

# 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 3



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## Background

Tool 3 “Deep Dive on 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) entrepreneurs. Besides Tool 3, 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 2 “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 4 “Inclusive Business Mentoring”** – A tool to identify the areas of a company with the greatest potential for Inclusive Business and to formulate a transformation strategy.
- **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.

## How to use this Tool?

The consultant completes each section of the tool in one-one meetings with a company. This may require 2 to 3 meetings with a company to identify and evaluate all the relevant information. There are 3rd sections in this tool each identifying the **Objective** of the section and also the **Outcomes** the consultant is expected to assess and identify. The sections are as follows:

**Section 1: Understanding the IB transformation challenges:** This section aims to understand the types of potential IB transformations and the methodological approach that these transformations require.

**Section 2: Enhancing IB Transformation in your business:** Section two contains the necessary tools to carry out transformations in the 3 most important areas of IBs:

1. **Transformations by Business Operations:** strengthening the commercial viability of the company
2. **Transformations through the Value Chain:** Strengthening the IB dimensions of the company through its business processes
3. **Transformations through Impact Measurement:** Improving the way the company measures its impact at the base of the pyramid

**Section 3: Designing an IB transformational Plan:** In this section you will find a powerful tool to synthesize and propose concrete building blocks that allow companies to transform into IBs. The design of the action plan should serve as a final study of the data provided by both Tool 2 and Tool 3. This analysis also makes it possible to visualize in prospective and in-depth terms the capacity to positively impact the communities of the BoP, organizing and systematizing a lasting process and viable strategy.

## Objective of Deep Dive on Inclusive Business Transformation Tool

The objective of the IB Deep Dive Analysis for IB Transformation is to provide business consultants with a tool for in-depth analysis of the potential strategies that companies can carry out to develop IB models. With these detailed analysis resources, consultants can support companies in the transformation areas they have selected with the implementation of Tool 2 of this guide. Tool 3 is not intended for mentoring start-ups, but should be used for established companies (medium and large and also smaller, but not micro-businesses).

## Who is the Tool for?

Tool 3, like Tool 2, is intended for business consultants that want to learn how to coach IB. This tool continues the coaching process started in Tool 2, deepening the potential of companies that want to become IBs or improve their IB models. In this way, this coaching tool enhances the possibilities for companies and

entrepreneurs to have a positive impact on the quality of life and the level of income of the BoP. That is why, with tool 3, business consultants will be able to help companies and entrepreneurs to achieve the transformation of the IB.

## Deep Dive on inclusive Business Transformation

### SECTION ONE: Understanding the IB Transformation Challenges



#### Note to Consultants

This Tool 3 is part of the IB C-M Guide, which aims to present a series of tools that are meant to help consultants promote an IB transformation process in companies. If **Tool 1** is an Inclusive Business (IB) Readiness Assessment in the form of a quick assessment to see whether a business line would qualify as or can be transformed into a potential IB; **Tool 2** aims to identify the Inclusive Business potential of a company, identify core transformation opportunities on three specific building blocks: its business operations, its value chain activities and its impact measurement framework. The final outputs of Tool 2 are a transformation action plan with the definition of opportunities identified where the company can benefit itself to become a better IB company.

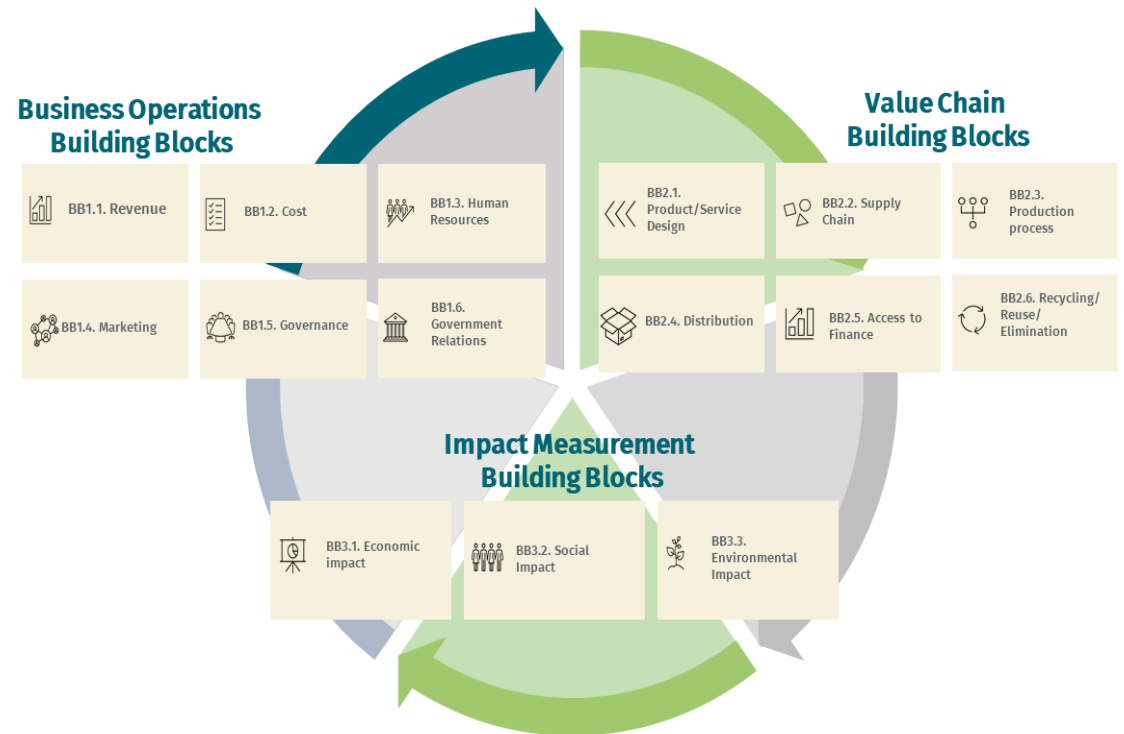
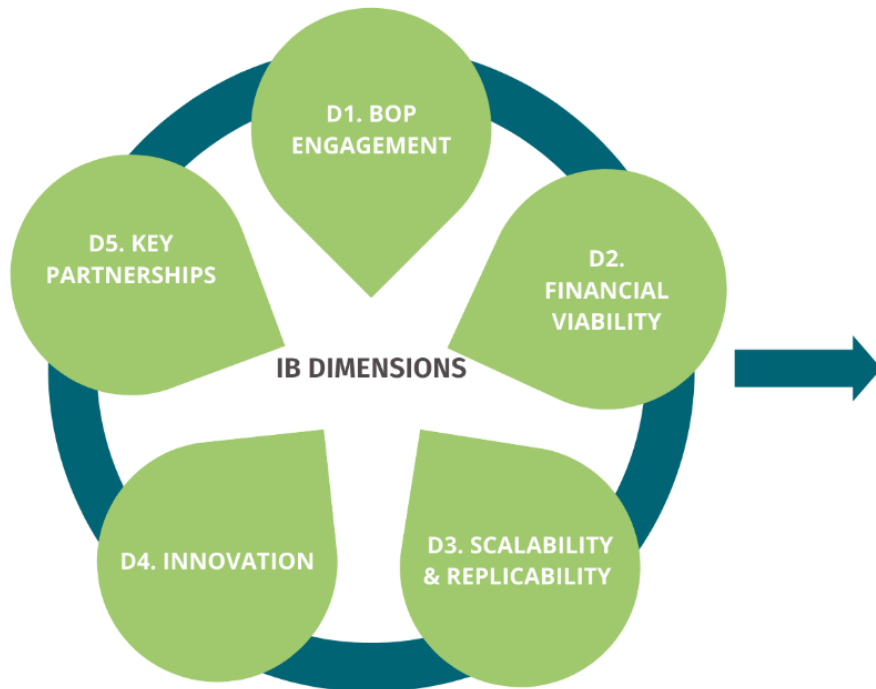
Against this background, this **Tool 3** provides more in-depth resources to delve into the main levers of business transformation, so that consultants can use it as a tool to help companies excel in their selected transformation areas. To do this, companies will be able to formulate an action plan for the transformation using the guidelines and tools of the IB models. Therefore, the **objective** of the IB Deep Dive Analysis for IB Transformation is to provide business consultants with a tool for in-depth analysis of potential strategies that companies can carry out to develop inclusive business models. With these detailed analysis resources, consultants can help companies improve the transformation areas they have selected with the implementation of Tool 2.

In this context, this **Tool 3** provides more in-depth resources to deep dive in the main levers of transformation of a company, so consultants can use it as a tool to help companies excel on transformation areas that have been selected by them.

As mentioned in the Tool 2 conceptual framework, the most important aspect to take into consideration is to know where companies are and where they want to be, thus, what kind of transformation is the company looking to do. These are the most common options:

- From mainstream Business to Inclusive Business-Mainstream 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

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



## IB Dimensions

### D1. BoP Engagement

The main objective of the IB is to improve income and livelihood opportunities or better access to relevant and affordable goods and services for the BoP. An IB engages the BoP in its core business, through value chain engagement strategies as suppliers, distributors, retailers, employees or customers in a way that seeks to generate a net positive social impact.

### D2. Financial Viability

Companies cannot function without financial viability. IB companies are no exception. To involve the BoP and improve social impact, it is mandatory to produce enough benefits to cover the cost structure and be able to reinvest in IB models. Financial viability model should help the IB companies to:

- Plan future income and expenses based on historical data and predictions of external market factors.
- Identify the amount of funds that the IB strategy needs to carry out its operations in the next 3 to 5 years.
- Identify sources of funds (debt, equity, etc.).
- Design policies for proper use and administration of funds.

### D3. Scalability & Replicability

To achieve the IB transformation of companies, it is important to gain scale. The logic behind this is that if the business grows, the ability to generate a net positive social impact increases.

### D4. Innovation

Innovation helps to gain scalability and enhance commitment to the BoP. Through mobile technologies, IB companies can engage the BoP where traditional infrastructure normally fails.

### D5. Key Partnerships

Partnerships can play an essential part in helping IB companies to scale. To achieve efficient partnerships, it is important to elaborate a strategic plan with organizations that will give the IB companies access to knowledge, skills, networks, resources and systems their companies don't have to operate optimally. Partnerships are key drivers in the following key areas:

- Reaching the BoP in a more efficient and effective manner
- Establish pollination of innovative methods and models across sectors and stakeholder groups
- Ensuring stable and holistic ecosystems to address the biggest challenges

## SECTION TWO: Enhancing IB Transformation Through your Business Operations

### 2.1 TRANSFORMATION THROUGH BUSINESS OPERATIONS: Strengthening the Commercial Viability of the Company

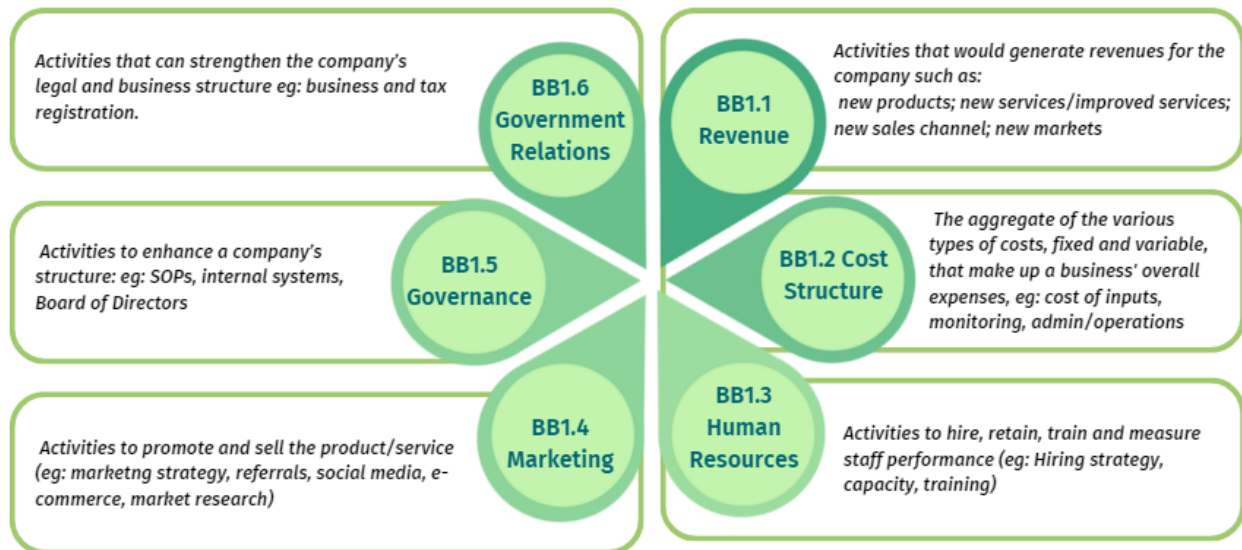
#### Contextual introduction

Gaining scale is often the route to business success. The main limitations when it comes to achieving scalability of IBs have to do with the following aspects:

- Difficulty of selling their products or services.
- The inclusive line of business requires intensive labour for which the costs are high.
- External social, political and economic factors that limit the capacity of the target market.
- Problems obtaining funds and financing.
- Lack of necessary infrastructure.
- Lack of strategic planning to seek growth.
- Low economies of scale in the business sector.

If profit margins are low, economies of scale are needed. To grow and overcome business difficulties, investment in innovation is a necessary investment. Likewise, businesses must adapt as they reach scale, redesigning their commercial strategy.

## Building Operations Building Blocks



### Note to Consultants

#### OBJECTIVE

Questions you need to address to define the company's upscale strategy:

1. What scale does the IB model require to be commercially and financial viability?
2. What scale does the IB model require to reach a higher number of low-income individuals?
3. What scale does the IB model require to be attractive to impact investors?
4. Would scaling need to be done alone or in partnerships? And if so with which partners?

## IB TRANSFORMATION MATRIX

BUSINESS OPERATIONS BUILDING BLOCKS	IB DIMENSION CONSIDERATIONS FOR THE IB TRANSFORMATION ACTION PLAN	TRANSFORMATION GOALS & CORE ACTIVITIES TO IMPLEMENT
<b>BB1.1 - Revenue Activities (IB)</b>	<p><b>BoP Engagement:</b> Is there a way of engaging the BoP further in the commercial process?</p> <p><b>Financial Viability:</b> Consider if the IB model is viable from an economic point of view. Try to conduct a brief financial viability analysis by asking companies to provide the following information:</p> <p>Provide your balance sheet, your profit &amp; loss statement and your cash flow statement</p> <p>Provide your balance sheet forecast for the next three years</p> <p>Analyze the EBITDA and discuss with the company what would be the break-even strategy in the near future</p> <p><b>Scalability &amp; Replicability:</b> Can the company grow commercially? How it can reach a higher number of low-income people?</p> <p><b>Innovation:</b> Are there any new technologies or services to enhance revenue generation?</p>	<p><b>Define the main transformation goal of this building block</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

	<p><b>Key partnerships:</b> Should the company scale alone or through partnerships? To know that, the company should develop a "Capacity Assessment and Partnership Needs Identification":</p> <ul style="list-style-type: none"> <li>• Carry out an impartial identification of the unique strengths of the Inclusive Business</li> <li>• Assess critical capability gaps: Identify disconnects between the capabilities the impact-driven business has and the capabilities the impact-driven business needs to successfully achieve its social mission</li> </ul>	
<p><b>BB1.2 - Cost Structure</b></p>	<p><b>BoP Engagement:</b> What role can the BoP play reducing costs of the business model?</p> <p><b>Financial Viability:</b> Consider if there are any ways to engage the BoP in reducing the cost structures of the business model.</p> <p><b>Scalability &amp; Replicability:</b> What would need to change in the cost structure in a way it enhances the BoP and promotes scale of the business?</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>



	<p><b>Innovation:</b> Are there any innovations that could enhance the cost structure of the business?</p> <p><b>Key partnerships:</b> Can the company engage partners in reducing cost structures?</p>	
<p><b>BB1.3 - Human Resources</b></p>	<p><b>BoP Engagement:</b> Consider to what degree the company can engage the BoP as staff, whether direct or indirectly.</p> <p><b>Financial Viability:</b> Are HR needs properly addressed in the business model (clear roles &amp; financial resources to cover them)?</p> <p><b>Scalability &amp; Replicability:</b> What role can HR play in scaling up the IB business model?</p> <p><b>Innovation:</b> Does the company need to increase the current knowledge level of staff on how to reach the BoP?</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

	<p><b>Key partnerships:</b> Can the company engage partners to enhance its HR needs for IB transformation?</p>	
<p><b>BB1.4 - Marketing</b></p>	<p><b>BoP Engagement:</b> Develop a marketing and communication strategy targeting the BoP</p> <p><b>Financial Viability:</b> Consider how the marketing strategy should change to enhance revenues and reach the BoP in a more efficient manner.</p> <p><b>Scalability &amp; Replicability:</b> What would be the marketing needs in order to scale and replicate the IB business model?  Make sure that the IB has a relevant plan to take products/services to market to gain scalability and replicability. Ensure that this plan clearly specifies:</p> <ul style="list-style-type: none"> <li>• The products/services to be offered and their associated value proposition to the target customers</li> <li>• The prices intended to be set for retail, wholesale and direct sales</li> <li>• Where the products/ services will be sold and how distributor relationships will be established.</li> <li>• The strategies to build brand awareness and communicate the product/service values to the customers. Dealing with BoP customers/ beneficiaries on this is very tough!</li> </ul> <p><b>Innovation:</b> What innovations are needed to improve marketing activities accordingly?</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

	<p><b>Key partnerships:</b> Consider whether partnerships can play a catalytic role to promote the company's products or services.</p>	
<p><b>BB1.5 - Governance</b></p>	<p><b>BoP Engagement:</b> How can the BoP be represented and taken into account in the governance structure</p> <p><b>Financial Viability:</b> Are there mechanisms in the governance structure to monitor and improve the financial viability of the company?</p> <p><b>Scalability &amp; Replicability:</b> Are there any changes the company should adopt in its governance structure in order to enhance scalability?</p> <p><b>Innovation:</b> What innovations can be considered to improve the governance structure?</p> <p><b>Key partnerships:</b> Consider whether partnerships can play a catalytic role to promote the company's products or services.</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

**BB1.6 -  
Government  
Relations**

**BoP Engagement:** Consider whether the current relationships with the government and public institutions are appropriate to engage the BoP community effectively.

**Financial Viability:** Review government initiatives that can improve the company's financial viability.

**Scalability & Replicability:** Identify whether there are government programmes that can enhance scalability of the company.

**Innovation:** Are there innovative ways to engage with the government to enhance the engagement and impact of the BoP?

**Key partnerships:** Consider whether partnerships can improve government relations.

**Define the main transformation goal of this building block:**

**Define the list of activities to achieve this goal considering the IB Dimensions:**

**Activity 1:**

**Activity 2:**

**Activity 3:**

## ACTION PLAN FOR BUSINESS OPERATIONS

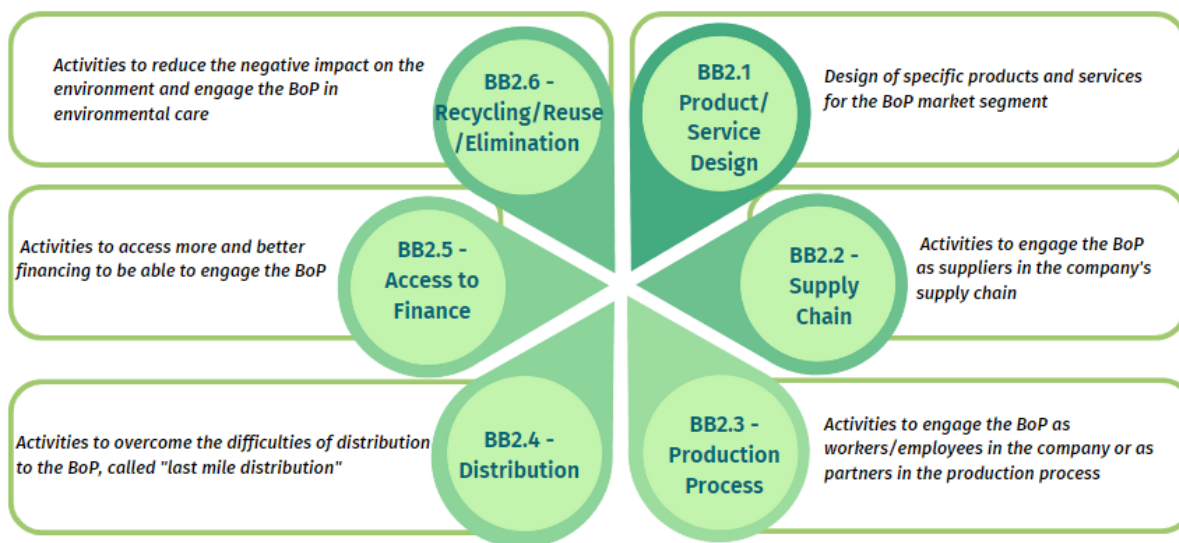
BUSINESS OPERATIONS BUILDING BLOCKS	IB TRANSFORMATION GOALS	CORE ACTIVITIES FOR IB TRANSFORMATION	KEY PERFORMANCE INDICATORS (KPIs)	TIME FRAME FOR IMPLEMENTATION	ESTIMATED BUDGET / RESOURCES
<b>BB1.1 - Revenue Activities (IB)</b>	Main transformation goal to achieve	Activity 1:  Activity 2:  Activity 3:	KPI 1:  KPI 2:  KPI 3:	month/year  to month/year	
<b>BB1.2 - Cost Structure</b>	Main transformation goal to achieve	Activity 1:  Activity 2:  Activity 3:	KPI 1:  KPI 2:  KPI 3:	month/year  to month/year	

<b>BB1.3 - Human Resources</b>	Main transformation goal to achieve	Activity 1:  Activity 2:  Activity 3:	KPI 1:  KPI 2:  KPI 3:	month/year to month/year	
<b>BB1.4 - Marketing</b>	Main transformation goal to achieve	Activity 1:  Activity 2:  Activity 3:	KPI 1:  KPI 2:  KPI 3:	month/year to month/year	
<b>BB1.5 - Governance</b>	Main transformation goal to achieve	Activity 1:  Activity 2:	KPI 1:  KPI 2:	month/year to month/year	

		Activity 3:	KPI 3:		
BB1.6 - Government Relations	Main transformation goal to achieve	Activity 1:  Activity 2:  Activity 3:	KPI 1:  KPI 2:  KPI 3:	month/year  to month/year	

## 2.2 TRANSFORMATION THROUGH THE VALUE CHAIN: Strengthening the IB building blocks of the company through its value chain

### Value Chain Building Blocks



#### Note to Consultants

<b>OBJECTIVE</b>	<b>To improve product &amp; service design for better IB impact in the company's value chain.</b>
<b>OUTCOME</b>	<ul style="list-style-type: none"> <li>• You can use a matrix table below to develop a company's IB transformational impact on its value chain activities.</li> <li>• Ensure you understand the needs, aspirations, barriers, and motivators of everyone involved, specifically of the low-income communities</li> <li>• Engage with your team exploring multiple ideas to improve the products and services, and test them quickly, through simple prototypes, to arrive at a desirable and feasible solution that fulfils low-income communities.</li> <li>• Incorporate adaptations that aim to achieve a viable business model that successfully delivers the product or service to customers in a sustainable manner.</li> <li>• Develop an ecosystem analysis of suppliers, distributors and key stakeholders engaged through the different phases of the supply and production phases of the company.</li> <li>• Define the target customers that are in challenging markets and hard to access.</li> <li>• Develop proactive partnerships with NGOs, distributors and micro-entrepreneurs to increase the distribution outreach.</li> </ul>



## IB TRANSFORMATION MATRIX

VALUE CHAIN BUILDING BLOCKS	IB DIMENSION CONSIDERATIONS FOR THE IB TRANSFORMATION ACTION PLAN	TRANSFORMATION GOALS & CORE ACTIVITIES TO IMPLEMENT
<b>BB2.1 - Product/Service Design</b>	<p><b>BoP Engagement:</b> Consider if current products or services design can be adapted to enhance BoP engagement.</p> <p><b>Financial Viability:</b> How can adapting the product/service design improve the financial viability of the company?</p> <p><b>Scalability &amp; Replicability:</b> Is the product/service ready to scale and be replicated? Will it need adaptations?</p> <p><b>Innovation:</b> Identify any potential innovations that can improve the design of products and services in a way that is more suitable for communities at the BoP.</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

	<p><b>Key partnerships:</b> Who are the most suited partners to get engaged with the company and improve its product/service design so its model becomes more inclusive?</p>	
<p><b>BB2.2 - Suppliers &amp; Supply Chain</b></p>	<p><b>BoP Engagement:</b> Undertake a value chain analysis to discover opportunities to engage the BoP as supplier, distributor or retailer.</p> <p><b>Financial Viability:</b> How can the supply chain become more financial viable by engaging the BoP?</p> <p><b>Scalability &amp; Replicability:</b> What are the main adaptations the supply chain has to undergo to scale and be fit for replication?</p> <p><b>Innovation:</b> Find out if there are any innovations that can enhance the supply chain.</p> <p><b>Key partnerships:</b> Identify the potential organizations that could become strategic partners to improve the effectiveness of the supply chain:</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

	<ul style="list-style-type: none"> <li>• Based on the assessment of the IB most unique resources, the IB company should identify what sort of organization might find value in those offerings.</li> <li>• Identify partners that would be able to deliver the capabilities that the impact-driven business need.</li> <li>• Find a partners where win-win synergy exists.</li> <li>• Make sure that the partner’s capabilities are complementary to the company’s.</li> <li>• Ensure that there will not be any conflicts of interest.</li> <li>• Define common missions and objectives.</li> <li>• Define the Scope of the Partnership.</li> <li>• Agree to the desired partnership results.</li> <li>• Be clear about expectations and accountability.</li> <li>• Clarify potential exit strategies.</li> </ul>	
<b>BB2.3 - Production Process</b>	<p><b>BoP Engagement:</b> Identify how the BoP engages or can engage in the production process.</p> <p><b>Financial Viability:</b> How can the production process become more financially viable engaging the BoP?</p> <p><b>Scalability &amp; Replicability:</b> Define what kind of adaptations in the production process will form the basis for the ability to scale and replicate.</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity3:</b></p>

	<p><b>Innovation:</b> Define what innovations could be applied in order to improve the production process.</p> <p><b>Key partnerships:</b> Can the production process improve by engaging new partners to scale and increase impact on the BoP?</p>	
<p><b>BB2.4 - Logistics/Distribution Management</b></p>	<p><b>BoP Engagement:</b> Identify to what extent can the BoP be engaged in the distribution process.</p> <p><b>Financial Viability:</b> How can the distribution process become more financially accessible engaging the BoP?</p> <p><b>Scalability &amp; Replicability:</b> Are there any logistical challenges that jeopardize accessing the last-mile or distribution needs for expansion?</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

	<p><b>Innovation:</b> What innovations can improve the distribution process?</p> <p><b>Key partnerships:</b> Identify strategic partners that can be engaged to facilitate more efficient and inclusive logistics.</p>	
<p><b>BB2.5 - Access to Finance</b></p>	<p><b>BoP Engagement:</b> Explore if engaging the BoP can improve the access to finance of the company by being able to receive impact investments.</p> <p><b>Financial Viability:</b> Define if the company has sufficient capital to finance its current needs and how much funds it will need in the coming years to implement its strategic plan.</p> <p><b>Scalability &amp; Replicability:</b> How can access to finance improve the scalability and replication of the IB model?</p> <p><b>Innovation:</b> Find out if there are any innovative ways to access finance.</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

	<p><b>Key partnerships:</b> Consider to what extent the company is effectively engaging partners to increase its access to finance strategy.</p>	
<p><b>BB2.6 - Recycling/Reuse/ Elimination of product waste or service activity</b></p>	<p><b>BoP Engagement:</b> Find out if there are any opportunities to engage the BoP in the recycling process.</p> <p><b>Financial Viability:</b> To what degree recycling strategies could generate new revenue opportunities for the company?</p> <p><b>Scalability &amp; Replicability:</b> How can closing-the-loop enhance a more sustainable replicability strategy?</p> <p><b>Innovation:</b> Find out if there are any innovations to reuse services or recycle product waste.</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

**Key partnerships:** Develop a partnership strategy to enhance the reuse/recycling strategy of the company



**Note to Consultants**

**OBJECTIVE** Help the company define the main IB transformation goal on each one of the core dimensions identified

**OUTCOME** Complete the Value Chain (see sample example below) with the company as follows:

1. Prioritize the core activities to implement
2. Assign core Key Performance Indicators (KPIs)
3. Define a clear timeframe for implementation
4. Estimate resources needed for the implementation

**ACTION PLAN FOR VALUE CHAIN**

VALUE CHAIN BUILDING BLOCKS	IB TRANSFORMATION GOALS	CORE ACTIVITIES FOR IB TRANSFORMATION	KEY PERFORMANCE INDICATORS (KPIs)	TIME FRAME FOR IMPLEMENTATION	ESTIMATED BUDGET / RESOURCES
BB2.1 - Product/Service Design	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year to month/year	

		Activity 2:	KPI 2:		
		Activity 3:	KPI 3:		
BB2.2 - Suppliers & Supply Chain	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year	
		Activity 2:	KPI 2:	to month/year	
		Activity 3:	KPI 3:		
BB2.3 - Production Process	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year	
		Activity 2:	KPI 2:	to month/year	

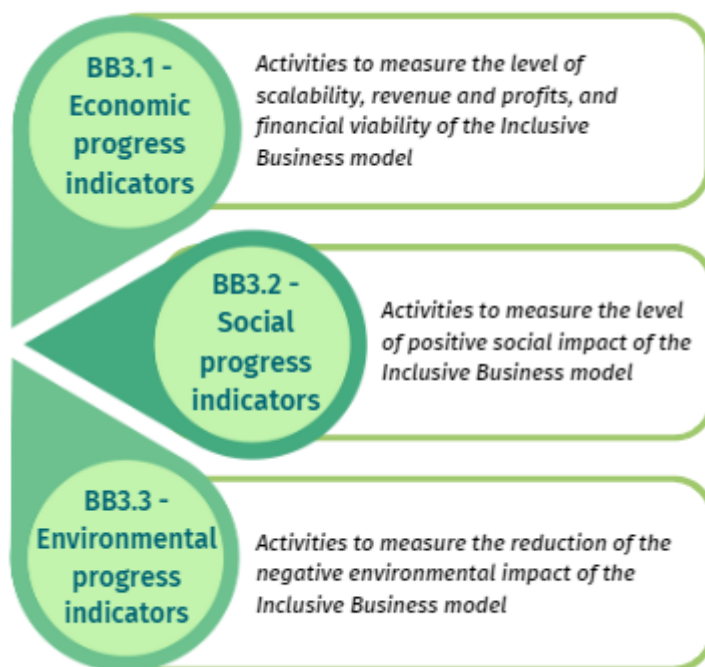


		Activity 3:	KPI 3:		
<b>BB2.4 - Logistics/Distribution Management</b>	Main transformation goal to achieve	Activity 1:  Activity 2:  Activity 3:	KPI 1:  KPI 2:  KPI 3:	month/year to month/year	
<b>BB2.5 - Access to Finance</b>	Main transformation goal to achieve	Activity 1:  Activity 2:  Activity 3:	KPI 1:  KPI 2:  KPI 3:	month/year to month/year	
<b>BB2.6 - Recycling/Reuse/ Elimination of</b>	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year	

<p>product waste or service activity</p>		<p>Activity 2:</p> <p>Activity 3:</p>	<p>KPI 2:</p> <p>KPI 3:</p>	<p>to month/year</p>	
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## 2.3 TRANSFORMATION THROUGH IMPACT MEASUREMENT: Improving how the company is measuring its BoP impact

### Impact Measurement Building Blocks



#### Note to Consultants

**OBJECTIVE** Identify the IB impact dimensions relevant to the company

**OUTCOME** The consultant uses the IB Impact Measurement Matrix table below to help the company define the main IB transformational goals on each one of the triple bottom line dimensions (economic, social & environment), using a series of key questions:

#### Step 1: Define IB Transformation Goal

1. Economic Progress Indicators
2. Social Progress Indicators
3. Environmental Progress indicators

#### Step 2: Evaluating the activities for the 3 main building blocks

The consultant analyses the economic, social and environmental progress of the company

1. **Economic:** Identify the main activities that produce increased income and are sources of decent employment for the BoP
2. **Social:** Identify the main activities that improve the quality of life of the BoP, eg: access to basic services such as health, education, housing and infrastructure improvement
3. **Environment:** Identify the main activities that generate negative environmental externalities and develop a reduction plan to mitigate the impact

#### Step 3: Complete the Action Plan

The consultant works in collaboration with the company to complete the action plan as follows:

1. Prioritizing the core activities to implement,
2. Assigning core KPIs,
3. Defining a coherent timeframe for implementation
4. Estimating the resources needed.
5. Designing an action plan to improve economic, social and environmental performance.

## IB TRANSFORMATION MATRIX

IB IMPACT MEASUREMENT BUILDING BLOCKS MATRIX TABLE	IB DIMENSION CONSIDERATIONS FOR THE IB TRANSFORMATION ACTION PLAN	TRANSFORMATION GOALS & CORE ACTIVITIES TO IMPLEMENT
<p><b>BB3.1 - Economic Progress Indicators</b></p>	<p><b>BoP Engagement:</b> Is the IB activity financially accessible? If not, when eg: 2 or 3 years?</p> <p><b>Financial Viability:</b> What percentage of revenues and profit come from the IB activity?</p> <p><b>Scalability &amp; Replicability:</b> What metrics does the company use to measure scalability?</p> <p><b>Innovation:</b> Are there any innovations (software, methodological techniques) that can enhance measuring the company's economic progress?</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

	<p><b>Key partnerships:</b> Does the company have any partners to assist in measuring impact?</p>	
<p><b>BB3.2 - Social Progress Indicators</b></p>	<p><b>BoP Engagement:</b> Find out if the company measures its impact in the BoP community? If yes, how often (monthly, quarterly, annually)?</p> <p><b>Financial Viability:</b> Help the company identify how they can monitor and evaluate social progress in an effective manner.</p> <p><b>Scalability &amp; Replicability:</b> What metrics can the company use to measure the scalability of social impact?</p> <p><b>Innovation:</b> Are there any innovations (software, methodological techniques) that can enhance measuring the company's social progress?</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

	<p><b>Key partnerships:</b> Which partners can the company work together with to improve quantifying social progress?</p>	
<p><b>BB3.3 - Environmental Progress Indicators</b></p>	<p><b>BoP Engagement:</b> Identify the linkages between the environmental impact the company generates and the BoP communities that are affected by it. Explore ways of quantifying it and addressing them.</p> <p><b>Financial Viability:</b> Find out if the company measures the environmental impact they are generating at the BoP and how they can do it more efficiently.</p> <p><b>Scalability &amp; Replicability:</b> What metrics can the company use to measure the scalability of environmental impact?  <b>Innovation:</b> Are there any innovations (software, methodological techniques) that can enhance measuring the company's environmental progress?</p> <p><b>Key partnerships:</b> Which partners can the company work together with to improve quantifying environmental progress?</p>	<p><b>Define the main transformation goal of this building block:</b></p> <p><b>Define the list of activities to achieve this goal considering the IB Dimensions:</b></p> <p><b>Activity 1:</b></p> <p><b>Activity 2:</b></p> <p><b>Activity 3:</b></p>

## ACTION PLAN FOR IMPACT MEASUREMENT

IMPROVING THE IMPACT MEASUREMENT BUILDING BLOCKS SYSTEM	IB TRANSFORMATION GOALS	CORE ACTIVITIES FOR IB TRANSFORMATION	KEY PERFORMANCE INDICATORS (KPIs)	TIME FRAME FOR IMPLEMENTATION	ESTIMATED BUDGET / RESOURCES
BB3.1 - Economic Progress Indicators	Main transformation goal to achieve	Activity 1:  Activity 2:  Activity 3:	KPI 1:  KPI 2:  KPI 3:	month/year  to month/year	•
BB3.2 - Social Progress Indicators	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year  to month/year	•

		<p>Activity 2:</p> <p>Activity 3:</p>	<p>KPI 2:</p> <p>KPI 3:</p>		
<p><b>BB3.3 - Environmental Progress Indicators</b></p>	<p>Main transformation goal to achieve</p>	<p>Activity 1:</p> <p>Activity 2:</p> <p>Activity 3:</p>	<p>KPI 1:</p> <p>KPI 2:</p> <p>KPI 3:</p>	<p>month/year</p> <p>to month/year</p>	<p>•</p>



### 3. Section Three: Designing the Transformation Action Plan



#### Note to Consultants

##### What is it?

The action plan should serve as a final study of the data provided by both Tool 2 and Tool 3. The action plan is divided into the three most important transformation building block categories of IB:

- Business operations building blocks
- The value chain building blocks
- Improvement of the impact measurement building blocks system

Each of these building block categories has been analysed in depth in Part One and Part Two of this Tool.

##### How it works?

The action plan is based on the following:

- The SWOT analysis and identification of possible actions, which is the result of Tool 2.
- The Action Plan must be completed step by step by the consultant in consultation with the company
- It is necessary to review the core activities, the main KPIs, the implementation schedule and the resources, previously estimated.
- Once all this has been reviewed, companies select those activities with the highest priority to be implemented and strategically propose activities, times, KPIs and resources that can be carried out effectively and efficiently in the short term.
- This analysis also makes it possible to visualize in prospective and profound terms the ability to positively impact BoP communities, organizing and systematizing a lasting and viable strategy capable of definitively transforming companies into IB

##### Why is it important?

It is a powerful tool to synthesize and propose concrete activities that allow companies to transform into IBs.

## STRUCTURING THE IB TRANSFORMATION ACTION PLAN (SAMPLE)

TRANSFORMATION BUILDING BLOCKS	IB TRANSFORMATION GOAL	CORE ACTIVITIES FOR IB TRANSFORMATION	KEY PERFORMANCE INDICATORS (KPIs)	TIME FRAME FOR IMPLEMENTATION	ESTIMATED BUDGET/ RESOURCES	
<b>BB1 - Business Operations Building Blocks</b>	<b>BB1.1.Revenue Activities (IB)</b>	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year	
			Activity 2:	KPI 2:	to month/year	
			Activity 3:	KPI 3:		
	<b>BB1.2.Cost Structure</b>	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year	
			Activity 2:	KPI 2:	to month/year	
			Activity 3:	KPI 3:		
	<b>BB1.3.Human Resources</b>	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year	
			Activity 2:	KPI 2:	to month/year	
			Activity 3:	KPI 3:		
	<b>BB1.4.Marketing</b>	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year	
			Activity 2:	KPI 2:	to month/year	
			Activity 3:	KPI 3:		
	<b>BB1.5.Governance</b>	Main transformation goal to achieve	Activity 1:	KPI 1:	month/year	
			Activity 2:	KPI 2:	to month/year	

			Activity 3:	KPI 3:		
	<b>BB1.6.Government Relations</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	KPI 1: KPI 2: KPI 3:	month/year to month/year	
<b>BB2 - Value Chain Building Blocks</b>	<b>BB2.1.Product/Service Design</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	KPI 1: KPI 2: KPI 3:	month/year to month/year	
	<b>BB2.2. Suppliers &amp; Supply Chain</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	KPI 1: KPI 2: KPI 3:	month/year to month/year	
	<b>BB2.3. Production Process</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	KPI 1: KPI 2: KPI 3:	month/year to month/year	
	<b>BB2.4.Logistics/Distribution Management</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	KPI 1: KPI 2: KPI 3:	month/year to month/year	

	<b>BB2.5. Access to Finance</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	<ul style="list-style-type: none"> <li>• KPI 1:</li> <li>• KPI 2:</li> <li>• KPI 3:</li> </ul>	<ul style="list-style-type: none"> <li>• month/year</li> <li>to month/year</li> </ul>	•
	<b>BB2.6. Recycling/Reuse/Elimination of product waste or service activity</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	<ul style="list-style-type: none"> <li>• KPI 1:</li> <li>• KPI 2:</li> <li>• KPI 3:</li> </ul>	<ul style="list-style-type: none"> <li>• month/year</li> <li>to month/year</li> </ul>	•
<b>BB3 - Improving the Impact Measurement Building Blocks System</b>	<b>BB3.1. Economic Progress Indicators</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	<ul style="list-style-type: none"> <li>• KPI 1:</li> <li>• KPI 2:</li> <li>• KPI 3:</li> </ul>	<ul style="list-style-type: none"> <li>• month/year</li> <li>to month/year</li> </ul>	•
	<b>BB3.2. Social Progress Indicators</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	<ul style="list-style-type: none"> <li>• KPI 1:</li> <li>• KPI 2:</li> <li>• KPI 3:</li> </ul>	<ul style="list-style-type: none"> <li>• month/year</li> <li>to month/year</li> </ul>	•
	<b>BB3.3. Environmental Progress Indicators</b>	Main transformation goal to achieve	Activity 1: Activity 2: Activity 3:	<ul style="list-style-type: none"> <li>• KPI 1:</li> <li>• KPI 2:</li> <li>• KPI 3:</li> </ul>	<ul style="list-style-type: none"> <li>• month/year</li> <li>to month/year</li> </ul>	•

## ANNEX

### 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 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>• Practical insights for future success in the context of the SDGs.</li> <li>• Understand each step of the inclusive business process.</li> <li>• Analyse and understand the maturity level.</li> </ul>

<p><a href="#">A Guide To Inclusive Business GlobalCAD- iBAN, 2018</a></p>	<p>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.</p>	<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> <li>•</li> <li>•</li> <li>•</li> </ul>
<p><a href="#">The Complete Mentoring Program Toolkit Mentorloop, 2017</a></p>	<p>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</p>	<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
<p><a href="#">Trainers Manual &amp; Toolkit: Evaluating Inclusive Business Models In Agribusiness And Linking Smallholders To Markets Ciat – Cgiar, 2022</a></p>	<p>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.</p>	<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 Assessment</li> <li>• The prototype cycle</li> <li>• Guidelines for INTERVIEWING</li> </ul>
<p><a href="#">An Inclusive Sourcing Journey Business For Inclusive Growth, 2021</a></p>	<p>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.</p>	<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>
<p><a href="#">Value Chain Toolkit CRS, 2022</a></p>	<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</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 entrepreneurs case studies</li> <li>• Private sector engagement</li> </ul>

	and this guide has been developed to provide greater consistency in theoretical framework and program execution.	<ul style="list-style-type: none"> <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</a> <a href="#">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><a href="#">Theory of Change Template</a></li> <li><a href="#">Logic Model Explainer</a></li> <li><a href="#">Logic Model Worksheet (A3)</a></li> <li><a href="#">Evaluation Framework Explainer</a></li> <li><a href="#">Evaluation Framework Worksheet (A3)</a></li> </ul>
<a href="#">A Blue Print For Green Workforce Transformation</a> <a href="#">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</a> <a href="#">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> </ul>
<a href="#">Green And Inclusive Business Toolbox</a> <a href="#">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 TOOLBOX ATTEMPTS TO PROVIDE SOME OPTIONS TO TACKLE THIS ISSUE.</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> <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> <a href="#">Eastsuffolk, 2019</a>	<p>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</p>	<ul style="list-style-type: none"> <li>Sustainable Business Toolkit</li> <li>Complete sustainability assessment for companies</li> </ul>

	EAST SUFFOLK. • ENERGY EFFICIENCY AND RENEWABLES • SUSTAINABLE TRANSPORT • WASTE MINIMISATION • RECYCLING • POLLUTION PREVENTION • WATER EFFICIENCY • BIODIVERSITY • SUSTAINABLE PROCUREMENT	
<u>Green Business Toolkit</u> 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>
<u>The Green Mentor Toolkit</u> <u>European Commission, 2015</u>	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.

