



Inclusive Business: Mapping of Tools & Resources ¹

This document can be downloaded at
http://www.inclusivebusiness.org/WBCSD_inclusive_business_resources_tools.pdf

This document presents a 'mapping' of key publicly-available tools and resources that support the initiation, development and scaling of inclusive business models. It is primarily aimed at practitioners but will also be of use to other actors in the inclusive business domain, including donors, investors, business associations and communities.

Quality tools and resources are particularly important for enabling the success of inclusive business initiatives, supporting a range of key commercial and developmental outcomes:

- **Identifying** appropriate business models and reducing risk by learning from the successes and issues faced by others;
- **Reducing** search, initiation, development and transaction costs;
- **Facilitating** partnership initiation, development, management and evaluation;
- **Enhancing** access to finance;
- **Measuring** and evaluating commercial and developmental benefits; and
- **Maximizing** the commercial and social value of business models through effective advocacy and communications.

A range of organizations have developed tools and resources to specifically support these outcomes, building on an ever-growing body of international experience and analysis. The document below provides a simple taxonomy of the resources currently available, and then highlights some key resources recommended by the organizers under each category. Many resources on this list span multiple categories (e.g. multi-feature web platforms) but we have tried to place them where they fit best within the taxonomy.

This document is not definite or comprehensive, but will hopefully provide basic signposting to help users find the resources that they need. We hope it will be a source of discussion and debate among organizations that develop and promote inclusive business resources as to how best to categorize and present information to support the needs of practitioners. Finally it may also assist both users and developers to identify areas where current tools and resources may be lacking or inadequate.

¹ This document was developed by WBCSD and Beth Jenkins of the CSR Initiative, Kennedy School of Government, Harvard University, with input and review by IBLF, UNDP, the Business Innovation Facility and Business Action for Africa. The document was compiled as a resource for the event "Accelerating Progress to the Millennium Development Goals through Inclusive Business" being co-organized by WBCSD and a number of leading institutions held in New York on 21 September 2010. See <http://www.wbcasd.org/web/mdgsummit2010.htm> for more information.

RESOURCES FOR ACTION

At the center of the 'map' are the tools and resources that directly support action by inclusive business practitioners, i.e., the initiation, development and scaling of inclusive business models. The "action category has been divided into three basic stages to assist practitioners find resources that are appropriate to their stage of inclusive business model development:

1. **Concept development** – Developing an initial inclusive business concept that can be taken forward for piloting and/or implementation, and building internal support for the concept where necessary.
2. **Implementation** – Implementing successful inclusive business models in real-world markets.
3. **Measurement and evaluation** – Evaluating and measuring the commercial and social performance of inclusive business models, as a key platform for enhancing performance and for business model replication and/or scaling.



Figure 1: A
Business Tools and Resources

Map of Inclusive

SUPPORTING RESOURCES

In the inclusive business space there are a range of resources and information platforms which further facilitate and magnify the efforts being made by practitioners.

These resources include:

- **Case studies & data** – Data sources that inform inclusive business model design and implementation, through documenting the experiences of others and providing useful commercial and social data.
- **Networking** – Enabling like-minded individuals and organizations to engage in innovative dialogues on inclusive business and make connections for mutual advantage.
- **Visibility** – Platforms, information channels, and events that maximize the value of outreach activities of organizations engaged in inclusive business.
- **Advocacy** – Organizations and platforms that seek to influence public and corporate policy to enhance the enabling environment for the expansion and scaling of inclusive business.

RESOURCES FOR ACTION

COMPONENT		KEY RESOURCES
ACTION	Concept Development	<p>Building Awareness & Internal Support</p> <ul style="list-style-type: none"> • WBCSD Inclusive Business Challenge • IBLF: A Guide to Inclusive Business • WBCSD/SNV Alliance for Inclusive Business: Inclusive Business – Profitable Business for Successful Development • UNDP: The MDGs: Everyone's Business <p>Business Model Development</p> <ul style="list-style-type: none"> • UNDP Growing Inclusive Markets Strategy Matrix • Monitor Group: Emerging Markets, Emerging Models • Endeva: Inclusive Business Model Guide <p>Product Design</p> <ul style="list-style-type: none"> • Massachusetts Institute of Technology (MIT) D-Lab • TU Delft BoP Initiative • Stanford Entrepreneurial Design for Extreme Affordability <p>Supply Chain</p> <ul style="list-style-type: none"> • ODI: Supply and distribution chains of multinationals: Harnessing their potential for development • Harvard/IFC/IBLF: Business Linkages: Lessons, Opportunities, and Challenges • Global Compact: Supply Chain Sustainability
	Implementation	<p>General Guidance</p> <ul style="list-style-type: none"> • IBLF: A Framework for Practical Action in Inclusive Business • Base of the Pyramid Protocol • Business Innovation Facility Practitioner Hub <p>Partnering</p> <ul style="list-style-type: none"> • WBCSD/IBLF Business Guide to Development Actors • The Partnering Toolkit <p>Scaling</p> <ul style="list-style-type: none"> • IFC/Harvard: Scaling Up Inclusive Business <p>Finance & Funding</p> <ul style="list-style-type: none"> • Asian Development Bank: Technical

		<p>Assistance Project on Inclusive Business at the Base of the Pyramid</p> <ul style="list-style-type: none"> • Inter-American Development Bank: Opportunities for the Majority • African Enterprise Challenge Fund • USAID's Global Development Alliance • International Finance Corporation • Acumen Fund <p>Advisory Support</p> <ul style="list-style-type: none"> • UNDP Inclusive Market Development Business Innovation Facility • Netherlands Development Organization (SNV) • IDB Corporate Leaders Program for Success in Majority Markets • IFC Advisory Services • Ashoka Full Economic Citizenship Initiative • Technoserve • Avina • Reciprocity
	Measurement & Evaluation	<ul style="list-style-type: none"> • WBCSD Measuring Impact Framework • UNEP: Towards Triple Impact - Toolbox for Analysing Sustainable Ventures in Developing Countries • Impact Reporting & Investment Standards • Oxfam Poverty Footprint • Base of the Pyramid Impact Assessment Framework² • BCtA Results Reporting Framework

SUPPORTING RESOURCES

COMPONENT	KEY RESOURCES
CASES STUDIES & DATA	<p>Case Studies</p> <ul style="list-style-type: none"> • WBCSD Case Study Library • UNDP Growing Inclusive Markets Case Studies • IBLF Inclusive Business Sourcebook • Business Fights Poverty Case Study 'Clickable Map' • Harvard Economic Opportunity Series Papers (extractives, financial services, food & beverage, health care, ICT, tourism and utilities) • IFC/Harvard: Scaling Up Inclusive Business • IFC: Telling Our Story: Base of the Pyramid

² See London, T. 2009. Making better investments at the base of the pyramid. Harvard Business Review, 87(5): 106-113

	<ul style="list-style-type: none"> Investments BCtA case studies <p>Market Data</p> <ul style="list-style-type: none"> UNDP Heat Maps IFC, World Bank & WRI: The Next 4 Billion: Market Size and Business Strategy at the Base of the Pyramid World Bank Data Millennium Development Goals Statistics
NETWORKING	<p>Global</p> <ul style="list-style-type: none"> Business Fights Poverty Business Call to Action Base of the Pyramid Knowledge Network <p>Regional: Africa</p> <ul style="list-style-type: none"> Business Action for Africa African Facility for Inclusive Markets Making Finance Work for Africa African Platform for Development Effectiveness <p>Regional: Latin America</p> <ul style="list-style-type: none"> Majoritymarkets.org reni-wbcscsd.org
VISIBILITY	<p>Websites</p> <ul style="list-style-type: none"> Inclusivebusiness.org Business Fights Poverty NextBillion.net <p>Awards</p> <ul style="list-style-type: none"> World Business and Development Awards
ADVOCACY	<p>Business Advocacy Organizations & Platforms</p> <ul style="list-style-type: none"> Business Call to Action WBCSD IBLF The Partnering Initiative Business Action for Africa

Abbreviations: Business Call to Action (BCtA); UK Department for International Development (DFID); International Business Leaders Forum (IBLF); Inter-American Development Bank (IDB); International Finance Corporation (IFC); Overseas Development Institute (ODI); United Nations Development Programme (UNDP); United Nations Environment Programme (UNEP); World Business Council for Sustainable Development (WBCSD); World Resources Institute (WRI).