

At-a-Glance

Company: Chobani

Industry: Food & beverage

Challenge: Increased incidences of climate-related natural disasters and rising rates of food insecurity demand new approaches to delivering nutritious, shelf-stable foods.

Asset-driven solution: Chobani <u>Super Milk</u>, a shelf-stable, donation-only, dairy product that is high in protein, low in sugar, and contains 6 grams of prebiotic fiber.

Impact: Over 1 million cartons distributed through food banks and disaster relief efforts through a partnership with the American Red Cross; hundreds of food banks and pantries engaged nationally; hunger stabilized in key markets.



The challenge: Rising incidences of food insecurity and climate-related natural disasters

Chobani's idea for Super Milk came out of two urgent challenges: the growing number of climate-related disasters and a steep rise in food insecurity across the U.S. Today, billion-dollar disasters are hitting every couple of weeks, displacing families and driving up demand for shelf-stable, nutrient-dense food. At the same time, in 2023 food insecurity affected approximately 20% of households, putting even more strain on food banks. While milk is one of the most requested items, it's also one of the hardest to get out quickly—it needs refrigeration and doesn't last long, often arriving just before it expires.

To overcome these challenges, Chobani marshaled its in-house expertise in dairy innovation, supply chain management, and community impact to create a shelf-stable, nutrient-dense milk specifically designed for disaster relief and hunger alleviation. Produced at Chobani's Idaho plant, Chobani Super Milk is made with a blend of real milk and ultrafiltered milk to achieve an excellent source of high-quality protein, with less sugar than traditional milk. An enzyme naturally converts sugars into galacto-oligosaccharides (GOS), a high-quality prebiotic fiber, that contributes to gut health and digestion. Chobani Super Milk is aseptically processed, which allows for a 9-month shelf life without refrigeration and without any added preservatives, resulting in a product that is accessible, nutritious, and highly transportable to the communities who need it most.

Chobani's asset-driven approach



"We can't yogurt our way out of hunger, but hopefully these small acts will encourage other businesses to reallocate some of their resources to get more nutrient-dense food into communities."

Nishant Roy, Chief Impact Officer, Chobani Made using Chobani's technology, plants, and equipment, Chobani Super Milk is a donation-only product distributed to food banks, the American Red Cross, and retail partners in disaster-stricken regions.

Once a need for Chobani Super Milk emerges — often due to natural disasters — Chobani leverages its partnerships in affected areas to triangulate shipping logistics and assess how much inventory is needed. Because these situations often necessitate a swift response, Chobani also relies on its nimble and highly engaged retail execution teams, which are capable of quickly shifting focus from revenue-generating products to Chobani Super Milk products, to pre-position inventory in areas where the need is likely to be greatest.

Key components

Product innovation: Chobani Super Milk utilizes a proprietary dairy formulation that allows it to retain all the nutritional quality and aspects of milk. The product is high in protein, low in sugar, rich in prebiotic fiber, and shelf-stable for up to 9 months.

Strategic distribution through partnerships: Partnerships between Chobani and the American Red Cross, food banks, and retailers allow for flexible and rapid deployment.

Employee volunteer activation: Monthly "Chobani Super Milk Superheroes" events mobilize employees to hand-deliver the product to pantries.

Cross-functional support on tradeoffs: Plant management, finance, supply chain, and retail teams are highly engaged and empowered to prioritize Chobani Super Milk production and distribution when disasters occur. Due to the sterility requirements, shifts on the production floor are required. Stakeholders coordinate closely to ensure there is minimal disruption to the business.

Pre-positioning inventory: Especially during hurricane season, Chobani plans ahead to stage inventory closer to likely disaster zones.

Vendor collaboration: Suppliers like Tetra Pak, Dairy Farmers of America (DFA), and IFF provided cost-sharing or in-kind support to help scale the initiative.

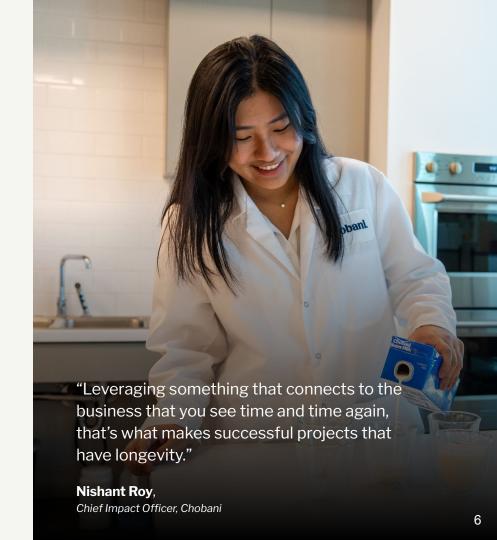
Impact highlights

1 million + cartons distributed since launch in mid-2024.

Active support across hundreds of pantries and food banks nationally.

Deployed in response to over seven natural disasters.

Monthly activations engage 30+ employees in product delivery.



Why the program is good for Chobani



This is not just a shelf-stable milk — it's a superior product, and we treat it with the same care and quality as anything we sell."

Erik Oberg,

Product Development Lead, Chobani

Chobani Super Milk helps Chobani fulfill its mission to make nutritious, accessible food while reinforcing its brand as a community-driven innovator. Though the product is not revenue-generating, the initiative strengthens Chobani's relationships with partners, enhances employee engagement, and inspires other food companies to pursue similar efforts. It has also highlighted the company's ability to innovate rapidly, build cross-functional alignment, and scale community support initiatives using its core capabilities.



Reinforces brand identity and mission: Chobani Super Milk aligns with Chobani's "DNNA" framework, which ensures all products are delicious, nutritious, natural, and accessible — showcasing the company's commitment to community and food equity.



Drives employee engagement: Employees are highly motivated by the Chobani Super Milk initiative, with many volunteering for distribution efforts.



Demonstrates operational agility: Chobani Super Milk highlights Chobani's ability to adapt its operations for non-commercial impact — a strong signal of internal cohesion and cross-functional excellence.

Lessons and implications for other businesses

Leverage product teams: The people and systems your organization uses to create its core products may be the keys to your next social innovation.

Empower people: Culture and internal buy-in are critical to Chobani Super Milk's success; employees from across the business have rallied around the program.

Plan for tradeoffs: Donation-only products impact revenue operations. Chobani made deliberate, strategic choices to accommodate this.

Partner strategically: Collaborations with NGOs, suppliers, and retailers have allowed for scaled, rapid deployment of Chobani Super Milk.

Measure meaningfully: Using metrics like USDA's 15-lb/person/month targets helped Chobani align to real-world needs.



Please don't hesitate to reach out if you have questions or feedback!

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