

# iNCLUSIVE BUSINESS TRANSFORMATION

A tool to identify the areas of a company with the greatest potential for Inclusive Business and to formulate a transformation strategy.

## TOOL 2



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## Background

Tool 2 “Inclusive Business Transformation” is part of the Inclusive Business Coaching and Mentoring Guide (IB-CM). The guide provides background information and guidance for consultants and business associations that support aspiring Inclusive Business (IB) entrepreneur. Besides Tool 2, the guide contains 3 other tools:

- **Tool 1 “Inclusive Business Readiness Assessment”** – A tool to analyse the status quo of a company and identify its potential for Inclusive Business.
- **Tool 3 “Deep Dive on Inclusive Business Transformation”** – A tool to formulate an action plan for Inclusive Business transformation using practical tools and guidelines for Inclusive Business models.
- **Tool 4 “Inclusive Business Mentoring”** – A guide for experienced Inclusive Business entrepreneurs who want to mentor entrepreneurs looking to establish new inclusive business lines or turn their existing business lines inclusive.
- **Inclusive Business Coaching and Mentoring Guide (IB-CM) for Cambodia** – The IB-CM is aimed at business consultants and facilitators working with companies that want to establish new inclusive business lines or wish to turn their existing business lines inclusive. In addition to general guidelines for inclusive businesses in Cambodia, it introduces four practical tools to support the coaching and mentoring process.

As we saw in Tool 1, the most important aspect to consider is knowing where the companies are and where they want to be. These are the most common IB transformation options for companies:

- From Mainstream Business to Inclusive Business Line
- From CSR to Inclusive Business Activity
- From NGO Driven Social Enterprise to Inclusive Business Initiative
- From an Inclusive Business Model towards an improved Inclusive Business Model

## How to Use This Tool?

Tool 2 and Tool 3 are proposed as a sequential process that aims to help consultants as follows:

**1. Identify The Main Inclusive Business Transformation Areas** (IB dimensions and building block categories) through a diagnostic analysis of a company's strength, weaknesses, opportunities and threat (SWOT).

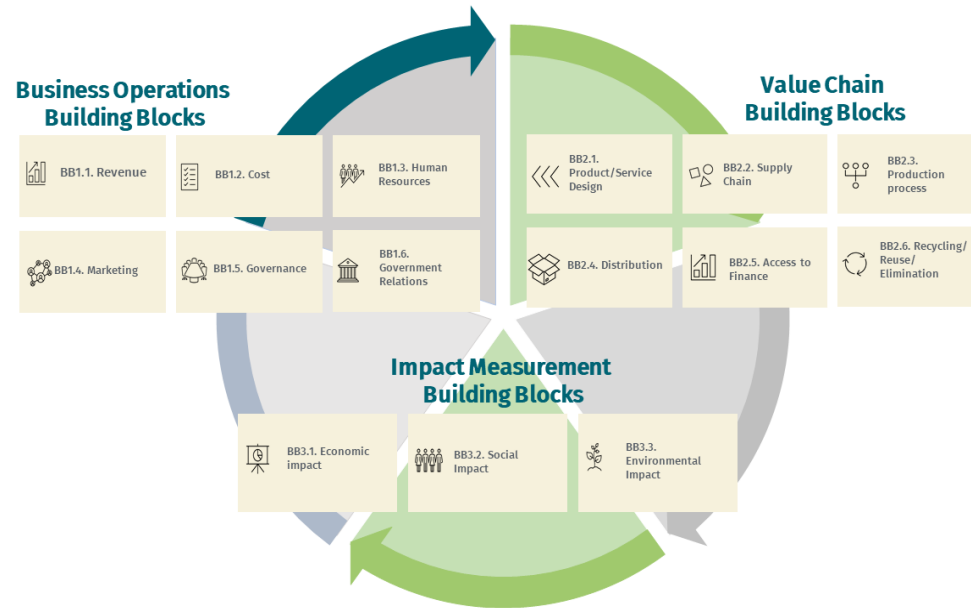
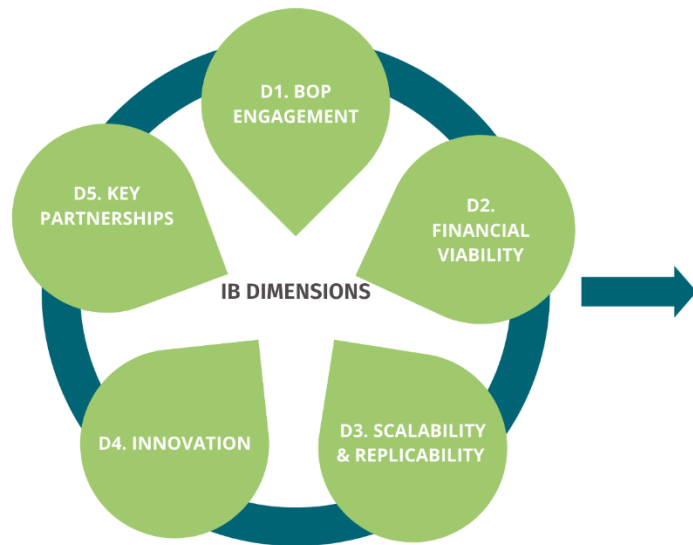
**1.1. Inclusive Business Dimensions:** which are formed by five core dimensions: D1.- BoP Engagement, D2.- Financial Viability, D3.- Scalability & Replicability, D4.- Innovation and D5.-Key Partners.

**1.2. Inclusive Business Building Block Categories:** Which are formed by the following categories:

- **Building Block Category 1: Business operations** – BB1.1 - Revenue; BB1.2 – Cost Structure, BB1.3 - Human Resources, BB1.4 - Marketing, BB1.5 – Governance and BB1.6 – Government Relations
- **Building Block Category 2: Value Chain** – BB2.1 – Product/Service Design, BB2.2 – Supply Chain, BB2.3 – Production process, BB2.4 - Distribution, BB2.5 – Access to Finance and BB2.6 – Recycling/Reuse/Elimination of products
- **Building Block Category 3: Impact Measurement** – BB3.1 - Economic Impact, BB3.2 – Social Impact and BB3.3 – Environmental Impact

**2. Define an IB Strategic Action Plan** that outlines a clear road map to promote core activities that will improve the IB potential of the companies engaged

## IB Methodological Overview (Tool 2 and Tool 3)



## Objective of Inclusive Business Transformation

The objective of the IB transformation tool is to give consultants a powerful and concrete tool for helping companies making the transition from social enterprise, CSR, mainstream business to IB initiative, activity and model or to deepen the social impact of companies with IB models.

## Who is the Tool for?

This tool is meant for business consultants that want to learn how to coach IB. It can be used either in dedicated IB business coaching or as an additional component to mainstream business advisory services. This tool is a coaching tool because it involves a support process that seeks to maximize the potential of companies that wish to become IBs or improve their IBs models. In this way, this coaching tool can accelerate the progress of companies on the path to positively impacting the quality of life and the level of income of the BoP. So, with this tool, business consultants will be able to apply a series of specific matrices that can help companies and entrepreneurs to achieve the IB transformation in a practical and accessible way.

## How to use this Tool?

The consultant completes each section of the tool in one-one meetings with a company. This may require at least 3 meetings with a company to identify and to evaluate all the relevant information. This tool contained the following sections:

**Section 1: General Information of the Company:** This section provides an understanding of a company's business lines.

**Section 2: Understanding the IB Dimensions for Transformational Potential:** To understand a company's IB transformational potential, a table matrix provides a guide for the consultant to evaluate how a company's business operations and value chain activities intersect with the 5 key IB dimensions to identify areas of transformational potential. This is done through a SWOT analysis approach to understand a company's core building blocks and processes. The questions and examples in each section are a guide (but not exhaustive) to facilitate dialogue with the company.

**Section 3: Designing an IB Transformation Plan:** In this section the consultant seeks to formulate recommendations for a strategy to transform the company to IB. The consultant should be able to provide feedback to the company as follows:

- Identify specific business operations and value chain activities where there is IB transformation potential.
- Provide an overview and assessment based on the *Conclusions & Summary* of the IB Transformational Potential in each of the building blocks from the IB Transformational Matrix.
- Advice on new products, services, processes, price mechanisms and distribution channels to balance impact objectives and financial profitability.
- Estimate the key financial indicators associated with the IB Transformation Plan to assesses the economic viability and potential for financial-self sustainability of the IB strategy.
- Highlight, define and quantify the key social and environmental indicators to track, monitor and measure to demonstrate the success of the IB.
- Identify the key partnerships to build that will enable the IB access to the necessary knowledge, skills, networks, resources and systems to operate optimally, reduce risks and achieve the social and environmental objectives.
- Identify the right type of financial instruments required and relevant to fund the launch, growth or expansion of the IB.

# Inclusive Business Transformation

A tool for consultants to identify the Inclusive Business transformation potential of companies

## SECTION ONE: General Information of the Company



### Note to Consultants

#### Objective of this Section

- Complete company information
- Understand the company's businesses lines and identify IB business line(s)

#### Outcome of this Section:

- Identify the specific IB business line(s)
- What is its potential IB (a) product (e.g.: coffee) or (b) service (e.g.: water supply)?
- What is the sector the company is working in? (e.g.: agriculture)
- What is the subsector? (e.g.: coffee)
- How long has the company been involved in this IB business line? (e.g.: years)
- What is the BoP engagement? (e.g.: supplier, distributor, retailer, customer, worker)
- Who is the BoP group? (e.g.: smallholder farmers, women etc.)

### 1.1 General Information

Name of the company	
Company's Official Registration Number	
Contact Person Name	
Position	
Telephone	
Email	
Sector/Sub-sector	

Explain what the company is doing and what are the key products/services:	
Explain your IB Business Line:	
Define the mission and responsibility of the Inclusive Business	
Identify the vulnerable groups of people intended to be served by the Inclusive Business	
Reflect and explain the nature, root causes and consequences of the important economic, social issues and environmental problems faced by the targeted vulnerable groups,	

## 1.2 Possible routes towards IB

Routes towards IB	Main Changes
From Mainstream Business (entire company or business line) to Inclusive Business Model	Integration of the BoP into core value chain; hence, increase or create impact for the BoP.
From CSR to Inclusive Business Activity	Integration of the BoP into ancillary or side value chain.
From NGO driven Social Enterprise to Social Enterprise Initiative	Increasing commercial viability by reducing reliance on grant and donor funding through profitable commercial activities.
From Inclusive Business Model towards an improved Inclusive Business Model	Strengthening BoP integration to increase impact in depth and reach and enhancing commercial profitability.

### 1.2.1 What kind of transformation is the company looking to do?

- Mainstream Business to Inclusive Business-Mainstream Business Line
- From Corporate Social Responsibility (CSR) to Inclusive Business Activity
- From a Non-Governmental Organization (NGO) Driven Social Enterprise to Social Enterprise Initiative
- From an Inclusive Business Model towards an improved Inclusive Business Model
- Other (Please comment below)

## 1.2.2 To what degree are you engaging with the following income communities?



### What is the BoP?

- The base of the economic pyramid (BoP) refers to poor and low-income individuals who lack access to goods, services and opportunities and are broadly described as those who are income constrained. It is generally accepted that the BoP extends beyond the extreme poor and includes those who are at the risk of slipping back into poverty.
- A commonly used global income threshold for the BoP is USD \$8 PPP per capita per day (G20/N4B).
- Some organizations also use the concept of the 'bottom 40%' of a country's income pyramid to account for country specific contexts. In Cambodia, the BoP is made up of those with a daily personal income of less than 10,951 (US\$2.70)<sup>1</sup>.
- To effectively engage the BoP, companies can take multiple inclusive lenses into account. Depending on the market context, the BoP may include women and gender minorities, displaced populations, people living with disabilities, and individuals with other social identities that might influence the method of engagement.
- Social Mission Statement of the IB: Before to the development of Tool 2, it is important to specify, limit and refine the scope of BoP engagement that each company can have. An IB cannot solve all the world's economic, social and environmental problems!

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<sup>1</sup> World Bank Group (2022) <https://www.worldbank.org/en/country/cambodia/overview>

**Engagement Levels are defined as follows:**

*The objective of this part is to understand better the social depth impact of your company and the BoP community engaged, in order to learn whether you are targeting different levels of income improvement and/or improvement of living standards.*

Type of the BoP	Income Group Per Month Per Household in KHR	Current level of engagement with these income groups.		Future level of willingness to work with these income groups.	
		Total Num.	% over total	Total Num.	% over total
Very poor	< 500.000 (US\$125)				
Poor	500.000 – 1.000.000 (US\$125-\$250)				
Low-income	1.000.000 – 1.500.000 (US\$250-\$375)				

**BoP Engagement Modes:**

*The main objective here is to measure the level of involvement in the 5 modes of engagement of the BoP in the value chain (consumers, suppliers, distributors, retailers and workers) and to understand what is the potential of IB that could be improved.*

Mode of Engagement	Current level of engagement with the BoP	Future Level of willingness to work with the BoP
	Rate from 1 (low) to 6 (high) the company's current level of engagement with the BoP	Rate from 1 (low) to 6 (high) the company's current level of engagement with the BoP
Consumers		
Suppliers		
Distributors		
Retailers		
Workers		



### 1.2.3 Are you interested in aligning your IB strategy with the Sustainable Development Goals (SDGs)?

Please refer to Annex 2 to learn why the SDGs are important to IB models and how they can be used to improve the impact of your company.

Please see the Appendix to assess the following:

Why are SDGs important for IB Models?

How can SDGs be used in IB?

Yes  No

If yes, please fill out also section included in Annex 2 “DEVELOPMENT GOALS”

## SECTION TWO: Understanding the IB Dimensions for Transformation Potential



### Note to Consultants

#### Objectives of this Section:

To understand a company’s IB Transformation potential, a **table matrix** provides a guide to evaluate how a company’s business operations and value chain activities intersect with the 5 key dimensions to identify areas of transformation potential. This is done through a SWOT analysis approach to understand a company’s core building blocks and processes. The questions (identified in the horizontal columns) and examples in each section are a guide (but not exhaustive) to facilitate dialogue with the company.

- What is working well (Strengths)?
- What are Areas of Challenge (Weaknesses)?
- What are Opportunities?
- What are Threats (Risks)?

#### Outcomes of this Section:

- Understand the company’s business operations for IB transformation opportunities.
- Understand the company’s value chain activities for IB transformation opportunities.
- Summarize in each activity sub-section what the IB Transformation potential for each of these 5 dimensions if applicable.
- Identify a roadmap of specific opportunities that can lead to greater IB Transformation potential.

## IB TRANSFORMATION MATRIX

### INSTRUCTIONS:

- The consultant is to discuss with the company each sub activity using the questions in the horizontal columns as a general guide.
- Note these questions are not exhaustive.

### DIMENSIONS

BOP ENGAGEMENT	FINANCIAL VIABILITY	SCALABILITY & REPLICABILITY	INNOVATION	KEY PARTNERS
Identify how the company can further improve the engagement of the BoP community	Identify how the company can improve the financial viability of its IB line	Identify how the company can improve the scalability and replicability of its IB lines	Identify how the company can improve the impact on BoP through its activities	Identify strategic partners to enhance its IB model and impact

### BUSINESS OPERATIONS BUILDING BLOCKS

<b>REVENUE</b>	Can the IB model reach a higher number of low income individuals?	Does the company have financial viability to expand its business? E.g. access to loans, grants, impact investors	Can the IB model grow commercially? Should the company scale up alone or in partnership?	Are there any new technologies or services to enhance revenue generation?	Does the company have strategic partners to enhance its revenues? E.g.: impact investors
Notes:					

<b>STRENGTHS: What is the company currently doing well in?</b>	E.g.: affordable products/services for the BoP E.g.: stable customer base			
<b>WEAKNESSES: What areas is the company struggling to generate or improve its IB revenue?</b>	E.g.: seasonal sales impacting cash flow			
<b>OPPORTUNITY: What are new pathways to expand revenues?</b>	E.g.: new product offerings to existing customers E.g.: new int'l markets E.g.: online whole sale portal, online retail portal			
<b>THREATS (RISKS): Are there specific risks to generate more revenue?</b>	E.g.: competitors, regulation, environmental			
<b>CONCLUSION AND SUMMARY of IB TRANSFORMATION POTENTIAL in terms of:</b> <ul style="list-style-type: none"> <li>• BoP Engagement</li> <li>• Financial Viability</li> <li>• Scalability &amp; Replicability</li> <li>• Innovations</li> <li>• Key Partners</li> </ul>	1-3 sentences text (note: not all 5 dimensions maybe applicable)			
<b>COST STRUCTURE (e.g.: cost of inputs, monitoring, admin/operational)</b>	<b>Are there any ways to support the BoP to enhance the cost structure?</b>	<b>Does the current cost structure facilitate financial viability?</b>	<b>What would need to change in the cost structure to achieve scale?</b>	<b>Are there any innovations to enhance the cost structure?</b>
<b>Notes:</b>				

<b>STRENGTHS:</b> Evaluate ways the company is able to manage its costs (e.g.: operational costs, admin costs, production costs)	E.g.: importing inputs E.g.: diverse suppliers E.g.: multiple internal priorities to manage				
<b>WEAKNESSES:</b> Evaluate what areas in the cost structure are resulting in higher costs	E.g.: high exporting costs, high raw material costs				
<b>OPPORTUNITIES:</b> Evaluate what potential areas can be improved to lower costs	E.g.: innovation in the production process E.g.: more human resources in administrative processes				
<b>THREATS (RISKS):</b> Evaluate risks that could negatively impact the cost structure	E.g.: rise in market prices for raw materials				
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<b>HUMAN RESOURCES</b> (activities to hire, retain, train and measure staff performance. E.g.: hiring strategy, capacity, training)	Are staff aware about how to reach the BoP?	Evaluate if HR strategies are impacting financial viability?	Does the company have an HR strategy for business expansion?	Does the company have any new ways to enhance its HR management?	Are there any partnerships to help facilitate hiring of new staff?

<b>Notes:</b>					
<b>STRENGTHS:</b> Evaluate where the HR management is performing well	E.g.: staff have good relationships with BoP				
<b>WEAKNESSES:</b> Evaluate challenges related to HR development e.g.: lack of capacity, insufficient training:	E.g.: financial constraints related to salary E.g.: lack of qualified management staff to support business expansion				
<b>OPPORTUNITIES:</b> Evaluate what opportunities are available to enhance the HR in the company.	E.g.: increase technical training and capacity building E.g.: outsource certain roles				
<b>THREATS (Risks):</b> Evaluate what HR risks can negatively impact the company's business.	E.g.: lack of qualified staff				
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<b>MARKETING:</b> (activities to promote and sell the product/service. E.g: marketing strategy,	<b>Does the company have a plan to engage the BoP?</b>	<b>Does the company have a marketing strategy to enhance revenues?</b>	<b>Any innovations needed to improve its marketing activities?</b>	<b>Is there a need for a partner to promote the company's products or services?</b>	

referrals, social media, e-commerce, market research)				
Notes:				
<b>STRENGTHS:</b> Evaluate what kind of marketing strategies the company is doing well to reach its target customers.	E.g.: branding strategies, such as social media ads			
<b>WEAKNESSES:</b> Evaluate the challenges in promoting its products/services/connection with the BoP.	E.g.: lack of marketing experience			
<b>OPPORTUNITIES:</b> Evaluate what the company can do better to increase its brand recognition for its product/service.	E.g.: developed marketing plan for unreached markets E.g.: innovate in an online portal			
<b>THREATS (RISKS):</b> Evaluate what risks exist in the marketing activities.	E.g.: lack of internet connectivity for target consumers E.g.: infrequent use of social networks by the target consumer			
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<b>GOVERNANCE</b> (Activities to enhance company's structure: e.g.: internal systems and Board of Director)	What is the company's approach to governance to ensure long term financial viability?		Any key partners to assist in governance?	
Notes:				
<b>STRENGTHS:</b> Evaluate what areas of the company's governance is strong.	E.g.: strong technical management			
<b>WEAKNESSES:</b> Evaluate what areas are facing challenges.	E.g.: internal accounting system is inadequate			
<b>OPPORTUNITIES:</b> Evaluate ways to enhance the governance in the company.	E.g.: establishment of an independent board			
<b>THREATS:</b> Evaluate what risks exist with the current governance structure.	E.g.: company seeking to scale quickly and dealing with many competing priorities			
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<b>GOVERNMENT RELATIONS</b>	What key government relationships are	Is there any government activity that either	Is there any government legislation that can	Are there any government relationships the company needs to develop its IB line?

<b>(Activities that can strengthen the company's legal and business structure e.g.: business and tax registration)</b>	<b>needed to engage the BoP community?</b>	<b>prevents or enhances financial viability?</b>	<b>enhance scalability e.g.: tax incentives, tax breaks</b>	
<b>Notes:</b>				
<b>STRENGTHS:</b> Evaluate ways the company is complying with government regulations or has established government relationships with key ministries to support its business.	E.g.: good relationship with local authorities in the BoP communities			
<b>WEAKNESS:</b> Evaluate ways where the company is struggling to follow government regulations/compliance issues.	E.g.: government regulation on organic certification delays scalability			
<b>OPPORTUNITIES:</b> Evaluate ways the company can enhance its compliance to regulations and government relationships.	E.g.: food safety protocols in line with government regulation			
<b>THREATS (RISKS):</b> Evaluate what risks exists if the company is not complying with regulations or does not have established relationships with government ministries.	E.g.: poor relationship with gov't officials in BoP communities			
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### VALUE CHAIN BUILDING BLOCKS

<b>PRODUCT/SERVICE DESIGN</b> <b>Product design:</b> knowledge of the product functions, assembling raw materials for the product (e.g., solar panels, sun trackers). <b>Service design:</b> creating optimal service quality and user-friendly experience (e.g., mobile clinic, last-mile distribution). The product/service designs can be brand new or innovated.	<b>Is there any new or different product or service offering to increase financial viability?</b>	<b>Any new product or service requirements needed to scale?</b>	<b>Is there any innovations to enhance the product or service?</b>	<b>Is there any key partners to facilitate better product or service offerings?</b>
<b>Notes:</b>				

<b>STRENGTHS:</b> Evaluate ways the company's product or service is meeting its customer's needs.	E.g.: service agreement established and easy to implement				
<b>WEAKNESSES:</b> Evaluate ways the company is struggling to provide its product or service.	E.g.: limited production availability				
<b>OPPORTUNITIES:</b> Evaluate the potential ways the company can improve its product or service.	E.g.: higher quality raw material				
<b>THREATS (RISKS):</b> Evaluate ways the product or service could be affected.	E.g.: water service to BoP disrupted by pollutants in the river E.g.: product damage				
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<b>SUPPLIERS &amp; SUPPLY CHAIN</b> <b>Supplier(s)</b> a person or organization that provides something needed such as a product or a service. <b>Supply chain</b> refers to the sequence of processes involved in the production and distribution of a commodity.	<b>What strategies is the company using to engage the BoP?</b>	<b>What approach is needed to ensure stable supply and financial viability?</b>	<b>Is the company able to scale based on its supply chain?</b>	<b>Are there any innovations that can enhance the supply chain?</b>	<b>Who are the company's strategic partners for the supply chain?</b>

<b>Notes:</b>					
<b>STRENGTHS:</b> Evaluate ways the company's supply chain or suppliers activities are working well.	E.g.: agreements with agricultural cooperatives				
<b>WEAKNESSES:</b> Evaluate ways the company's supply chain is causing challenges that impact the demand for the product or service.	E.g.: smallholder farmers have limited land				
<b>OPPORTUNITIES:</b> Evaluate ways that to improve the supply chain. E.g.: create greater market linkages	E.g.: company planning to sign more agreements with agricultural unions who work with smallholder farmers				
<b>THREATS (RISKS):</b> Evaluate any potential risks that could impact the supply chain. (e.g.: supply chain disruption)	E.g.: climate, such as drought, flood affect farming				
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<b>PRODUCTION PROCESS</b> A method of using economic input or resources, like labor, capital equipment or land, to provide goods and services to consumers.	To what extent if any are the BoP engaged in this production process?	Does the current process facilitate financial viability?	What is needed to address scalability?	Any innovations identified to improve the production process?	Any partners to assist in the production process?

<b>Notes:</b>					
<b>STRENGTHS:</b> Evaluate ways the company's production process is doing well.	E.g.: fast production process E.g.: equipment innovation				
<b>WEAKNESSES:</b> Evaluate ways the company's production progress is struggling or is not efficient.	E.g.: production process is labor intensive E.g.: there are no specialized human resources to increase the quality of the product or services				
<b>OPPORTUNITIES:</b> Evaluate ways the company's production can be more efficient.	E.g.: new production inputs: high yielding seeds				
<b>THREATS (RISKS):</b> Evaluate ways the production process could be at risk.	E.g.: risky raw material for the health of workers				
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<b>LOGISTICS/DISTRIBUTION MANAGEMENT:</b> Plans, implements, and controls the efficient, effective flow and storage of goods, services, and related information from the point of origin to the point of	Can the BoP be engaged in this process?	Are current logistical/distribution systems supporting financial viability?	Are there any logistical or distribution needs for expansion?	Are any new innovations needed to enhance this service?	Any key partners to facilitate more efficient logistics?

<b>consumption to meet customer requirements.</b>					
<b>Notes:</b>					
<b>STRENGTHS:</b> Evaluate ways the company's logistics or distribution channel is working well.	E.g.: updated inventory and periodic replacement				
<b>WEAKNESSES:</b> Evaluate the challenges in the logistics/distribution channel	E.g.: lack of cold chain storage system causing spoilage				
<b>OPPORTUNITIES:</b> Evaluate what potential ways exist to enhance the logistics/distribution systems/process.	E.g.: efficient distribution network				
<b>THREATS (RISKS):</b> Evaluate what the risks are if the logistics systems or distribution systems do not function.	E.g.: infrastructure problems on public roads				
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<b>ACCESS TO FINANCE</b> <b>Refers to the ability to get private or public loans and grants made available to support businesses to finance their working capital or expansion plan.</b>	<b>Are there ways to support BoP to have increase financial viability? E.g.: purchase of farm equipment for smallholder farmers.</b>	<b>Does the company have sufficient capital to finance its current needs?</b>	<b>How much capital is needed in the next few years to address your company needs?</b>	<b>Are there any innovative ways to access finance?</b>	<b>Does the company have any strategic financial partners e.g.: Financial institutions, Impact investors</b>
<b>Notes:</b>					
<b>STRENGTHS:</b> Evaluate if the company has current access to finance.	E.g.: funds are sufficient to cover production costs				
<b>WEAKNESSES:</b> Evaluate ways the company is struggling to gain access to finance.	E.g.: insufficient collateral for loans				
<b>OPPORTUNITIES:</b> How much capital do you need in the coming years for your IB activities?	E.g.: alternative capital funding, such as grants				
<b>THREATS (RISKS):</b> Evaluate what ways lack of access to capital will impact the business	E.g.: delays expansion of IB business line				
<b>CONCLUSION AND SUMMARY of IB TRANSFORMATION POTENTIAL in terms of:</b> <ul style="list-style-type: none"> <li>• BoP Engagement</li> <li>• Financial Viability</li> <li>• Scalability &amp; Replicability</li> </ul>	1-3 sentences text (note: not all 5 IB dimensions maybe applicable)				

<ul style="list-style-type: none"> <li>• Innovations</li> <li>• Key Partners</li> </ul>				
<b>RECYCLING/REUSE/ELIMINATION OF PRODUCT WASTE OR SERVICE ACTIVITY</b> <b>What kind of wastage is the company generating? Refers how a product waste or service activity can be optimized by being recycled, reused or eliminated</b>	<b>Are there any opportunities to engage the BoP in the recycling process?</b>	<b>Are there any financial benefits or new revenue opportunities from recycling?</b>	<b>Are there any innovations to reuse services or recycle product waste?</b>	<b>Can the company engage a partner in the recycling of its product?</b>
<b>Notes:</b>				
<b>STRENGTHS:</b> Evaluate any activities the company is doing to recycle/reuse or eliminate waste e.g.; not using plastic bags	E.g.: providing baskets for vegetable delivery to Smallholder farmers to replace plastic bags			
<b>WEAKNESSES:</b> Evaluate if there are any challenge related to recycling e.g.: environmental factors.	E.g.: smallholder farmers continue to use plastic bags instead of baskets			
<b>OPPORTUNITIES:</b> Evaluate potential ways the company can improve its recycling activities.	E.g.: educate BoP on importance of recycling			
<b>THREATS (RISKS):</b> Evaluate any risks associated with recycling/reusing or elimination of waste.	E.g.: resistance to recycling by BoP			
<b>CONCLUSION AND SUMMARY of IB TRANSFORMATION POTENTIAL in terms of:</b> <ul style="list-style-type: none"> <li>• BoP Engagement</li> <li>• Financial Viability</li> <li>• Scalability &amp; Replicability</li> <li>• Innovations</li> <li>• Key Partners</li> </ul>	1-3 sentences text (note: not all 5 IB dimensions maybe applicable)			

## IB TRANSFORMATION MATRIX

### INSTRUCTIONS:

- The consultant is to discuss with the company each sub activity using the questions in the horizontal columns as a general guide.
- Note these questions are not exhaustive.

### DIMENSIONS

#### BOP ENGAGEMENT

#### FINANCIAL VIABILITY

#### SCALABILITY & REPLICABILITY

#### INNOVATION

#### KEY PARTNERS

Identify how the company can further improve the engagement of the BoP community

Identify how the company can improve the financial viability of its IB line

Identify how the company can improve the scalability and replicability of its IB lines

Identify how the company can improve the impact on BoP through its activities

Identify strategic partners to enhance its IB model and impact

### IMPACT MEASUREMENT BUILDING BLOCKS

**IMPACT MEASUREMENT**  
(How is the company measuring its BoP impact)

Does the company measure its impact in the BoP community?

If yes, how often? (Monthly, quarterly, annually)

Is the IB activity financially accessible? If not, when? E.g.: 2 or 3 years

What percentage of your revenues and profit come from your IB activity?

What metrics does the company use to measure scalability?

Does the company have any partners to assist in measuring impact? E.g.: development partner

Economic Impact Measurement



<b>Social Impact Measurement</b>				
<b>Environmental Impact Measurement</b>				
<b>Notes:</b>				
<b>STRENGTHS: Evaluate ways the company is measuring impact</b>	E.g.: company systems can provide data to measure impact			
<b>WEAKNESSES: Evaluate ways the company has been unsuccessful in assessing its social impact.</b>	E.g.: the company has no tools to measure BoP impact			
<b>OPPORTUNITIES: Evaluate ways the company can improve its impact measurement</b>	E.g.: partner with an NGO to help assess social impact			
<b>THREATS (RISKS): Evaluate if there are any risks to assessing the impact.</b>	E.g.: local governments do not have updated social, economic and environmental indicators			
<b>CONCLUSION AND SUMMARY of IB TRANSFORMATION POTENTIAL in terms of:</b>	1-3 sentences text (note: not all 5 IB dimensions maybe applicable)			
<ul style="list-style-type: none"> <li>• BoP engagement</li> <li>• Financial Viability</li> <li>• Scalability &amp; Replicability</li> <li>• Innovations</li> <li>• Key Partners</li> </ul>				

# SECTION THREE: Designing the Transformation Plan



## Note to Consultants

### Objective of this Section:

To formulate recommendations for a strategy to transform the company to IB e.g. See example of strategies below.

**Outcome of this Section:** Based on the feedback from the IB Transformational Matrix:

- Identify specific business operations and value chain activities where there is IB transformation potential
- Provide an overview and assessment based on the **Conclusions & Summary of the IB Transformational Potential** on each of the building blocks from the IB Transformational Matrix



## Example of a Strategy to Transform the company to IB

### Revenue Opportunity: To target a new sales channel

The company plans to set up an online e-commerce platform targeting a new vertical (retail market)
















### Supply Chain: Signing number of MOUs with Agricultural cooperatives that work with smallholder farmers.

To increase its BoP engagement with Smallholder farmers and expand its supply chain the company plans to sign MOUs with Agricultural Cooperatives by 2023.

Rating: (High, Medium, Low)	BoP Engagement	Access to Finance	Scalability & Replicability	Innovations	Key Partners
<b>BUSINESS OPERATIONS BUILDING BLOCKS</b>					
Revenue Activities (IB):					
Cost Structure:					
Human Resources:					
Marketing:					
Governance:					
Government Relations:					
<b>VALUE CHAIN BUILDING BLOCKS</b>					
Product/Service Design:					
Supplier/Supply Chain:					
Production:					

<b>Logistics &amp; Distribution Management:</b>					
<b>Access to Finance:</b>					
<b>Recycling/Reuse/Elimination:</b>					
<b>IMPACT MEASUREMENT BUILDING BLOCKS</b>					
<b>Economic Impact Measurement:</b>					
<b>Social Impact Measurement:</b>					
<b>Environmental Impact Measurement:</b>					

## Key Action Priorities based on the Building Block Categories:

Key Action Priorities	
Business Operations Building Blocks	
 BB1.1. Revenue	
 BB1.2. Cost	
 BB1.3. Human Resources	
 BB1.4. Marketing	
 BB1.5. Governance	
 BB1.6. Government Relations	
Value Chain Building Blocks	
 BB2.1. Product/ Service Design	
 BB2.2. Supply Chain	
 BB2.3. Production process	
 BB2.4. Distribution	
 BB2.5. Access to Finance	
 BB2.6. Recycling/ Reuse/ Elimination	
Impact Measurement Building Blocks	
 BB3.1. Economic Impact	
 BB3.2. Social Impact	
 BB3.3. Environmental Impact	

# ANNEXES

## ANNEX 1: GLOSSARY

GLOSSARY	
Term	Definition
<b>Base Of Pyramid (BoP) Engagement</b>	Refers to ways the company plans or is already engaging the BoP as suppliers, distributors, distributions retailers, employees or customers in its business model.
<b>Business Operations</b>	<p>These encompass all activities that enable the company to be sustainable and commercially viable. They include:</p> <ul style="list-style-type: none"> <li>• Revenue Activities</li> <li>• Cost Structures</li> <li>• Human Resources</li> <li>• Marketing</li> <li>• Governance</li> <li>• Government relations</li> </ul>
<b>Commercially viable</b>	The ability of a business, product, or service to compete effectively and to make a profit.
<b>Corporate Social Responsibility (CSR)</b>	A practice that a company gives back to or improves the community by donating to charity, promoting volunteerism among company employees, minimizing environmental externalities (e.g.: giving school backpacks to kids in vulnerable or poor communities).
<b>Financial Viability</b>	The ability of an IB to survive and compete over the long-term in a manner that is self-sustaining. It covers its costs and meets the needs of its investors, employees, and other stakeholders. It aims to ensure that IBs are commercially viable or are on track to scale and be viable in the future. The company can leverage multiple forms of capital to advance its work, including commercial, concessional, or purely philanthropic capital. This could also enable the business to reinvest profits and expand its engagement with the base of the pyramid.
<b>Governance</b>	Governance includes all the practices, processes and policies that help businesses be accountable, transparent and strategic in achieving their vision and mission. E.g.; establishing a board of directors to create long term strategies, and accountability structures, internal policy development.
<b>IB Activity</b>	The activities that a company undertakes in their value chain that engage the BoP.
<b>IB Business Line</b>	A particular product /service line within a company's core business which falls into the category of Inclusive Business that engages with the BoP.

<b>IB Mainstream Business</b>	A traditional business model that incorporates the dimensions of Inclusive Business in its core business or in its procurements (BoP as supplier) or in its sales channels (BoP as distributor/retailer).
<b>IB Model</b>	How a company provides goods, services, and livelihoods on a commercially viable basis, either at scale or scalable, to people from the base of the economic pyramid (BoP) making them part of the value chain of a company's core business as suppliers, distributors, retailers, employees or customers. In other words, it is a business line that is a core operation of a company. IB models are mostly medium-sized enterprises and are specifically designed for realizing both market returns and large-scale social impact.
<b>Impact investor</b>	Investors who are interested in providing funds to generate positive, measurable social and environmental impact alongside a financial return.
<b>Innovation</b>	<p>IB innovation is the entrepreneurial development of something new with impact together with low-income groups. It creates impact whether incremental or game changing and goes beyond the pure invention process Examples include:</p> <ul style="list-style-type: none"> <li>• a new product: a biogas based milk cooling unit for a smallholder dairy farmer;</li> <li>• a new service: high quality affordable health care;</li> <li>• a new business model: a pay per use model for energy services;</li> </ul> <p>a new value chain actor distributing to rural places</p>
<b>Key Partner</b>	<p>Strategic partners whom the company can collaborate with to enhance its Inclusive Business activities. Examples include:</p> <ul style="list-style-type: none"> <li>• NGO partnerships for training of smallholder farmers on best farming practices;</li> <li>• Impact Investor providing capital funding for expansion of a solar energy tracking app.</li> <li>• Development agencies that provide grants to support expansion of the company's business.</li> </ul>
<b>Mainstream Business</b>	A traditional business model that focuses on profit.
<b>NGO Driven Social Enterprise</b>	A business with specific social objectives that serves its primary purpose.
<b>Revenue Activities</b>	<p>These include all activities that would generate revenues for the company such as:</p> <ul style="list-style-type: none"> <li>• New products/improved products</li> <li>• New services/improved services</li> <li>• New sales channel (online vs. In-person)</li> </ul> <p>New markets (international vs. Domestic)</p>
<b>Scalability &amp; Replicability</b>	<p>The ability to increase in size, scope or range or product or service offering.</p> <p>The ability to duplicate the same service or product in another location or time.</p>

<b>Social Enterprise Initiative</b>	An initiative that has the mission of improving the economic and social well-being of individuals and communities and institutionalizing the pursuit of explicit social objectives. A distinctive feature of social enterprise is that it is not structured to maximize profits for redistribution. Generally, most of the profits are reinvested in the company to fulfill and strengthen its social mission.
<b>Value Chain Building Blocks</b>	A value chain describes all of the activities that a business employs to create a product or service. E.g.: suppliers, production, logistics.

## ANNEX 2: DEVELOPMENT GOALS

*This is an optional section for companies who are seeking to align their IB business lines with the Sustainable Development Goals (SDGs)*

<b>Glossary</b>	
<b>Term</b>	<b>Definition</b>
<b>Sustainable Development Goals</b>	<p>The United Nations Sustainable Development Goals (SDGs) are the blueprint for achieving a better and more sustainable future for all. Companies with Inclusive Business models have a major role to play in advancing the private sector's efforts to contribute to the achievement of the SDGs. Adapting and integrating Inclusive Business models will help business take a major leap towards sustainable development.</p> <p>The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The 17 SDGs are integrated—they recognize that action in one area will affect outcomes in others, and that development must balance social, economic, and environmental sustainability.</p>
<b>The Importance of SDGs to Inclusive Business Models</b>	<p>Five main reasons that companies should address the SDGs:</p> <ul style="list-style-type: none"> <li>• The SDGs reflect stakeholder expectations.</li> <li>• The SDGs reflect future policy direction.</li> <li>• Investor focus on Environmental, Social, and Governance (ESG) Criteria will drive investments towards companies aligned with the SDGs.</li> <li>• The SDGs can serve as a roadmap to identify future business opportunities.</li> <li>• Companies investing in the achievement of the SDGs support an enabling environment for business success.</li> </ul> <p>For further information please visit: <b><i>Inclusive Business website</i></b></p>
<b>How can SDGs be used in IB?</b>	Companies with IB models can integrate the underserved communities into their value chains as employee (i.e., SDG 8 – decent work and economic growth), suppliers, retailers, or distributors, whereby they create income opportunities, supply affordable, high-quality products to meet basic needs, or enhance access to crucial infrastructure. This contributes to all the SDGs and enables



	sustainable economic growth. For instance, <u>Kamworks</u> provides solar solutions to rural communities in Cambodia.
<b>Cambodia's SDGs</b>	<p>Cambodia has embraced the new 2030 Agenda for Sustainable Development. Eradicating poverty in all its forms and dimensions is at the core of the new 2030 Agenda, adopted in September 2015 by 193 world leaders at the UN Sustainable Development Summit in New York.</p> <p><b>For further information, please visit the links below:</b></p> <p><a href="#">United Nations Cambodia SDGs</a></p> <p><a href="#">Cambodia SDGs in Khmer Version</a></p>








How much impact can the company's IB activities improve the living standards of the BoP community based on the Cambodia Sustainable Development Goals (CSDGs).




Please put the sub-goals references applicable to you. Sub-Goals reflect more specific goals that a company can align its IB activities to.

Please refer the links for further information:

[United Nations Cambodia SDGs](#)

[Cambodia SDGs in Khmer Version](#)

SDG Goals	Yes/ No/ N/A	Sub-Goals
 <b>Goal 1.</b> End poverty in all its forms everywhere		
 <b>Goal 2.</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture		
 <b>Goal 3.</b> Ensure healthy lives and promote well-being for all at all ages		
 <b>Goal 4.</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		
 <b>Goal 5.</b> Achieve gender equality and empower all women and girls		
 <b>Goal 6.</b> Ensure availability and sustainable management of water and sanitation for all		
 <b>Goal 7.</b> Ensure access to affordable, reliable, sustainable, and modern energy for all		

	<b>Goal 8.</b> Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.		
	<b>Goal 9.</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		
	<b>Goal 10.</b> Reduce inequality within and among countries		
	<b>Goal 11.</b> Make cities and human settlements inclusive, safe, resilient, and sustainable		
	<b>Goal 12.</b> Ensure sustainable consumption and production patterns		
	<b>Goal 13.</b> Take urgent action to combat climate change and its impacts?		
	<b>Goal 14.</b> Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.		
	<b>Goal 15.</b> Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		
	<b>Goal 16.</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels		
	<b>Goal 17.</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development		

**For the specific SDGs your company has selected, do you have a baseline to measure the impact on the quality of life of the BoP community you are engaging with?**

Yes  No  More clarification needed

**Related to the SDGs selected, how is the IB activity improving and increasing the quality of life of the BoP community? (e.g.: providing more income to smallholder farmers, providing clean water to the community)**

**What strategies in your IB line would need to be implemented to achieve the selected SDGs? (e.g.: for SDG 5: Gender equality – Partner with an NGO focused on women empowerment to provide training opportunity for**

women to get trained in farming techniques at a convenient time when they are not dealing with household chores.)

## ANNEX 3: Resources & Complementary Tools

BUSINESS OPERATIONS BUILDING BLOCKS		
RESOURCE & TOOL RECOMMENDED	DESCRIPTION	HOW TO USE IT & CASE STUDIES
<a href="#">Developing And Scaling Inclusive Business Models</a> iBAN, 2022	The e-learning course "Developing and Scaling Inclusive Business models" is designed for multiple actors from the inclusive business (IB) ecosystem, especially companies and intermediaries. It explains the Inclusive Business Features, maps the IB ecosystem, and provides a treasure chest of practical tools for intra- and entrepreneurs. All the tools have been developed by established innovators from the IB ecosystem. They can be used to expand and transform companies by integrating the base of the pyramid into their business models.	<ul style="list-style-type: none"> <li>• The course has no start or end date. You can complete it at your own pace.</li> <li>• The modules take between 15 and 120 minutes each.</li> <li>• You can choose how deep to dive into the individual content areas.</li> <li>• When you have completed the final quiz, you will obtain a personalised certificate.</li> </ul>
<a href="#">Canvas Logic Model Framework Social Impact Toolbox</a> , 2022	Canva Logic Model Framework to use and develop in your own IB model.	<ul style="list-style-type: none"> <li>• Canva Framework</li> </ul>
<a href="#">Small Business Sustainability Toolkit</a> RJC, 2021	Beyond CSR: Immediate actions you can take as a small business owner to help tackle environmental and social challenges, and contribute to the 17 Sustainable Development Goals (SDGs)	<ul style="list-style-type: none"> <li>• What is CSR and why implement it?</li> <li>• Benefits and challenges of implementing CSR</li> <li>• CSR strategy</li> <li>• Create a CSR policy</li> <li>• Incorporate CSR into your organisational practices</li> <li>• Tools and resources</li> </ul>
<a href="#">Leveraging Inclusive Business Models To Support The Base Of The Pyramid During Covid-19</a> IFC, 2020	Inclusive businesses that expand access to goods, services and livelihoods for these people are responding to the crisis by reorienting and adapting its inclusive business models and operations. This note highlights seven actions that companies are taking to address needs at the base of the pyramid. We present their actions here as examples of what other companies could do in response to the needs of those at the bottom of the pyramid in the context of the pandemic.	<ul style="list-style-type: none"> <li>• Reorient Community-based Staff and Grassroots Communication Methods</li> <li>• Leverage Existing Tech-based Information Channels</li> <li>• Adopt Alternative Distribution Channels</li> <li>• Adjust Pricing and Payment Models</li> <li>• Case Studies:</li> <li>• Inclusive Business Examples JK Organisation</li> <li>• DCM Shriram Limited</li> <li>• Ecofiltro</li> </ul>
<a href="#">The Sustainable Development Goals (SDGs) And Inclusive Business Maturity Toolkit</a> UNDP, 2019	This toolkit was designed as a practical reference for business leaders as they seek to best position their companies for future success in the context of the SDGs. With considerations tailored to each company's level of experience with inclusive business, the content is broadly applicable across	<ul style="list-style-type: none"> <li>• Practical insights for future success in the context of the SDGs.</li> <li>• Understand each step of the inclusive business process.</li> </ul>

	the private sector. It also offers implications for actors seeking to design a more inclusive global ecosystem. Governments and social sector organizations can use this content to help support business leaders in developing inclusive businesses.	<ul style="list-style-type: none"> <li>Analyse and understand the maturity level.</li> </ul>
<a href="#">A Guide To Inclusive Business GlobalCAD- iBAN, 2018</a>	This report was commissioned by the Inclusive Business Action Network (IBAN). IBAN is a multi-stakeholder network, promoting inclusive business globally and supporting the scale and replication of inclusive business models. It engages with all different types of stakeholders and 'connects the dots' between the vast number of businesses, existing initiatives, networks, investors, and other actors from the global inclusive business community. To enable successful business models and partnerships, IBAN creates and shares market insights as well as best practices, and brings together relevant parties by offering peer-learning, networking, and information spaces.	<ul style="list-style-type: none"> <li>Making the Case for the FMCG Industry</li> <li>at the Base of the Pyramid (BoP)</li> <li>Understanding the Context: value chain and main IB strategies.</li> <li>A Step-by-Step Approach to Developing Your Inclusive Business Model</li> <li>Overview on Case Studies (all sectors and regions)</li> </ul>
<a href="#">The Complete Mentoring Program Toolkit Mentorloop, 2017</a>	The following sections of this toolkit are intended to provide with many of the tools that will need to start and run a mentoring program for organisations. Many of the tools that you can use to empower your people and organisation to improve through the proven benefits of mentoring	<ul style="list-style-type: none"> <li>Mentoring Program Checklist</li> <li>Mentoring Program Tip-sheet</li> <li>Mentor-mentee Matching Questionnaire</li> <li>Proven Mentoring Content &amp; Resources</li> <li>Mentoring Program Proposal Framework</li> </ul>

## VALUE CHAIN BUILDING BLOCKS

RESOURCE & TOOL RECOMMENDED	DESCRIPTION	HOW TO USE IT & CASE STUDIES
<a href="#">Trainers Manual &amp; Toolkit: Evaluating Inclusive Business Models In Agribusiness And Linking Smallholders To Markets Ciat - Cgiar, 2022</a>	LINK can help your business facilitate a systematic learning process between actors from a selected value chain, and discover new opportunities for innovation, based on the application of a participatory toolkit, with four main tools: Used to understand the macro context of markets and the businesses which link rural producers with buyers. Used to understand in more detail each business which links rural producers with buyers. Used to determine whether each business which links rural producers with buyers is truly inclusive.	<ul style="list-style-type: none"> <li>IB Roadmap</li> <li>Value Chain Map</li> <li>The business model canvas</li> <li>The New Business Model principles</li> <li>Assessment</li> <li>The prototype cycle</li> <li>Guidelines for INTERVIEWING</li> </ul>
<a href="#">An Inclusive Sourcing Journey Business For Inclusive Growth, 2021</a>	This document aims at (1) building a common definition and ambition for "Inclusive Sourcing", and (2) sharing a "user guide" providing concrete operational advice on how to begin/construct an Inclusive Sourcing strategy.	<ul style="list-style-type: none"> <li>Assess current state of your value chain.</li> <li>Set overall ambition and main objectives</li> <li>KPIs proposal to monitor means and ends</li> <li>Outline a high-level business case for Inclusive Sourcing</li> <li>Build commitment from your top management</li> <li>Build a multi-functional project team</li> <li>Business case</li> <li>Strategic suppliers</li> </ul>

<a href="#">Value Chain Toolkit CRS, 2022</a>	<p>The Value chain tool kit provides methods to support male and female farmers in the “Build to Grow to Prosper” phases of the CRS Pathway to Prosperity. Through this work CRS is striving to achieve industry leadership in value chain service delivery and influence that is gender-sensitive. Value chain programming is now synonymous with agricultural development and CRS aims to adopt this approach across our project portfolio. The value chain approach builds on many years of work with farming communities across the world and this guide has been developed to provide greater consistency in theoretical framework and program execution.</p>	<ul style="list-style-type: none"> <li>• Introduction to Value Chain</li> <li>• Tools for Value Chain Scoping</li> <li>• Market Assessment</li> <li>• Value chain strategies</li> <li>• Finance</li> <li>• Governance and partnerships</li> <li>• Farmer entrepreneurships case studies</li> <li>• Private sector engagement</li> <li>• Enabling Policies</li> </ul>
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**IMPACT MEASUREMENT BUILDING BLOCKS**

RESOURCE & TOOL RECOMMENDED	DESCRIPTION	HOW TO USE IT & CASE STUDIES
<a href="#">Learn More About Evaluating Social Impact SOCIAL IMPACT TOOLBOX, 2022</a>	<p>Social impact is the sum effect of any intervention or program implemented to address social disadvantage.</p> <p>Impact, in general, is the longer-term social effects or consequences achieved through the strategies and activities, outputs and outcomes of an intervention, program or organisation. Impact may be positive or negative, intended or unintended, and may occur directly or indirectly. It may not be possible to directly attribute impact to an intervention, program or organisation, however it may be possible and relevant to build a compelling argument for contribution towards an impact through a combination of direct and indirect evidence.</p>	<ul style="list-style-type: none"> <li>• Theory of Change Template</li> <li>• Logic Model Explainer</li> <li>• Logic Model Worksheet (A3)</li> <li>• Evaluation Framework Explainer</li> <li>• Evaluation Framework Worksheet (A3)</li> <li>• </li> </ul>
<a href="#">A Blue Print For Green Workfoce Transformation Deloitte, 2022</a>	<p>The toolkit was developed and enriched by insights gathered from roundtables, interviews and surveys provided by a wide range of sustainability professionals across public and private sectors. The intention, through the toolkit, is to give organisations practical ideas, tools and options to explore further in their organisational context, which could inspire and drive a green skills transition</p>	<ul style="list-style-type: none"> <li>• Maturity matrix</li> <li>• Blueprint of a model organisation</li> <li>• Private sector model organisation</li> <li>• Public sector model organisation</li> <li>• Organisational blockers and enablers</li> </ul>
<a href="#">The Programme And Project Partners - Social Impact Toolkit GOVERNMENT UK, 2021</a>	<p>This Social Impact Toolkit is designed to help The Programme and Project Partners supply chain partners understand what social impact is, why it is important, how to embed it into the procurement process and how they can support positive changes in the community.</p>	<ul style="list-style-type: none"> <li>• Social impact key performance indicators</li> <li>• What is Timebank?</li> <li>• Case Study - The Programme and Project Partnership Internship Scheme</li> <li>• Case study – Bedrock</li> <li>• Case study – Primary Business Partnership</li> <li>• Social impact commitment</li> <li>• </li> </ul>
<a href="#">Green And Inclusive Business Toolbox GIZ, 2019</a>	<p>The international community is focusing ever-greater attention on green and inclusive business (GIB) models. But, while their relevance for solving social and environmental solutions is increasingly accepted, the question of how to support GIB models in development cooperation programmes is less clear. This Green and Inclusive Business</p>	<ul style="list-style-type: none"> <li>• Mapping the Green and Inclusive Business Ecosystem</li> <li>• Green Entrepreneurship Academy</li> <li>• Business Skills Training for BoP-Entrepreneurs</li> <li>• Enterprise Adaptation to Climate Change</li> </ul>

	Toolbox attempts to provide some options to tackle this issue.	<ul style="list-style-type: none"> <li>• Local Approach to Supporting Green Businesses</li> <li>• Inclusive Business Policy Development Programme</li> <li>• Value Chain Selection</li> <li>• Economic, Environmental, Social and Institutional Criteria</li> </ul>
<a href="#">Sustainable Business Toolkit</a> Eastsuffolk, 2019	This Sustainable Business Toolkit aims to support your business to quickly and efficiently reduce its environmental impacts across all areas and take positive action towards becoming one of the growing number of environmentally sustainable businesses working across East Suffolk. • Energy Efficiency and Renewables • Sustainable Transport • Waste Minimisation • Recycling • Pollution Prevention • Water Efficiency • Biodiversity • Sustainable Procurement	<ul style="list-style-type: none"> <li>• Sustainable Business Toolkit</li> <li>• Complete sustainability assessment for companies</li> </ul>
<a href="#">Green Business Toolkit</a> UAE, 2018	The UAE Green Business Toolkit is intended to inspire all types and sizes of businesses across for taking the first important step to make them eco-friendlier and socially responsible. A green business can contribute to fulfilling the national and global agenda such as the UAE Vision 2021, the UAE Green Agenda 2030, and the National Climate Change Plan 2050, as well as the Sustainable Development Goals (SDGs) of the United Nations.	<ul style="list-style-type: none"> <li>• Green Office</li> <li>• Green Procurement</li> <li>• Green Products</li> </ul>
<a href="#">The Green Mentor Toolkit</a> <a href="#">European Commission, 2015</a>	This project aims to design and develop innovative VET contents and products to encourage the new professional profile of Mentor for Green Entrepreneurs, identifying and developing the competences, methodologies and tools that Mentors for Green Entrepreneurs require to effectively support green entrepreneurship in Europe through VET	<ul style="list-style-type: none"> <li>• Providing useful tools and methods for mentoring</li> <li>• The ToolKit helps to create the framework for the Green Mentoring Relationship.</li> <li>• Practical tools (templates and exercises)</li> <li>• Intended for Green Mentors (or future ones) it is also useful material for mentee.</li> </ul>



## Inclusive Business Action Network (iBAN)

The Inclusive Business Action Network (iBAN) is a global initiative supporting the scaling and replication of inclusive business models. Through its strategic approach iBAN supports companies with tailor-made investment readiness programmes and develops national inclusive business policy strategies with policymakers. On a global level iBAN manages the largest online knowledge platform ([www.inclusivebusiness.net](http://www.inclusivebusiness.net)) on inclusive business. iBAN creates a space where evidence-based knowledge transforms into learning and new partnerships. With its focus on promoting the upscale of inclusive business models and consequently improving the lives of the poor, iBAN is actively contributing to the achievement of the United Nations Sustainable Development Goals. iBAN is funded by the German Federal Ministry for Economic Cooperation and Development. It is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. An earlier phase of this project (01/2017 – 12/2021) was supported by the European Union.

- <https://www.inclusivebusiness.net>



## Emerging Markets Consulting (EMC)

Emerging Markets Consulting is a locally based consulting firm bringing best practices to both the private and development sectors in the Mekong Region. With 12+ years uninterrupted service, 350 projects completed and a permanent staff committed to living and working in the region, EMC is entirely invested in your success, and uniquely able to support your long term growth.

- <https://emc-consulting.asia>



## GlobalCAD - The Centre of Partnerships for Development

GlobalCAD is an international consulting firm with more than 15 years of experience leading projects with high social, economic and environmental impact. It constitutes a global network of experts on sustainable and inclusive development. They organize their strategies based on partnerships, offering holistic and transformative solutions that respond to multiple global challenges. These services include research, strategic advice, technical support, training and capacity building in the areas of cross-sector partnerships, inclusive business and private sector development, green economy, climate change adaptation and mitigation, and gender equality.

- <https://globalcad.org/en>

The Inclusive Business Coaching and Mentoring Guide (iB-CM) was produced by Global CAD and EMC and funded by iBAN.

