platform that could be adapted to the nutritional requirements of children in the fourteen countries where it was distributed. In Brazil, for example, it was enriched with calcium, iron, zinc, and vitamins E and D; in Mexico, the main additive was iron to counter anemia; in Japan, with vitamins A and D; in Spain, with calcium; in France, with vitamin D; and in Russia, with iodine and vitamin D.

As part of Danone's "For All" theme, the company linked social development projects with the goal of affordability. In 2005, Danone collaborated with Muhammad Yunus of the Grameen Group to establish the Danone Communities Fund to support businesses that furthered economic and social development within low-income communities. Supported projects included:

- Grameen Danone Foods, which provided micronutrient fortified yogurt to children in Bangladesh for 6 cents a carton. The plant, about 200 km north of Dacca, was a mere one-hundredth the size of most of Danone's yogurt plants. It used milk bought from famers in local villages, and was distributed by a network of local women who sold it door-to-door.
- La Laiterie du Berger (The Shepherd's Dairy) collected and processed milk from local cattle herders in Senegal.
- 1001 Fontaines pour Demain (1001 Fountains for Tomorrow) distributed drinking water in rural Cambodia.

By 2009, these initiatives to support nutrition and development among communities of poor people were broadened into Danone's Base of the Pyramid (BOP) program. BOP operated as a business unit within the Fresh Dairy Products group, where it coordinated initiatives involving smaller, more flexible plants; new product formulations and packaging; and new distribution channels.

Future Challenges

For all of Franck Riboud's success at transforming Danone and setting it upon a sustainable growth path, Danone's financial results were far from spectacular. For the period 2000 to 2009, Danone's sales showed little overall growth (Appendix 2), while profitability had been below that of its two major competitors, Nestlé and Kraft Foods (Appendix 3).

Given the trend in the food and beverage industry toward consolidation (Table 4), Danone remained vulnerable. In 2005, Danone was rescued from a takeover bid by PepsiCo only by the intervention of the French government.

Riboud was convinced that Danone's strategy was pointing the company in the right direction. With the sale of the biscuits division, the acquisition of Numico, and its emphasis on expansion in emerging markets, Riboud believed that Danone's strategy was now well aligned with its mission statement of "bringing health through food to as many people as possible."

Some uncertainties as to Danone's business portfolio still remained. In particular, should Danone continue to hold onto its water business, or should it sell it to one of the eager potential buyers (most likely one of Japan's leading drinks companies: Suntory, Kirin, or Asahi).[14] Of greater concern to Riboud was the need for Danone to strengthen its competitive position relative to rivals. With consolidation in the