Moving the World: The TPG-WFP Partnership
Looking for a Partner

This case was written by Rolando M. Tomasini, Research Associate, and Luk N. Van Wassenhove, the Henry Ford Chaired Professor of Manufacturing at INSEAD. This case is the first in a series covering the TPG-WFP partnership. The authors gratefully acknowledge Ramina Samii for her editing contribution. It is intended to be used as a basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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Introduction

“While on a flight to Singapore in November 2001, I read a Business Week article about September 11th and its causes and implications. The writer was pointing out the gulf between the rich and the poor. She had worked out that every seven seconds a child dies from hunger. Since then, this horrifying statistic has in fact become closer to every five seconds. The writer’s last question was: ‘What are you doing for the world after September 11th?’ So I began to ask myself that question.”

Peter Bakker, CEO, TPG.1

Over the next few days, the question persisted in Bakker’s mind. As a market leader in the logistics business, TPG was very much part of the globalization process and it was clear to Bakker that the benefits of doing business internationally were accompanied by responsibilities of acting as a good global corporate citizen.

Back at TPG headquarters in Amsterdam, Bakker called upon a TPG veteran, Ludo Oelrich, Managing Partner of Logispring.2 Bakker was convinced it was time for TPG to launch a new approach to corporate social responsibility and he wanted Oelrich to lead that process. Oelrich was convinced by Bakker’s ideas and within two weeks he started working full time on it. He elaborated on the challenge: “My in-depth knowledge of the logistics business was an asset, but building an engaging corporate social responsibility (CSR) agenda, a new corporate culture for our company were uncharted waters for me and the company.”

Sketching the CSR Landscape

Over the last five years, TPG had sponsored numerous local, relatively small-scale initiatives. These included community-based programs in some of the 60 countries the company operated in, as well as the high-profile annual Dutch Golf Tournament. “These initiatives had met their objectives and now it was time to operate on a different level, to initiate programs in line with our global presence,” explained Oelrich. To start exploring the different options, a small team at headquarters made up of strategy, development, corporate communications and human resources specialists began reading up on CSR literature in December 2001, studying examples like ProbusBNW (UK) and Shell.

“One of our first decisions involved the focus of our initiative. We soon narrowed down the choice to two possible areas: environmental or social and humanitarian related issues,”

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1 See Appendix A and B.
2 Logispring is a venture capital company independently managed out of Switzerland with funds coming partially from TPG.
explained Oelrich. As a mail service provider TPG’s success depended on customer satisfaction, the quality of contact, and how their service impacts on peoples’ businesses and lives. “While we all agreed that human related issues seemed more compatible with our brand image, we had to decide on our approach. Should we focus on people close to us, like our employees or our customers, or should we engage these groups to reach out to a wider public?”

The team discovered that TPG had already sponsored several initiatives focusing on employees. In addition, the company’s HR approach was considered very responsive to employee need. Further research revealed that customer satisfaction levels were good and that business units in different countries were already addressing the needs of the communities they served through targeted needs-based projects. Taking all these factors into consideration, the team concluded that coming up with a CSR initiative that would engage all of TPG’s (then) 150,000 employees while winning customer attention and support, would require something of a different order of ambition.

Bakker agreed with the team’s scope and ambition level: “It is not enough to be socially responsible only within our company. We should also strive for social leadership outside our business. If through our business we can help improve people’s living conditions, it is our responsibility to do so.”

The Search for the Ideal Partner

In January 2002, the team moved into the next phase of the operation and started the arduous task of finding a suitable social partner to match TPG’s CSR needs. After some months of research and meetings a shortlist of humanitarian organizations was drawn up. They quickly realized that using standard business indicators to compare not-for-profit humanitarian organizations in a fair and objective manner was a challenge. Therefore, the team narrowed its initial screening criteria to centre on the reputation and neutrality of the candidate organizations. The indicators had to ensure that the program would be well received and adopted in every TPG country context. Consequently, humanitarian organizations with very important missions but a controversial image in areas of the world where TPG was active were carefully put aside.

Once past the filtering stage, the remaining organizations were measured against four selection criteria. The most important criterion was organizational fit. Rather than providing cash donations, TPG intended to share its logistics knowledge and capabilities. As such, logistics had to be of great value to the selected partner. Interest and attitude ranked next. The partner’s mandate had to match TPG’s CSR intentions. The selected organization had to have a vision that the whole TPG family, including its customers, could share. The third criterion was a match between the partner’s effectiveness and overhead costs and TPG’s culture for successful action-driven operations. “The last thing we wanted to do was to get involved with

3 In 2003, TPG was composed of three divisions: Mail, Express and Logistics. In the Netherlands, the Mail division had a ‘public’ image given its daily contact with the population and the Dutch government’s partial ownership.
4 See Exhibit 1.
an organization consumed by bureaucracy, one that invested largely in its own internal operations rather than the communities they were meant to serve,” emphasized Oelrich. Lastly, to achieve global impact, the partner’s geographic scope was factored in terms of presence and operations.5

The process led to the identification of five finalists6 International Federation of Blue Shield (IFBS), Help the Kids (HtK), United for the Children’s Future (UCF), Medical Aid (MA) and the World Food Program (WFP). TPG approached each of these organizations towards the end of January to assess their interest in an eventual partnership.

The prospect of being courted by a corporation was a new concept to many of the humanitarian organizations, which posed a number of challenges for the organizations and TPG. Apart from the language barrier, the motivations behind corporate interest in humanitarian affairs were not obvious or easily understood. In addition, not all of the short-listed organizations were familiar with TPG and its range of activities. Oelrich elaborated, “We were mainly associated with our mail operations and the general perception was that of an old-fashioned business where the mailman comes on a bike and empties a standing postbox. Rarely did our interlocutors appreciate the very high-tech, extensive, and sophisticated non-stop operations that went on behind the mailman.” To assess the level of interest and coherence between mission statements, the short-listed organizations were asked to complete an information template that expanded on the four selection criteria by February 2002.7

### Getting Support

Unlike any previous CSR initiative implemented by TPG, this one required the early involvement of key staff in order to ensure future contribution and commitment. While Bakker shared his vision of the company’s CSR initiative with the company’s top management, Oelrich and his team spent time explaining the rationale behind the initiative to the company’s business units.

Arguments supporting the initiative were both generic and industry-specific. The Dutch government had a long history of active and generous humanitarian and development aid programs. TPG’s public image as the national mail service provider created expectations among customers and citizens who wished to see TPG address the needs of various communities and engage in CSR programs. In addition, financial markets were starting to reward socially responsible companies.8 Finally, there was the growing sentiment among members of the general public and TPG employees that globally operating corporations had

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5 See Exhibit 2.
6 The names of the other finalists have been coded to maintain their confidentiality. However, TPG continues to engage in dialogue and projects with each one of the organizations through the partnership and other independent initiatives.
7 See Exhibit 3.
8 According to recent Boston Consulting Group research, 92% of European financial analysts claimed socially responsible investing to be a growing need and 37% put a premium on companies that engaged in successful CSR initiatives.
an obligation to try and improve the lives of people in the markets in which they were active. In terms of industry benchmarks, TPG’s main competitors also had CSR programs in place and to many observers it was clear that in order to maintain its position in the top ranks TPG needed to not only match but surpass these initiatives.

Despite the fact that TPG’s motivation is primarily social, the perceived benefits of a successful CSR initiative to its business were multiple. First, it could ensure a more binding and engaging relationship between TPG employees and the company as well as with society at large. TPG could also enhance its reputation globally by being associated with a leading aid organization. Furthermore, TPG had three divisions in mail, logistics and express and although many similarities existed, the CSR drive would add a key issue on which to further build unity. The partnership with a leading aid organization could further strengthen the existing ties. Dialogue with the different business units highlighted other benefits and helped in fine-tuning the parameters for a good partnership. In retrospect, there was a strong sentiment that the selection process had significantly benefited from the participation of a broader-than-usual cross section of TPG colleagues and their varying perspectives.

**Survival of the Fittest**

As the parameters for the partnership became more detailed and the plan gained more structure, the profile for the suitable partner became more targeted. In February 2002, much to TPG’s surprise, MA voluntarily withdrew from the selection process. “It was important for us to understand the reasons behind this decision,” explained Oelrich. A meeting sought by TPG with the organization clarified the operational constraints: “While MA operates globally, the country offices act independently, making a fully-fledged global partnership hard to implement.” Soon after, TPG realized that IFBS had a similar decentralized structure at the country level with independent national societies. By early March, using a scorecard based on the initial selection criteria; the finalists were narrowed down to UCF and WFP. Compared to these two, WFP and UCF were a better fit than HtK in terms of logistics operations. “Before making any final decisions and proposal, we wanted to ensure that there was a chemistry with our future partner. We needed to contrast and juxtapose our gut feelings with and against the results of our analytical approach,” said Oelrich. To this end, Bakker and Oelrich set out to personally meet the two organizations and get a sense of their motivation and commitment.

**Dinner in Copenhagen and Lunch in Rome**

On 16 May, Bakker and Oelrich made their first stop in Copenhagen for a meeting with UCF, which ranked highly and seemed very interested. Although clear signs of good collaboration were apparent, UCF was not able to demonstrate the top-level senior management commitment to the almost unconditional worldwide partnership TPG was searching for.

The next day in Rome, Bakker and Oelrich met with James Morris, the newly appointed Executive Director of WFP. Having spent many years in the corporate environment, Morris had a good understanding of the potential value of a corporate partner for WFP. “He not only spoke our corporate language but brought to the table WFP’s logistics agenda; something
which made it easier for us to picture our partnership,” recounted Bakker. “He showed strong signs of commitment and motivation pointing out the many areas in which WFP could benefit from our expertise. Most importantly we recognized in him the same driving values and vision that had guided us in our partner search process.” Bakker, convinced of the organizational fit with WFP, shared his vision with Morris: “I hope this is something that will become the dream of everyone in our company. There are challenges to overcome, but I truly believe that together we can achieve something for the world that our employees and customers can be proud of.”

Shaping the Initiatives

The meeting between the two executives marked the beginning of a seven-month process that led to a Memorandum of Understanding. To bring content to the partnership and ensure the same level of enthusiasm and commitment among the respective senior management in June 2002, WFP organized a four-day retreat in Tanzania, at TPG’s request.9 The visit put TPG management in direct contact with the realities of WFP daily operations.

In Tanzania WFP operations centered on school feeding, support to refugee camps and emergency relief. Oelrich related the impressions these different activities made on the TPGers: “While some of us sat in the classrooms with the children, others helped out in the kitchens. During our visits to homes as well as tents in refugee camps, we had the opportunity to play with the children and listen to the stories of the numerous families. It was a powerful experience, our first face-to-face encounter with the realities of the populations addressed by the humanitarian community.” The stories talked loudly and clearly about the basic needs of the African continent in particular and at-risk populations worldwide. While some people were victims of political unrest, many were infected by HIV-AIDS. Worse still, hundreds of thousands were orphans of a while generation of the pandemic’s victims. The common denominator was their extreme poverty and their restricted access to vital resources, care, and education.

One woman at the refugee camp caught Bakker’s attention. He observed, “Despite her desperate living conditions, she stood firm and strong. Her dignity was her most valuable possession. Her spirit of survival and perseverance were visible to the naked eye.” The woman, captured in a picture, came to symbolize the motivations behind the partnership under formation.10

As the visit progressed, the TPG team could relate more to WFP’s operations and identify areas in which their core competencies could help improve the organization’s effectiveness as well as the lives of those they served. On the third night the small, handpicked TPG and WFP teams gathered for dinner outdoors on wooden chairs and tables at a UNHCR11 compound. “During the dinner and remainder of the retreat we listened to WFP’s main concerns, discussed them, categorized them, and drew up an executable timeframe,” recounted Oelrich.

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9 See Appendix C.
10 TPG commissioned the Dutch sculptor Marianne Houtkamp to make two replicas of the woman to be exhibited at the TPG and WFP headquarters.
11 United Nations High Commissioner for Refugees.
At the end of the Tanzania mission, TPG and WFP agreed to combine their efforts on five initiatives: School Feeding Support, Private Sector Fundraising, Emergency Response, Joint Logistics Supply Chain, and Transparency and Accountability.12

Following the retreat, Bakker was even more convinced of the potential for achievement: “Every night 800 million people go to bed hungry while there are large surpluses of food in so many areas of the world. In emergency situations, it has proven so difficult to get the food where it is most needed. In these emergency situations there is clearly a logistics problem. So if we claim to be leaders in the industry, then we need to make our claim in helping them to solve this.” To move forward with the partnership, however, it was necessary to seek and obtain TPG Board approval.

**Going to the Board**

On 10 July, Oelrich was scheduled to meet the Board members. “I knew this was my one and only chance to convince our Board of our new CSR vision and agenda,” he recounted. Bakker, together with all those that had been involved at TPG as well as WFP, had bet on him and he could not let them down. “I had just one hour to present the case. With little space for error, I had to provide a comprehensive overview of the process that had led to the selection of WFP and the five initiatives.” While preparing his presentation,13 Oelrich tried to imagine the type of questions that could be raised by the Board. To paint a holistic picture, he went about consulting those present in Tanzania as well as various business units.

While some of the Board members had been informally advised of the work underway, Oelrich’s presentation was to be the first formal introduction to the partnership as well as the first opportunity for Board members to raise questions. Would Oelrich’s presentation covering the selection process, the retreat, and the five initiatives be sufficient? Or should he provide them with a vision of where things could go after the Board’s blessing was given? To strengthen the message and to appeal to the responsibility of the Board, should a video with images of the Tanzania mission be projected? Although the outcome of the meeting was unpredictable, could he call it a victory upon the Board’s approval, or only when the Board members agreed to become personally involved in the five initiatives?

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12 See Appendix D.
13 See Appendix E.
**Exhibit 1**  
*Landscape of CSR*

<table>
<thead>
<tr>
<th>Focus</th>
<th>Planet</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outside TPG</td>
<td>Environmental Community Investing</td>
<td>Social community investing</td>
</tr>
<tr>
<td>Inside TPG</td>
<td>Environmental in-company investing</td>
<td>Social in-company investing</td>
</tr>
</tbody>
</table>

**Exhibit 2**  
*Filters and Criteria*

<table>
<thead>
<tr>
<th>Filter</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Neutrality (politics, religion, etc)</td>
<td>Reputation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matching TPG’s core competences</td>
<td>40</td>
</tr>
<tr>
<td>PR-Value/their interests &amp; attitude</td>
<td>30</td>
</tr>
<tr>
<td>Effectiveness, % overhead, tax</td>
<td>20</td>
</tr>
<tr>
<td>Geographical Scope</td>
<td>10</td>
</tr>
</tbody>
</table>
## Exhibit 3

**Facts and Figures Template**

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization</td>
<td>- Structure&lt;br&gt;- Size&lt;br&gt;- Operations areas&lt;br&gt;- Services provided&lt;br&gt;- Yearly costs&lt;br&gt;- Income sources&lt;br&gt;- Growth</td>
</tr>
<tr>
<td>Image</td>
<td>- Image description&lt;br&gt;- Political engagement</td>
</tr>
<tr>
<td>Marketing</td>
<td>- Types of marketing and communications used&lt;br&gt;- Types of marketing and communications allowed to partner companies&lt;br&gt;- VIPs connected to the organization</td>
</tr>
<tr>
<td>Logistics</td>
<td>- Current practices and structure&lt;br&gt;- Skills and knowledge&lt;br&gt;- Types of goods distributed&lt;br&gt;- Sources used&lt;br&gt;- Destinations&lt;br&gt;- Types of transport and modalities&lt;br&gt;- Timelines involved&lt;br&gt;- Overview of logistics flow&lt;br&gt;- Current logistics flow</td>
</tr>
<tr>
<td>Opportunities</td>
<td>- Possible transportation and logistics services&lt;br&gt;- Types of logistics advice required</td>
</tr>
</tbody>
</table>
## Appendix A
### Personal Profiles

<table>
<thead>
<tr>
<th>Peter Bakker, CEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Age: 40 at the time the project team started with the research</td>
</tr>
<tr>
<td>- Company background:</td>
</tr>
<tr>
<td>- Academic background:</td>
</tr>
<tr>
<td>- Hobbies: golf, music, formula 1 racing</td>
</tr>
<tr>
<td>- Short description: very action oriented, easily accessible, ‘emailer’ with incredible amounts of email, workaholic, ambitious</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ludo Oelrich, Program Director for Moving the World</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Age: 41 at the time project team started with the research (married, two children, age 6 and 10)</td>
</tr>
<tr>
<td>- Company Background: TPG Post MD Logistics Netherlands, TNT Logistics Benelux MD, Managing Partner Logispring (venture capital)</td>
</tr>
<tr>
<td>- Academic background:</td>
</tr>
<tr>
<td>- Hobbies: golf, sailing, skiing</td>
</tr>
<tr>
<td>- Short description: analytical manager, structured, hard worker, ambitious, humour</td>
</tr>
</tbody>
</table>
Appendix B

Company Profiles

In 2003, TPG, based in the Netherlands, had built its reputation on its two brands, TPG Post and TNT. The company operated with three divisions: Mail, Express, and Logistics. The Mails division focused primarily on the Netherlands and a network of European mail companies. The Express and Logistics divisions operated globally.

| Countries with company-owned operations | 62 |
| Employees at end of 2002                | 150,365 |
| Depots hubs                            | 845 |
| Postal items delivered in the Netherlands | 6,871,000,000 |
| Total tonnes of international mail carried | 90,691 |
| Post Offices in the Netherlands (including 300 Bruna outlets) | 2,100 |

| Vehicles | 31,230* |
| Aircraft | 43* |
| Depots hubs | 891 |
| Countries served by Express | 200 |
| Total tonnes carried in 2002 | 3,322,051 |
| Total consignments carried in 2002 | 187,206,000 |

* A substantial number of vehicles and aircraft are not owned by TPG but are leased or subcontracted

| Warehouses | 415 |
| Square metres managed | 6,257,000 |
| Countries with Logistics operations | 36 |
| Logistics contracts managed | 1,100+ |

In 2003, WFP food aid reached 110 million people in 82 countries - the highest number in its 40-year history.

In 2002 they distributed food to 72 million of the poorest people in the world:

- 14 million people in development programmes
- 44 million beneficiaries in emergency operations, and
- 14 million people in rehabilitation operations

Of the 3.7 million tons of food they distributed in 2002:
• 2.244 million tons were for emergency operations
• 580,979 tons were for development projects, and
• 918,435 tons were for protracted relief and recovery operations

WFP's total operational expenditure in 2002 amounted to US$ 1.59 billion, of which:
• 88 percent was spent on relief aid, and
• 12 percent was spent on development aid

WFP's total number of employees with contracts of one year and longer in 2002 was 2,684, of whom:
• 2,063 worked in the field, and
• 621 worked at the Rome headquarters

WFP's school feeding assisted more than 15.6 million schoolchildren in 67 countries in 2002, thereby supporting increased enrolment. Special efforts were taken to close the education gender gap by providing take-home rations to more than 1.1 million girls.

In 2002, WFP purchased, by international tender, more than 1.5 million tons of food commodities valued at US$ 307.5 million, 41 percent of the total tonnage of food provided to beneficiaries. WFP purchased 67 percent of the food from 57 developing countries. The remaining tonnage was purchased from 20 developed countries. By spending US$ 204 million in the developing world, of which over 60 percent was purchased from suppliers in Africa, WFP helped local farmers, agribusiness and the private sector.
Appendix C

Images from Tanzania

Jim Morris, WFP Executive Director, and Peter Bakker, TPG’s CEO visit the homes of locals in Tanzania.

Karin Waite, a TPG member, playing with the children during the retreat.
Appendix D
The Five Initiatives

The first initiative, the School Feeding Support, ties in directly with WFP’s Global School Feeding Campaign. By providing food at schools, the campaign aims to create a conducive environment in which children can study and learn thus simultaneously addressing short-term hunger issues and long-term development goals. The School Feeding Support Initiative has three main components: 1) a TPG cash contribution to the Global School Feeding Campaign, 2) an employee fundraising contribution and 3) the first-hand participation of TPG staff in WFP school feeding projects in selected countries.

The second initiative is Private Sector Fundraising. WFP has been historically dependant on government contributions and has had limited experience with the private sector. However, the agency felt the need to diversify its donor base. TPG wants to assist WFP in the development of consumer and corporate fundraising strategies and business plans. The consumer fundraising aims to create brand awareness in specific countries (i.e. the Netherlands, Italy) through Cause Related Marketing (activities) initiated by different TPG business units. Another goal of this initiative is to help WFP attract new corporate partners. In 2003, the first success was booked when the Boston Consulting Group committed itself to supporting WFP.

The Emergency Response initiative aims to leverage TNT’s Express assets, expertise and services at the outset of an emergency. One of this initiatives most prominent sub-projects is the Emergency Response Fund for the delivery of non-food items, transport of critical ICT equipment from WFP depots to emergency locations. Since the initiative’s inception, TNT has assisted WFP with emergency shipments to Iran, Chad, Liberia and Haiti. Another sub-project opens TNT aviation training programs up to WFP air operators.

The Joint Logistics Supply Chain initiative will support the common logistics needs and efforts of in first instance WFP, but also the humanitarian community as a whole. Sub-initiatives focus on streamlining and enhancing logistics capabilities in areas related to warehousing, fleet management, and joint procurement. One major project in 2003 centred on the development of a Humanitarian Response Network, which aims to create synergies between the logistics activities of various international humanitarian agencies. Another project focused on reorganising WFP’s fleet management systems in countries such as Sudan and Sierra Leone.

The Transparency and Accountability initiative examines the areas of accounting, auditing and human resource management. The initiative encompasses a number of projects involving joint training; best-practice sharing and network activities to help WFP further improve its capacities in these key areas.
Appendix E
Oelrich’s Presentation to the Board of TPG

Slide 1

Looking for a CSR Partner
Board of Management Presentation
10 July 2002

Slide 2

The landscape of Corporate Social Responsibility

<table>
<thead>
<tr>
<th>Outside TPG</th>
<th>Inside TPG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental community investing</td>
<td>Social in-company investing (IIP)</td>
</tr>
<tr>
<td>Humanitarian work outside the company</td>
<td>Environmental in-company investing</td>
</tr>
</tbody>
</table>

Planet

People

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Slide 3

Criteria we used

- Matching our core competence
- Leverage for TPG
- Effectiveness of the partnership
- Employee involvement

Slide 4

Why the World Food Programme?

<table>
<thead>
<tr>
<th>Overall Score</th>
<th>IFBS</th>
<th>Help the Kids</th>
<th>UCF</th>
<th>World Food Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Match core competences</td>
<td>Limited volume</td>
<td>Limited volume</td>
<td>Broad services</td>
<td>Broad services</td>
</tr>
<tr>
<td>Leverage for TPG</td>
<td>Strong brand worldwide</td>
<td>Strong in UK, US &amp; Scandinavian</td>
<td>Strong brand worldwide</td>
<td>Well-perceived brand worldwide</td>
</tr>
<tr>
<td>Effectiveness of the partnership</td>
<td>Decentralised structure inhibits global partnerships</td>
<td>Limited reach</td>
<td>One organisation</td>
<td>One organisation</td>
</tr>
<tr>
<td>Employee Involvement</td>
<td>Voluntary work</td>
<td>Involvement in fundraising</td>
<td>Involvement in fundraising &amp; volunteer work</td>
<td>Employees adopt school feeding &amp; volunteer work</td>
</tr>
<tr>
<td>Total</td>
<td>NO 4</td>
<td>NO 3</td>
<td>NO 2</td>
<td>NO 1</td>
</tr>
</tbody>
</table>
Slide 5

What is the World Food Programme?

• UN agency charged with fighting global hunger
• World’s biggest humanitarian organisation
• UN’s largest budget: €1.7 bn
• Lowest overhead in the UN: < 9%
• Staffing: 2,567 with 90% in the field
• “WFP is the logistics arm”, Kofi Annan.
• Spent €500 million on transportation services in 2001
• Global Operations in 2001: - 77 million fed in 82 countries - 86% women & children - 4.2 million tons of food delivered
• On any given day of the year: - 40 ships on the high seas - 20 planes in the air - 1,000 trucks on the ground - Helicopters, donkeys, elephants, canoes...

Slide 6

So what is this dream? ....

• Every seven seconds somewhere in the world a child dies of hunger!
• 800 million people go to bed each night hungry
• There is more than enough food in the world to feed all people
• We are just not able to get it to where it is needed
• In emergency situations logistics is a large challenge....

.... we can help improve the world!
A Partnership with WFP will move TPG beyond CSR ……..

• In all parts of TPG a large number of internal Corporate Social Responsibility Initiatives have started,

• It is my belief that just as TPG is aiming for Industry Leading Positions in its business we should aim for Social Leadership

• If TPG can help improve the world …….. our employees and customers will know we are a truly responsible company.

• Companies sponsor people’s passions, like sports and art. Social Leadership will prove an even more effective weapon to win (our) people’s hearts and minds.

…. towards Social Leadership

What are the external benefits for TPG?

• It has the potential to bring real and lasting improvement to one of the major problems in today’s world

• The perception of the value that our industries add to the world will improve

• New discussions with our customers and suppliers on joint programs to help can start

• TPG will be seen as a leading quality company linking up with a leading UN subsidiary

• It might even bring new (direct) business from emergency and other flow of goods
Slide 9

What are the internal benefits for TPG?

- Committing ourselves as a Board will be noticed and will enhance our profile as a team
- Our 150,000 employees will be proud to be part of a company that helps improve the world
- Invaluable experience opportunities for volunteers in school feeding projects
- Complex logistics design and fund raising projects provide challenging training ground
- TPG will become a more attractive employer for today’s young people

Slide 10

Who were in Tanzania on 19 – 21 June

- Peter Bakker, Peter van Minderhout, Ludo Oelrich: TPG
- Herna Verhagen, Cees Visser: TPG Post
- Christian Drenthen, Magdy El Zein: TNT Express
- Pierre Girardin, Paul Eden-Smith, James Morgan, Catharina Olofsson: TNT Logistics
- Karin Waite, Andrea Sala, Steven Flynn: Multi Track
Slide 11

5 ideas where TPG can help

- School Feeding Support
- Fundraising Private Sector
- Emergency Response
- Joint logistics Supply Chain
- Transparency & Accountability

Slide 12

School Feeding Support

150,000 employees

- Adoption of one school per business unit
- Fundraising
- Website
- Master of Excellence format
- Direct support in natura
Slide 13

**Fundraise Private Sector**

Leverage of knowledge, services and relationships of TPG Post (+ other divisions)

- Potential, importance, restrictions
- Awareness
- Direct mailing systems
- Global Collect
- Stamps, Christmas cards
- Events, celebrities

Slide 14

**Emergency Response**

Leverage of the physical assets and best practices of TNT Express (+ other divisions)

- Spare capacity
- People
- Office/communication infrastructure
- IS knowledge + tools
- Best practices and standards
- Invite carriers

FAST & RELIABLE
Slide 15

**Joint Logistics Supply Chain**

Building a joint logistics supply chain by
Buy-in and top down commitment within the UN community
• Map requirements
• Design supply chain alternatives and evaluate
• Implement new concepts and improvements

**Transparency & Accountability**

• Strengthen kpi’s
• Reporting cycle reduction
• SMART(er) reporting
• Back office support

Slide 16

**In the next 4 months the five ideas will have to be detailed out**

We will ask WFP to mirror this structure
Slide 17

7 SECONDS ....