

Global Business & Interfaith Peace Awards 2016



Through the 2016 Global Business & Interfaith Peace Awards, business leaders have been recruited to advance religious freedom through (a) *Incentivization*. In partnership with the United Nations and the Rio de Janeiro City during the Summer 2016 Paralympics, this project gave prestigious Awards to business CEOs who are advancing religious freedom, interfaith understanding and peace. (b) *Provide Resources*. The project provided and promoted useful business resources: corporate documents and a corporate pledge supporting religious freedom (see: <http://religiousfreedomandbusiness.org/corporate-pledge>).

The Project Answered Two Big Questions:

1. We discovered the ways businesses and business leaders around the world advance religious freedom, interfaith understanding and peace by collecting information on ways that they are already doing this and analysing this in a series of case studies
2. We discovered how more business leaders can be encouraged to participate in advancing religious freedom both through the case study analysis and by promoting a corporate pledge to support religious freedom as part of the events associated with the 2016 Business & Interfaith Peace Awards, with a view towards globalizing the pledge

Specifically:

- The project raised awareness among government and civil society leaders of how business advances religious freedom, interfaith understanding and peace by mounting a global campaign to raise awareness of how business advances religious freedom, interfaith understanding and peace by inviting nominations for the global Awards.

- It recognized and rewarded good practices of CEOs who are advancing religious freedom, interfaith understanding and peace through their business or actions, thereby incentivizing others to follow their example.
- And it encouraged business leaders to help advance religious freedom, interfaith understanding and peace by initiating a global campaign that encourages more business leaders to make a pledge to advance religious freedom.

Output.

1. A global incentivization initiative (Awards) that will continue at subsequent Paralympic Games in South Korea-2018, Tokyo-2020 and Beijing-2022.
2. A new coalition of business leaders who are part of an influential network of leaders promoting religious freedom, interfaith understanding and peace worldwide.
3. A series of case studies demonstrating the ways businesses and business leaders around the world advance religious freedom, interfaith understanding and peace worldwide (summaries of the 12 case studies on following pages, which link to full case studies; example of full case study begins on page ##).
4. Promotion of a corporate pledge to support religious freedom as part of the events associated with the 2016 Business & Interfaith Peace Awards, with a view towards globalizing the pledge. This will include a signing ceremony during the Awards ceremony.

Partners included the United Nation agencies, the government of Rio de Janeiro, businesses, NGOs and academic institutions.





GLOBAL BUSINESS & INTERFAITH PEACE AWARDS

PRÊMIO CULTURA DE PAZ NOS NEGÓCIOS E NO RELACIONAMENTO INTER-RELIGIOSO

RIO2016

06 de setembro de 2016 • Marriott Copacabana • Av. Atlântica, 2.600

Workshop Global Business & Interfaith Peace

DAS 13H30 ÀS 16H30

Palestras com os **CEOs finalistas** representantes do Brasil, China, Líbano, Reino Unido e EUA; **Tiina Mylly**, representante da UN Global Compact (EUA) e **Brian Grim**, presidente da Religious Freedom & Business Foundation (RFBF)

Global Business & Interfaith Peace Awards

19H30

Jantar social e cerimônia de entrega de medalhas, com a participação da cantora lírica Liriel Domiciano, Coral da Fundação Xuxa Meneghel e Banda Mazej, da ONG Migraflax.

Informações: <http://alrn.org.br/premios-globais> **R.S.V.P:** premioglobalbusiness@joribes.com.br • 55 11 3721-3232

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Business Case Studies

The Religious Freedom & Business Foundation studies freedom of religion & belief (FoRB) and its connection to society, business and the economy. These twelve case studies show business leaders who were finalists for the inaugural [2016 Global Business & Interfaith Peace Awards](#).*



The case studies are made possible through a generous grant by the Templeton Religion Trust. They show how business leaders from across the global are advancing interfaith understanding, religious freedom and peace through their core business, social investment and philanthropy, advocacy and public policy engagement, and partnerships and collective action. The religious, geographic and business-type diversity

of these businesses and leaders shows that the values of interfaith understanding, religious freedom and peace have universal appeal.

The case studies were prepared by [Melissa Grim](#), J.D., M.T.S., a senior research fellow with the Religious Freedom & Business Foundation, and [Brian Grim](#), Ph.D., president of the foundation.

The following short film, also scripted by Melissa Grim, summarizes the case studies. It was produced by the Religious Freedom & Business Foundation and premiered at the inaugural [Global Business & Interfaith Peace Awards](#) which were held in Rio de Janeiro on Tuesday, Sept. 6, a day before the Opening Ceremony of the 2016 Paralympic Games.

<https://vimeo.com/181557798>

** The Global Business & Interfaith Peace Awards recognize business leaders – current or past CEOs – who have demonstrated leadership in championing interfaith understanding and peace. The Awards are a partnership initiative of the Religious Freedom & Business Foundation (RFBF), and the United Nations Global Compact Business for Peace (B4P) platform, with collaboration from the United Nations Alliance of Civilizations. The [next awards](#) will be given in Seoul, Korea, ahead of the 2018 PyeongChang Winter Paralympics.*

CATEGORIES OF ACTION

The case studies fall into one or more of the following categories of action. They are grouped by their main type of action.

1. Core business

Championing interfaith understanding and peace through a company's core business operations, including internal procedures, human resources hiring practices, training, product/service development, sourcing policies, supply chains, as well as the development of products and services that promote interfaith understanding and peace.

2. Social investment and philanthropy

Financial and in-kind contributions, and strategic social investment support for NGOs, UN and/or multilateral agencies or directly to affected communities and/or contribution of functional expertise through volunteering efforts.

3. Advocacy and public policy engagement

Fostering social cohesion and inter-group dialogue and relationship-building in the workplace, marketplace and local community.

4. Partnership and collective action

Joining forces with Governments, UN entities, civil society organizations and/or other businesses to act collectively to promote interfaith understanding and peace and forge long-term partnerships for local or regional economic and sustainable development.

The first case study on Don Larson and [Sunshine Nuts](#) is available for free. The remaining case studies are available to [Members](#) of the Religious Freedom & Business Foundation.

1. CORE BUSINESS

Don Larson | Founder & CEO, Sunshine Nut Company, Mozambique



While it used to be a worldwide leader in cashew production, Mozambique is now one of the world's poorest nations. Banking policies and civil war led to extreme poverty across religious and cultural lines, leaving many widowed mothers and over 1.6 million orphans throughout the country.

Don Larson, a former Vice President at The Hershey Company and founder and CEO of the

Sunshine Nut Company, is working to revive Mozambique's economy and reverse the trend in broken families. Inspired by his faith and the belief that companies can have a profound impact,

Don is working with people of all faiths to transform lives by helping provide jobs for over 50,000 people and by donating 90% of his profits to support orphans, empower farmers, and strengthen the local infrastructure, helping to bring interfaith understanding and peace.

Brittany Underwood | Founder & President, AKOLA, USA & Uganda



Conflict in Uganda has left many women and children as widows and orphans. Violence lead to widows without a means to care for their families and homeless children wandering the streets.

Brittany Underwood is Founder and Chairman of Akola, a mission-driven enterprise that empowers women to become agents of transformation in their families and communities through economic development.

Akola promotes gender equality, human rights and religious freedom by training and employing women, providing them and their children a means of existence and a better quality of life.

On the sales end, Brittany markets and distributes through Akola's Texas operation, which also employ women who have been rescued from human trafficking.

Aziz Abu Sarah & Scott Cooper | Co-Founders/Co-CEOs, MEJDI Tours, Israel



In many Middle Eastern countries, social and political tensions have spurred violence and unrest along religious and cultural lines.

Each group within this struggle has a different narrative and understanding of what has led to current culture and conflict.

Aziz Abu Sarah and Scott Cooper, co-CEOs and Founders of MEJDI Tours, recognize that allowing people tell their story is a first step

in fostering peace and cultural understanding.

In Israel, for example, their “Dual Narrative” approach allows Israeli and Palestinian tour guides to offer varying perspectives on culture, religion, and politics at each location.

Tayyibah Taylor (1952-2014) | CE & Founder, Azizah Magazine (WOW Publishing, Inc.), USA



In western society, Muslim women are often largely misunderstood. They have been viewed as an oppressed “non-entity” or an exotic “other,” with little understanding of their real situation. Even among their own communities, Muslim women are not often given a public voice or recognition for their business acumen and talent.

Tayyibah Taylor (1952-2014), founder and CEO of Wow

Publishing, Inc. (Aziza Magazine), was a Muslim business entrepreneur who, through her magazine and advocacy efforts, helped people of all faiths to broaden their perceptions of the lives and accomplishments of Muslim women.

She was a tireless voice for Muslim women everywhere, visiting six continents as an advocate for peace and constructive interfaith relations.

Jonathan Berezovsky | Founder & CEO of Migraflix



Immigrants sometimes face prejudice because of their religious and cultural identities when they relocate to Brazil.

Jonathan Berezovsky is founder and CEO of Migraflix, which helps to empower immigrants and refugees economically, and to integrate them into society. It does this through workshops and events that show how new cultures can enrich Brazil, such as through new ways of cooking.

Migraflix spreads a message of tolerance towards immigrants, regardless of nationality or religion.

The company aims to show the world that Jews, Muslims and Christians, some of whom have immigrated to Brazil from conflict areas in the Middle East, can come together and understand each other through music, such as the interfaith Majeez band founded by Jonathan.

2. SOCIAL INVESTMENT AND PHILANTHROPY

Fouad M. Makhzoumi | Executive Chairman-CEO, Future Pipe Industries Group Limited, UAE & Lebanon



During a 15 year civil war, many youth in Lebanon forewent their education as they became increasingly involved with religious fundamentalism, leading to unemployment and economic stagnation.

Fouad Makhzoumi, CEO of Future Pipes Industries Group Limited, witnessed how his late son's youthful energy and cross-cultural savvy triggered exponential growth as his son provided a positive vision

for productive and socially responsible business. Makhzoumi and his foundation have helped empower thousands by harnessing this same youthful enthusiasm for entrepreneurship and religious freedom. His microcredit training for Lebanese people of all faiths has helped over 10,000 individuals set up sustainable businesses, and hundreds of thousands more are receiving vocational training.

Bruce McEver | President & Co-Founder Berkshire Capital, USA & UK



Business leaders often underestimate the positive influence of faith in the workplace and society in general, especially in the way that religious freedom promotes peace and stability. H. Bruce McEver, Chairman and Founder of Berkshire Capital Securities LLC, created with the late Prof. Ron Thiemann of Harvard Divinity School, The Foundation for Religious Literacy. The foundation promotes

religious understanding by bringing together business professionals along with outstanding academics and practitioners. The Foundation cultivates inter-religious understanding and practical skills through collaboration with partners such as the regional Harvard Business School Clubs via its Business Across Religious Traditions seminars. Through its Faith Ethics and Leadership seminars, leaders in business and other professions, the foundation also advocates values and ethics derived from religious and secular traditions, fostering a healthy pluralist and peaceful democracy through respect for differences.

Abdo Ibrahim El Tassi | President & CEO, Peerless Garments LP, Canada



Many immigrants to Canada experience difficulties in adapting to their new home. At the root of these challenges is often a lack of marketable skills, cultural or religious misunderstandings, and the inability to communicate effectively. Abdo Ibrahim El Tassi, President and CEO of Peerless Garments LP, has dedicated himself to building bridges that promote tolerance and harmony

between these new arrivals and their surrogate home. His company employs people of all faiths, providing training and development opportunities for newcomers to learn marketable skills and improve their English. El Tassi has also provided \$1.7 million in interest-free loans to cover business startups, mortgages, and university tuition for immigrants to Canada.

3. ADVOCACY AND PUBLIC POLICY ENGAGEMENT

Kathy Ireland | Founder & President, kathy ireland Worldwide, USA & worldwide (Iraq, Sudan)



Religious discrimination and oppression are disintegrating opportunities for stability and freedom in the Middle East. This is made worse where community leaders and government officials fail to appreciate the socio-economic benefits of inter-faith understanding and religious freedom. Kathy Ireland, Founder and President of kathy ireland Worldwide, supports the extraordinary efforts of Hardwired,

a women-led initiative that empowers community and national leaders to advance freedom and dignity in the face of religious oppression. Hardwired trains indigenous leaders in countries experiencing religious conflict to advance human dignity and the freedom of conscience for everyone. They defend the legal principal of freedom of thought, conscience, religion or belief for every person without distinction. Beyond her support for Hardwired, Kathy engages personally. In one case, she hosted an event for Yazidi women escaping oppression, which included an appeal to Congress to take immediate action to stop ISIS atrocities against the Yazidi.

Frank Fredericks | Founder & CEO of Mean Communications



Many religious and cultural communities face “otherism” due to differences in education and underlying economic issues that often spur violence from perceived differences.

Frank Fredericks, Founder and CEO of Mean Communications, led his organization in a coalition with the United Nations Alliance of Civilizations, UNESCO, and other partners to produce a coordinated social media effort to spread

awareness for the worldwide campaign “Do One Thing for Diversity and Inclusion. His efforts prompted individuals on Facebook, Twitter, and Instagram to participate in specific endeavors that support inclusion and cultural diversity and to show how their engagement in these actions helped overcome religious and cultural differences in their communities.

4. PARTNERSHIP AND COLLECTIVE ACTION

Yaya Winarno Junardy | President-Commissioner, PT Rajawali Corpora, Indonesia



Indonesia is a religiously diverse country where cultural tensions are all-too-often exacerbated by local poverty. At the root of this dilemma is the problem that many parents can’t afford the cost of marriage licenses leaving their children without legal status, hindering their opportunities for education, future employment, and even healthcare. Y. W. Junardy, President-Commissioner of PT Rajawali Corporation, has used his business

know-how to address the problem. Collaborating with business, government and religions institutions, he facilitates mass weddings, which are presided over by ministers of each faith.

Through his efforts, thousands of couples and their children have gained immediate legal status and a renewed hope for the future.

Emma Nicholson | Baroness of Winterbourne, Executive Chairman, Iraq Britain Business Council, and Founder & Chairman, Amar Foundation, UK & Iraq



Driven by religious intolerance and radical fundamentalism, ISIS (Daesh) has decimated the economies of both the Syrian and Iraqi nations, displaced millions from their homes, and acted as the hateful catalyst behind the genocide of Yazidis and other religious minorities.

Violence from ISIS has left many survivors in need of medical care, shelter, and other common necessities.

Baroness Nicholson, head of the Iraq Britain Business Council and the AMAR Foundation, oversees trade, investment, training and the transfer of technology to Iraq. With the support of local governments, Baroness Nicholson has led the cause of helping displaced Iraqi women, regardless of faith or ethnicity, to cope with the horrendous atrocities of war, providing mental and physical health treatment and offering resources for recreation, education, and vocational training.

Full Case Study Example:

Don Larson | Founder & CEO, [Sunshine Nut Company](#), Mozambique

CASE STUDY OUTLINE

- Don Larson Video (above)
- Learning Objectives
- Main Category of Action
- Don's Story
- Summary of Case
- Interview with Don Larson
- Introduction to Mozambique
 - Demographics and Economy
 - Religious Demographics
 - Conflict and Violence related to Religion
- More About the Sunshine Nut Company
 - Problem Company Addresses
 - What the Company Did
 - What's Left to Do
- Discussion Questions
- Media and Added Resources

LEARNING OBJECTIVES

[Don Larson](#), founder and CEO of Sunshine Nut Company in Mozambique, works across faith and cultural lines to revive the country's cashew business. The secret of his success in what he calls a "reverse tithe" – giving 90% of the profits back to investment in Mozambique and developing a fair-trade supply chain rather than expatriating the profits.

The learning objectives for this case study include:

1. Faith and faith principles can be applied for business and social success.
2. Company leaders often can be successful by working with integrity within the legal and social parameters in countries where they operate.
3. Concern for the quality of an employee's life and suppliers' lives outside of work leads to business growth and a more stable society.
4. When a business presents a practical and positive solution to a social problem, the government will be willing to step in and help in tangible ways.

MAIN CATEGORY OF ACTION

Core business

Championing interfaith understanding and peace through a company's core business operations, including internal procedures, human resources hiring practices, training, product/service development, sourcing policies, supply chains, as well as the development of products and services that promote interfaith understanding and peace.



Don Larson knew his way up the corporate ladder. As an executive for Hershey's, he was well-regarded as a "turnaround man" — someone who would take on a struggling area of the company for a year or more, get it into shape and move on, each time advancing further up the rungs.

He could, he said, have all the toys he wanted. But he didn't want them. "The more income I made, the more dissatisfied I was. At the top of my career I felt like God wanted me to surrender."

One day, Larson, a nondenominational evangelical, got a hotel room and got on his knees to pray. "I said, 'Lord, I have had the greatest first half of my life. The second half of my life I give to you.'"

For two years, Larson, now 52, tried to discern what the next step would be. He went to seminary. He volunteered at the school where his wife was a teacher. He dabbled in a lot of things. And always, he prayed.

“It became very clear from my prayer that God wanted me to build food factories in Third World nations to build lasting economic transformation,” he said.

So in 2011, he and his wife, Terri, and the youngest of their three children moved to Mozambique to found the Sunshine Nut Co. Mozambique was not an obvious choice — on a business trip there for Hershey’s, Larson and his family were robbed at gunpoint and their car was stolen. But he never forgot the terrible poverty of the African nation, where war and economic upheaval have created a collapsed economy and 1.6 million orphans.

Today, Sunshine has 50 employees — some of them war orphans — and contracts with entire families and communities to shell cashews. The goal is not a substandard product people in more developed nations buy to feel good about themselves, but a “superior product — the best cashew,” Larson said.

In what Larson calls “the Sunshine approach,” 90 percent of profits are invested back into Mozambique. Thirty percent goes to the families who shell the cashews — many of them Muslims — and another 30 percent goes into planting new cashew crops — devastated by Mozambique’s recent civil war — near local villages. Another 30 percent goes to a project the Larsons started to create new families by pairing war widows with war orphans.

“The social component of giving is not enough,” Larson said. “There has to be a transformational component of providing dignity and purpose. I think that is God’s heart — to provide people with a way to live their lives with joy and happiness.”

In working to provide joy and happiness for others, Larson has found it for himself.

“I know this is my purpose. I know this is what I was created to do,” he said. “I think that is the meaning of life — to do something you feel God is calling you to do. Do that and everything else falls into place.”



SUMMARY OF CASE

While it used to be a worldwide leader in cashew production, Mozambique is now one of the world’s poorest nations. Banking policies and civil war led to extreme poverty across religious and cultural lines, leaving many widowed mothers and over 1.6 million orphans throughout the country.

Don Larson, a former Vice President at The Hershey Company and founder and CEO of the Sunshine Nut Company, is working to revive Mozambique’s economy and reverse the trend in broken families.

Inspired by his faith and the belief that companies can have a profound impact, Don is working with people of all faiths to transform lives by helping provide jobs for over 50,000 people and by donating 90% of his profits to support orphans, empower farmers, and strengthen the local infrastructure, helping to bring interfaith understanding and peace.

INTERVIEW WITH DON LARSON

The following interview by the Religious Freedom & Business Foundation was done during the inaugural [Global Business & Interfaith Peace Awards](#), which were held in Rio de Janeiro on Tuesday, Sept. 6, a day before the Opening Ceremony of the 2016 Paralympic Games.

The awards recognize business leaders – current or past CEOs – who have demonstrated leadership in championing interfaith understanding and peace. The Awards are a partnership initiative of the Religious Freedom & Business Foundation (RFBF), and the United Nations Global Compact Business for Peace (B4P) platform, with collaboration from the United Nations Alliance of Civilizations. The [next awards](#) will be given in Seoul, Korea, ahead of the 2018 PyeongChang Winter Paralympics.

Note: Interview begins at 0:38 marker. <https://vimeo.com/196158933>

INTRODUCTION TO MOZAMBIQUE

Demographics and Economy

Mozambique has a population of 23.4 million with a per capita GDP of US\$1,242. The country's life expectancy is 51 years, and the literacy rate is at 56.1%. Nearly half of the population (44%) is 14 years old and younger, with only 1% of the population over the age of 75. Young adults account for 27% of the population between the ages of 15-29, and 15% of the population are between the ages of 30-44.*

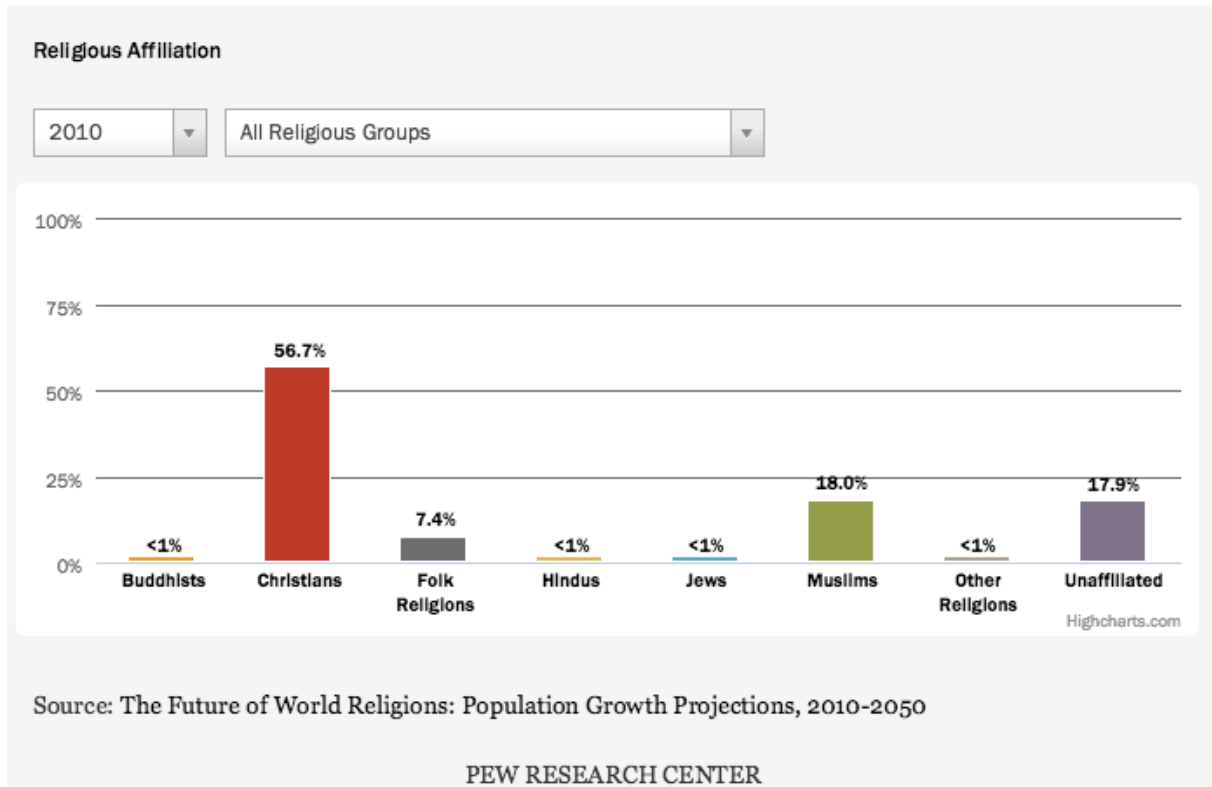
Mozambique's GDP is estimated at US\$8.1 billion. The nation's major industries include: aluminum (processing only); natural gas; hydro power, prawns and fish (45%); timber, sugar and copra (14%); cashew nuts (9%); cotton (2%) and agriculture, which employs 83% of the population.*

Mozambique's major trading partners include: (exports) Spain, South Africa, USA, Belgium, Italy; (imports) South Africa, Australia, Portugal.*

* CIA Factbook

Religious Demographics

According to Pew Research, nearly two-in-three Mozambique's people identify as Christian (56.7%), according to the Pew Research Center. Muslims account for 18% of the population, while 17.8% of the population are religiously unaffiliated. 7.4% of the population follow various folk religions, and, respectively, less than 1% of the population are Buddhists, Hindus and Jews.



The median age for all faiths in Mozambique is 18 years old, according to Pew Research. The Muslim fertility rate is at 4.8 children per woman (Total Fertility Rate “TFR”), while the Christian fertility rate is at 4.5. It is projected that by 2030, there will be 20.8 million Christians in Mozambique, and 5.83 million Muslims. 6.08 million people in Mozambique will identify as unaffiliated in 2030. By comparison, currently there are 13.26 million Christians and 4.2 million Muslims residing in the nation.

Conflict and Violence Related to Religion

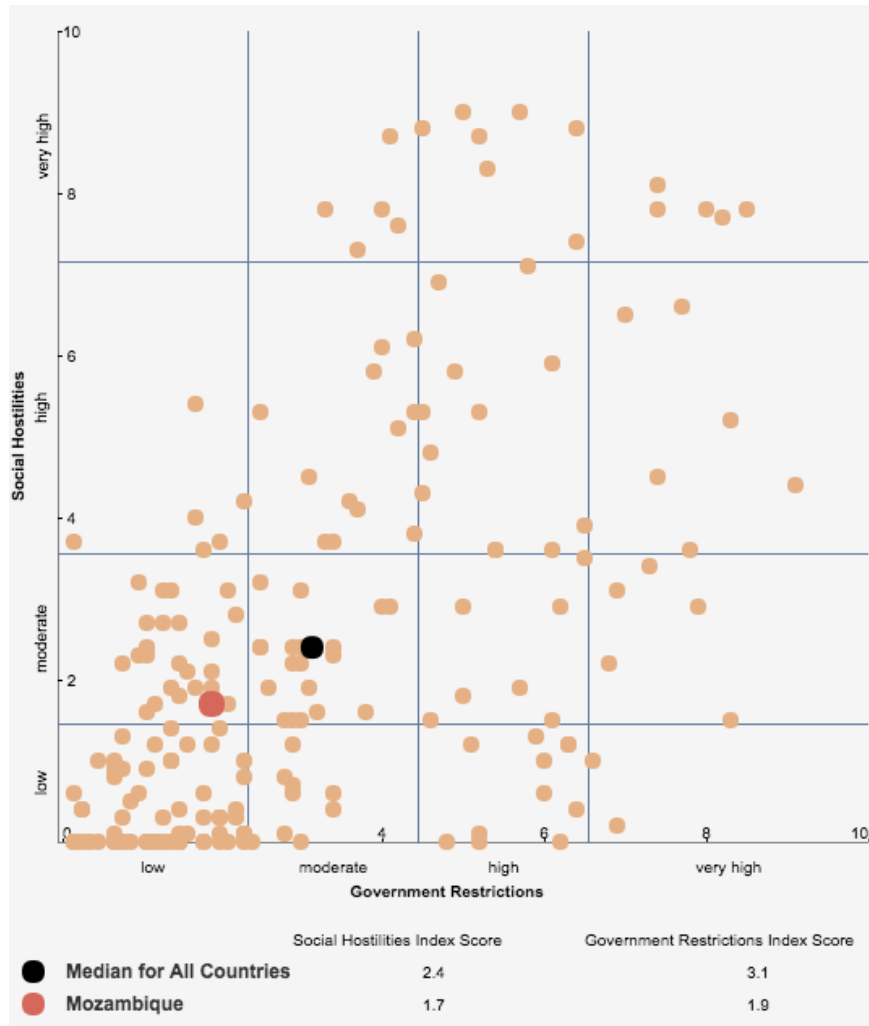
Almost five centuries as a Portuguese colony came to a close with independence in 1975. Large-scale emigration, economic dependence on South Africa, a severe drought, and a prolonged civil war hindered the country’s development until the mid-1990s. The ruling Front for the Liberation of Mozambique (FRELIMO) party formally abandoned Marxism in 1989, and a new constitution the following year provided for multiparty elections and a free market economy.*

A UN-negotiated peace agreement between FRELIMO and rebel Mozambique National Resistance (RENAMO) forces ended the fighting in 1992. In December 2004, Mozambique underwent a delicate transition as Joaquim CHISSANO stepped down after 18 years in office. His elected successor, Armando GUEBUZA, served two terms and then passed executive power to Philipe NYUSI in October 2014. RENAMO’s residual armed forces engaged in a low-level insurgency from 2012 to 2014.*

While religion has not been a primary catalyst for the many conflicts that Mozambique has undergone, it did play an important peacemaking role in the UN-negotiated peace agreement in 1992. Bishop Gonçalves, with the

involvement of the Community of Sant'Egidio, mediated between the two military factions to make a peaceful settlement ([Georgetown Univ.](#)).

There had not been a division between Christian and Muslim groups. This peace has held to the present day except between 2012-2014, but that was resolved.



As shown in the Pew Research chart at left, the global median score for social hostilities involving religion is 2.4 on a 10-point scale, where 10 is high. Mozambique's rating is 1.7, meaning it has moderate social hostilities involving religion. The global median score for governmental restrictions on religious freedom is 3.1. Mozambique has low governmental restrictions on religious freedom with a score of 1.9.

* CIA Factbook

MORE ABOUT THE SUNSHINE NUT COMPANY

Problem Company Addresses

At independence in 1975, Mozambique was one of the

world's poorest countries. Socialist policies, economic mismanagement, and a brutal civil war from 1977 to 1992 further impoverished the country. In 1987, the government embarked on a series of macroeconomic reforms designed to stabilize the economy. These steps, combined with donor assistance and with political stability since the multi-party elections in 1994, propelled the country's GDP from \$4 billion in 1993, following the war, to about \$34 billion in 2015. Fiscal reforms, including the introduction of a value-added tax and reform of the customs service, have improved the government's revenue collection abilities.*

Despite these gains, more than half the population remains below the poverty line. Subsistence agriculture continues to employ the vast majority of the country's work force. Citizens rioted in September 2010 after fuel, water, electricity, and bread price increases were announced. In an attempt to lessen the negative impact on the

population, the government implemented subsidies, decreased taxes and tariffs, and instituted other fiscal measures.*

Because the community and government had a lot of suspicion regarding new innovations and change, especially from a foreigner, Don Larsen practiced extreme patience in convincing the Mozambique government and community of the benefit of the cashew production. Part of the challenge was finding employees because many citizens of employable age grew up as orphans without any education. Another struggle was dealing with lengthy governmental red tape to get the facilities built. Furthermore, he had to deal with natural disasters that can wipe out the cashew trees. Mozambique used to be one of the leading cashew nut producers. Finally, he himself was threatened with death on one of his first stays in Mozambique, as gun point, and his cars were stolen. However, this only strengthened his resolve to return to the country and employ former orphans of all faiths, some of whom have excelled beyond all expectation and are now managers at the company.

What the Company Did

Don Larson quit his corporate life in America working as an executive for some of the country's top companies, including Hershey, to pursue a calling of transforming the lives of the poor and orphaned in sub-Saharan Africa across faith lines. Don Larson and his family sold all of their possessions in 2011 and moved to Mozambique, Africa where they have lived the last 5 years.

He formed Sunshine Nut Company in the USA and Sunshine Nut Limitada in Mozambique. In the last 18 months, Sunshine Nut Company cashews are now on the shelves of nearly 2,000 of the best retailers in the USA (Whole Foods, Giant, Stop & Shop, Wegmans, Martins, Raley's, Harmons, Mother's Markets, Natural Grocers, and many more).

He developed a business model called the Sunshine Approach which has a quadruple bottom line – financial, environmental, social, and transformational. The companies using this business model will be based on developing world class food products in these sub-Saharan African countries for the benefit of the entire value chain.

The purpose is to develop a market for the smallholder farmer communities. The factories will employ mainly young men and women who were abandoned or orphaned in their youth. 90% of the company's distributed profits (a reverse tithe) will go to the poor and orphaned of the country – 30% to orphan care, 30% to transformative projects for the farming communities, and 30% as a growth component to open up other food companies using this same philanthropic business model.

What's Left to Do?

By employing 50 people there is a ripple effect to 10,000 families who grow and shell the cashews before they are roasted. Reach out is needed to the potential farmers and educate them on the benefits of the industry.

Developing the supply chain of farmers is an ongoing need because many of the cashew trees were not near where farmers lived. Don has encouraged the planting of cashew trees near communities, taking away the need to travel seasonally, which means that they cannot hold two jobs at the same time. Currently, the trees need to grow to maturity, but while they grow the farmers need to hold two jobs. Communities also need to have good water sources to support the new trees. Another humanitarian aim Don has taken in is to pair widows with orphans as this creates a stable family structure which will hopefully lead to a future stability of the economy. Also, it's important to maintain good relations with the government since when the government saw the benefit of

the cashew industry, they jumped into action to support Don Larson's efforts, including the country's president traveling internationally with Don to promote investment in Mozambique.

DISCUSSION QUESTIONS

1. What role did faith play in Don Larson's Sunshine Nut business?
 2. Is the way Don's faith inspired him transferable to other business situations?
 3. How can business people not motivated by faith learn from Don?
 4. Can faith and faith principles be applied for business and social success?
 5. Can company leaders be successful by working with integrity within the legal and social parameters in countries where they operate?
 6. Can concern for the quality of an employee's life and suppliers' lives outside of work lead to business growth and a more stable society?
 7. When a business presents a practical and positive solution to a social problem, is there evidence that the government will be willing to step in and help in tangible ways?
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MEDIA AND ADDED RESOURCES

- [Don Larson's TEDx Talk](#)
 - Sunshine Nut Company [Employees talk](#) about how the company helps them
 - Don Larson's Messiah College Business Alumni talk, discussing how it's a [business model and mission from God](#)
 - [Peace Strategy](#) in Mozambique, Berkley Center for Religion, Peace & World Affairs – Georgetown University
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This case study was prepared by [Melissa Grim](#), J.D., M.T.S., a senior research fellow with the Religious Freedom & Business Foundation, and [Brian Grim](#), Ph.D., president of the foundation. It is made possible by a generous grant from the Templeton Religion Trust.