where should Africa’s largest investor invest to maximise developmental impact?**



We advised the largest investor in Africa and one of the biggest pension funds in the world on a developmental investment strategy. The strategy rested on four investment pillars: economic infrastructure; social infrastructure; job creation and sustainability. The result was the redirection of a \$66-billion fund to consciously consider and target developmental and environmental outcomes in all investments.



### **How can a bank support rural land reform?**

We helped a banking client with a shared-value solution to support transformation of large-scale agricultural businesses. We designed the financial, operational and governance aspects of a commercial agricultural investment fund to allow banks, input companies, food retailers, and technical bodies to act and invest together, and simultaneously along the value chain. The fund was established with overwhelming support of the banking CEOs.

**FOR MORE INFORMATION AND CREDENTIALS**

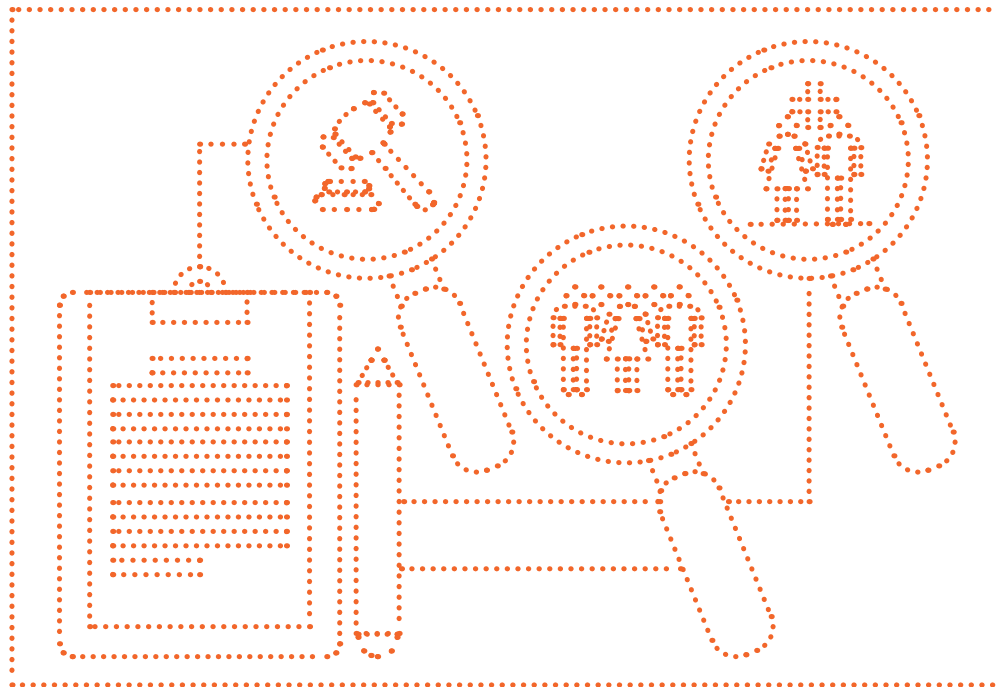


# SOCIO-ECONOMIC IMPACT ASSESSMENT

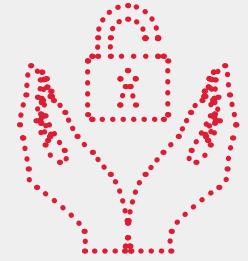
We help governments, law-makers, companies and business associations to understand the economic, social, and health impacts of changes to policy and legislation, and then to maximise positive impact.

## WE HAVE EXPERTISE IN

- Regulatory impact assessment
- Socio-economic impact assessment
- Public health and social impact assessment



## HOW WE HAVE UNLOCKED VALUE



### Should the drinking age be raised from 18 to 21?

Genesis was asked by a policy-making forum to conduct an independent study on the economic, health and social impacts of raising the drinking age from 18 to 21 and restricting the advertising of alcohol. Business was strongly against the Bill, while the government was strongly in favour. Using seven approaches to estimate impact, we found that the proposals would reduce consumption between 3.2% and 7.4%. On the one hand this would bring down the uptake of hazardous drinking over time, especially by young people, and create public-health savings of up to \$126 million a year. We also estimated that 185 lives a year would be saved in traffic fatalities. On the other hand, jobs would be lost and the advertising industry would lose about 1% of revenue. Genesis produced a rigorous, independent and objective study that provided business and the government with evidence to debate the merits of the Bill from an informed position.





### What is the impact of debt forgiveness for low-income credit consumers?

Many low-income earners in Africa manage basic monthly consumption needs and financial shocks by accessing short-term, unsecured credit. This has led to cases of chronic over-indebtedness. To assist these consumers, the legislature introduced a Bill to create a separate debt review process for the lower-income segment that included the introduction of debt forgiveness. Genesis was appointed by the legislature to undertake an independent impact assessment of the proposed Bill. We unlocked value by introducing, for the first time, an evidence-based quantification of the size of the problem. Then we provided analysis of the proposed solution and an independent professional opinion on whether it was net positive or net negative for the economy. We also gave recommendations on how the Bill could be amended to mitigate the worst impacts.

### Regulatory impact assessment on changes to the intellectual property laws

The intellectual property laws of a country determine who has access to the fruits of innovation and creation, whether in science, technology, medicine, literature or music. The balance needed in public policy is to reward innovators and creators for genuine advancements while not unfairly excluding citizens from the benefits of those advancements. In line with other emerging markets, the government in question felt the poor and vulnerable were excluded from intellectual property and wanted to introduce reforms. Genesis was asked by the government to provide an independent assessment of the pros and cons of the Bill, and to make recommendations for improvement.



[FOR MORE INFORMATION AND CREDENTIALS](#)



## PUBLIC POLICY

We help companies and investors to navigate the African political economy and respond constructively to public policy and regulatory pressures.

### WE HAVE EXPERTISE IN

- Stakeholder mapping and engagement
- Position formulation
- Public and regulatory submissions
- Advocacy strategy
- Partnerships



### What is the future involvement of government in financial markets?

We were engaged by a large African financial services firm to advise on the future involvement of the government in financial markets. The client needed to understand the likelihood and shape of many policies dealing with pension reform, national health insurance, ESG, and tax reform, and how these would impact the business and a constructive strategy of engagement. The work produced a regulatory risk framework that is still in use today in the company, and opened lines of communication with government.

## HOW WE HAVE UNLOCKED VALUE



### Are 'sin taxes' on alcohol appropriate?

We advised a major alcohol manufacturer on the appropriateness of excise tax on alcohol to inform the client's policy submission to the national government. On balance of the evidence, we found that the tax was in fact appropriate, and presented these facts honestly to the client. Then we prepared a shared value strategy to reduce the public and social harms of alcohol to be put forward in lieu of a moderation in excise tax.



## Competitive advantage from stakeholder engagement

We advised a pan-African investment group on refreshing its stakeholder engagement strategy. This helped to move the group from reactive to proactive stakeholder management, and to redesign the entire stakeholder relations function.



## What is the case for and against nationalisation of mines?

A global mining house asked Genesis to prepare a corporate position and response to proposals by the ruling party to increase state intervention in mining. We helped the company to navigate the proposals fairly by identifying which would impact the company positively and negatively. A detailed corporate position was drafted; including points of rejection, agreement and suggested constructive alternatives. The report was presented to senior party politicians and a number of the alternatives were adopted at the next party conference.



## Would a national economic summit be feasible and useful?

We worked with a global mining house to assess the feasibility and then design a national economic summit. The summit would be a high-level debate on reform in the economy, including a scenarios and social-lab process. The concept paper was used to build a new economic dialogue between business and government.

## Turning around South Africa's rust belt

Like many once booming steel and manufacturing hubs around the world, the Vaal region outside Johannesburg has faced years of closures, ageing infrastructure and rising unemployment. A grouping of the top 60 CEOs in the economy asked Genesis to diagnose the challenges and come up with a solution, working with government and big businesses in the region to design a rejuvenation plan. The plan was delivered to the President and the Minister of Finance.



[FOR MORE INFORMATION AND CREDENTIALS](#)

# OUR TEAM

MEMBER OF



**RYAN SHORT**  
Partner



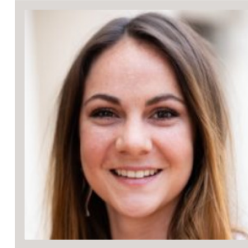
**KIM ADONIS**  
Associate Manager



**KAGISO MAMABOLO**  
Associate



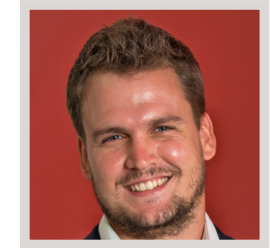
**NOMPILO MTUNZI**  
Analyst



**CERI SCOTT**  
Intern



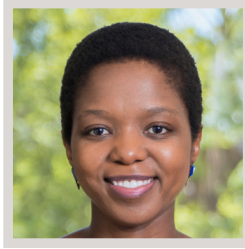
**TOM MAGARA**  
Senior Associate (Kenya)



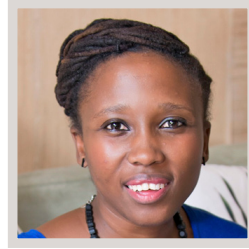
**NOEL VERRINDER**  
Manager (UK)



**DIRK VAN SEVENTER**  
Modelling Expert



**THABISILE NTOMBELA**  
Business Development



**SIBULELE WALAZA**  
Business Development

## SOME OF OUR QUALIFICATIONS INCLUDE

- | Master of Economics | Master of Economic Development
- | Master of International Politics | Master of Commerce
- | Honours in Politics | Master of Business Administration
- | LLB | Master of Development Studies



## Genesis Analytics

The largest economics-based consultancy in Africa

Physical 50 Sixth Road, Hyde Park, Johannesburg Main +27 11 994 7000 Contact [ryans@genesis-analytics.com](mailto:ryans@genesis-analytics.com)  
Physical Fourth Floor, West Park Suites, Ojijo Road, Parklands, Nairobi Main +254 (0)70 194 5800

We are here to help YOU make better decisions

[FURTHER INFORMATION ON OUR TEAM >](#)

**G:ENESIS**  
UNLOCKING VALUE