

Scaling Social Enterprise: KKR and East Bali Cashews*



In 2013, KKR executives teamed with Impact Investment Exchange Asia (IIX) and Impact Investment Shujog (Shujog) to identify an opportunity for KKR to engage with a social enterprise in need of expertise and resources. The team selected East Bali Cashews (EBC), Bali’s first large-scale cashew processing facility. EBC uses environmentally friendly practices while also providing employment to villagers in an impoverished community, many of whom are women who have never earned a steady income.

KKR, IIX, and Shujog professionals collaborated with EBC’s management team to set financial targets, design a growth strategy, and create a bridge between the enterprise and potential investors. Together we created a business plan, completed a competitive analysis, designed an approach to scale production, and created a social-impact assessment for use with potential investors.

This work enabled EBC to raise \$900,000 in three months and to put that funding into expanding operations and updating machinery. These improvements enabled EBC to create nearly 100 new jobs by December – about 90 percent of which went to local women – and to support EBC workers and their families with not only steady employment, but also access to critical social services.

KKR’s commitment and unique skills provided knowledge and operational experience that enabled EBC to create long-term value for the company and community, while demonstrating the power of private equity’s expertise.

*East Bali Cashews is not a KKR portfolio company.