



INCLUSIVE BUSINESS AGENDA SWEDEN, 2015

A national research, innovation and action agenda
for inclusive business with the base of the pyramid



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2. Summary

The Base of the Pyramid (BoP) refers to the 4.5 billion individuals, primarily living in developing countries, whose annual per capita income is below \$3,000.

Inclusive business describes “a private sector approach to providing goods, services, and livelihoods on a commercially viable basis to people at the base of the pyramid by making them part of the value chain of companies’ core business as suppliers, distributors, retailers, or customers”¹. This approach represents a fast-growing **\$5 trillion business opportunity**², as well as a way for businesses to contribute to **global development goals**.

To support Sweden’s success in this high potential space, the *Inclusive Business Agenda* was developed to formulate a strategic research, innovation and action agenda for engaging Swedish organisations with the needs and opportunities of the BoP.

In setting the vision, we aim to address the significant needs of the BoP along with the significant potential for growth of the Swedish economy. Through this, we have set the vision of “co-creating inclusive business models for mutual benefit”.

We envision Swedish business playing a leading role in meeting the global challenges of poverty – enhancing agricultural productivity, enabling access to energy, water, sanitation, healthcare and communications, improving environmental sustainability, and creating jobs both at home and abroad – and that this is being done profitably. To provide a scaffolding for inclusive business models and co-creation, it is proposed that a concrete **supportive framework** is established incorporating knowledge management, collaborative innovation, networking, and financing and support. Furthermore, we recommend that **6 sector-based alliances** are established in the areas with greatest potential. The *Inclusive Business Agenda* recommends a comprehensive delivery approach based around **9 workstreams and 6 sectors**. In addition to supporting Swedish business both large and small, it is envisioned that this approach will change the prevailing way Sweden does business with the developing world.

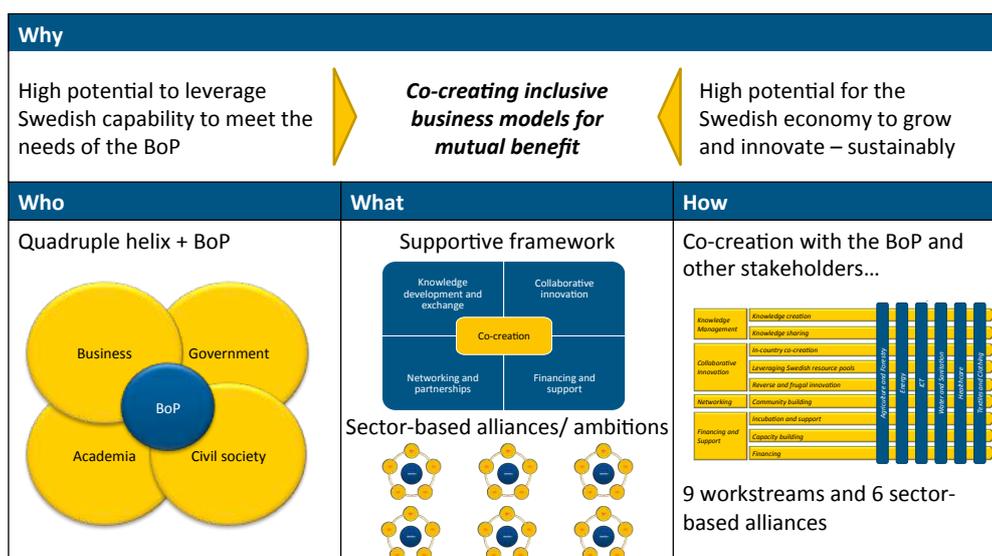


Figure 1: Inclusive Business Agenda Strategy

¹ The World Bank / International Finance Corporation

² The World Bank / International Finance Corporation 2010: Global Consumption Database

3. Introduction

3.1 Global Challenges

More than 780 million people lack access to clean water while 2.5 billion do not have access to adequate sanitation³. 1.3 billion people lack access to electricity to light their homes or conduct business, and nearly 40% of the world’s population rely on wood, coal, charcoal or animal waste to cook their food⁴. More than 1 billion people are excluded from basic healthcare and the world’s dramatic advances in health and medical technology⁵. About one in every eight people on Earth do not eat enough to be healthy⁶. These challenges are immense, and there is no one silver bullet for addressing them. However, in conjunction with aid, economic development and good governance, inclusive business is now emerging as one of the more progressive tools for addressing the issues of global poverty. Swedish industry, with the support of other actors, has the opportunity to play a much more significant role in this emerging arena.

3.2 An Untapped Business Opportunity

The Base of the Pyramid (BoP) refers to the 4.5 billion individuals, primarily living in developing countries, whose annual per capita income is below \$3,000, as illustrated⁷. Inclusive business describes “a private sector approach to providing goods, services, and livelihoods on a commercially viable basis to people at the base of the pyramid by making them part of the value chain of companies’ core business as suppliers, distributors, retailers, or customers”⁸. Or simply put, inclusive business builds bridges between business and the poor for mutual benefit.

This approach represents a largely untapped business opportunity as well as a way for business to contribute to global development goals.

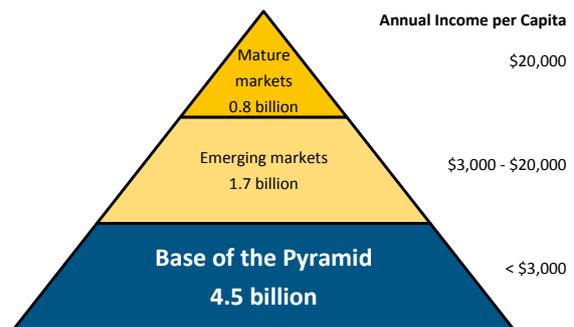


Figure 2: Socio-economic pyramid of wealth

As growth in mature markets stagnates, many businesses are now turning to the BoP market as a source of growth. Even for basic-needs products and services such as food, water, housing, energy, health, ICT and transportation, the market potential has been estimated at a value of \$5 trillion⁹, as illustrated below.

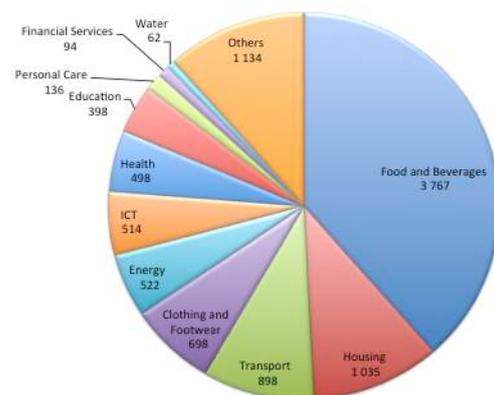


Figure 3: Annual consumption of the BoP by sector Billion SPPP 2010

³ UN Water, 2014

⁴ UN Sustainable Energy for All, 2013: *Achieving Universal Energy Access*

⁵ WHO, 2000: *The World Health Report*

⁶ FAO, 2013

⁷ The World Bank / International Finance Corporation 2010: *Global Consumption Database*. Stuart Hart 2013.

⁸ The World Bank

⁹ The World Bank / International Finance Corporation 2010: *Global Consumption Database*

This valuation, however, is based on consumption by the BoP, and therefore only represents one side of the coin. There is potentially even greater value that can come from engaging the BoP better as producers and entrepreneurs.

In addition to the increasing wealth that comes as millions shift from the BoP to the global middle-classes, we are also seeing much greater population growth rates from these regions than from the developed world, as shown below¹⁰ - once again contributing to the significant potential for growth.

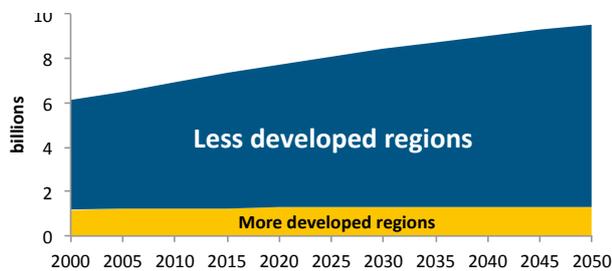


Figure 4: World population projections (2000 - 2050)

As developed markets become more and more saturated, Swedish companies are forced to seek out new growth markets in less developed countries, and work more closely with diverse foreign supply chains. Furthermore, local pressures mean that companies are expected to act more responsibly and sustainably in their day-to-day operations. As a result, working with inclusive business with the BoP is becoming an emerging opportunity locally as well as globally.

3.3 High Growth Potential

Today, Swedish business remains focused on its traditional markets in Europe as shown in the map below¹¹. However, emerging markets now account for more than 50% of the world's GDP¹² and are expected to grow 5 times as fast as our traditional markets within the EU over the coming 5 years¹³.

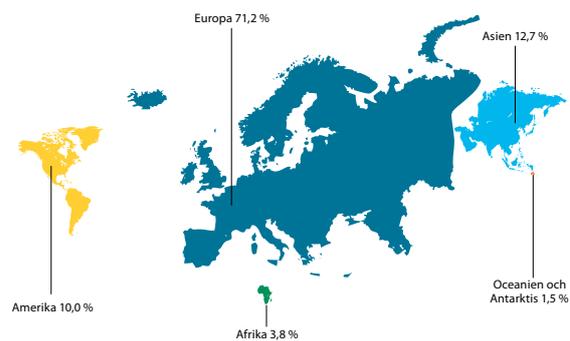


Figure 5: Swedish product exports as a proportion of total, (SCD, 2011)

Take Africa, a continent with which Sweden barely trades today. Yet Africa is positioned for significant growth:

- In 2012, 10 of the world's 20 fastest growing economies were situated in Africa, with many recording growth rates of 7% or higher
- Expected GDP growth until 2018 is expected to approach 6% per year, even greater than Asia¹⁴
- By 2020, 128 million households (52% of all households) are expected to reach an annual income of over \$5000
- Africa's labour force will be the largest in the world by 2040
- By 2050, the population of sub-Saharan Africa will reach 2 billion¹⁵.

¹⁰ UN Population Division, 2012: *World Population Prospects*

¹¹ SCB, 2011

¹² International Monetary Fund, 2013

¹³ Confederation of Danish Industry, 2014: *Global Benchmark Report 2014*

¹⁴ IMF, 2013: *World Economic Outlook, Database, October 2013*

¹⁵ Confederation of Danish Industry, 2014: *Global Benchmark Report 2014*

However, this potential is not limited to Africa. In addition to the tremendous potential and growth in the BRIC countries (Brazil, Russia, India and China), real GDP growth is expected to be over 7% from a diverse set of developing economies such as Paraguay, Mongolia, Turkmenistan, Moldova, Panama, Uzbekistan, Myanmar, Sri Lanka, the Philippines and Cambodia¹⁶.

Of course, the economic growth of these nations is not held by the BoP alone. However, the potential for capturing the “masses” in these markets, as they move from the BoP to the middle classes, provides significant growth potential.

3.4 Contributing to Global Development Goals

Inclusive business at the BoP is already providing an approach for addressing the global challenge of reducing poverty by helping to address unmet needs and facilitating entrepreneurship and income-generation in low-income markets. Inclusive business models and innovations have, for example:

- Improved productivity and access for small-scale agriculture
- Increased access to communication services for agriculture, healthcare and education
- Provided micro-finance for micro-enterprises
- Helped to meet basic energy needs for lighting and cooking
- Improved access to clean-water facilities
- Facilitated entrepreneurship in low-income communities

While not being a silver bullet for poverty reduction, inclusive business, in combination with traditional trade and aid initiatives, is contributing to the achievement of the UN Millennium Development Goals and will contribute to meet the Post-2015 development agenda that is

expected to tackle issues such as ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change and protecting oceans and forests¹⁷.



Figure 6: Millennium Development Goals, UN.

In addition to helping meet basic needs, inclusive business models have also proven to contribute to other development challenges such as gender equality, environmental sustainability, entrepreneurship, employment, self-sufficiency and capacity-building in developing countries.

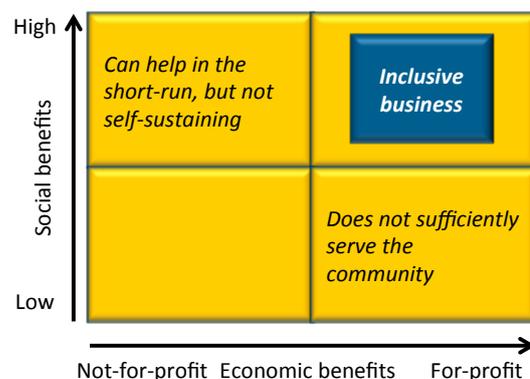


Figure 7: Inclusive business contributes to sustainable growth

¹⁶ IMF, 2014: World Economic Outlook, April 2014

¹⁷ United Nations Millennium Development Goals and beyond 2015

Within the context of global sustainable development, inclusive business has the potential to achieve social and economic development without incurring significant environmental costs. While there has traditionally been a correlation between economic development and the ecological footprint of nations, inclusive business innovations using modern technologies can actually lower environmental impact. This can be widely seen in clean cookstove initiatives that reduce the reliance on coal and wood as fuel, solar lighting products that reduce the need for kerosene, waste-to-energy initiatives, and many more. The aim would be for countries to move up the scale of the “Human Development Index” while maintaining a low ecological footprint as shown by the green arrow in the figure below¹⁸.

In Sweden, Sida has seen potential for innovation in this field by introducing “Innovations Against Poverty” which helps to fund initiatives with the BoP. In 2014, Sida also partnered with USAID in a partnership focused towards advancing international development and poverty alleviation through science, technology, innovation and partnership – with specific initiatives focused on the agricultural, ICT and water sectors¹⁹.

Furthermore, 20 of Sweden’s leading companies, including Ericsson, H&M, IKEA, Investor, Scania, Tetra Laval and Volvo, have committed to contribute to poverty reduction in a joint statement from 2013 (see box 1 in next page). Inclusive business with the BoP will need to be a significant element in this commitment. In addition, many small and medium-sized social businesses are emerging to address these unmet needs in new and innovative ways. However, this approach requires new ways of working, and these organisations need support in this challenging field.

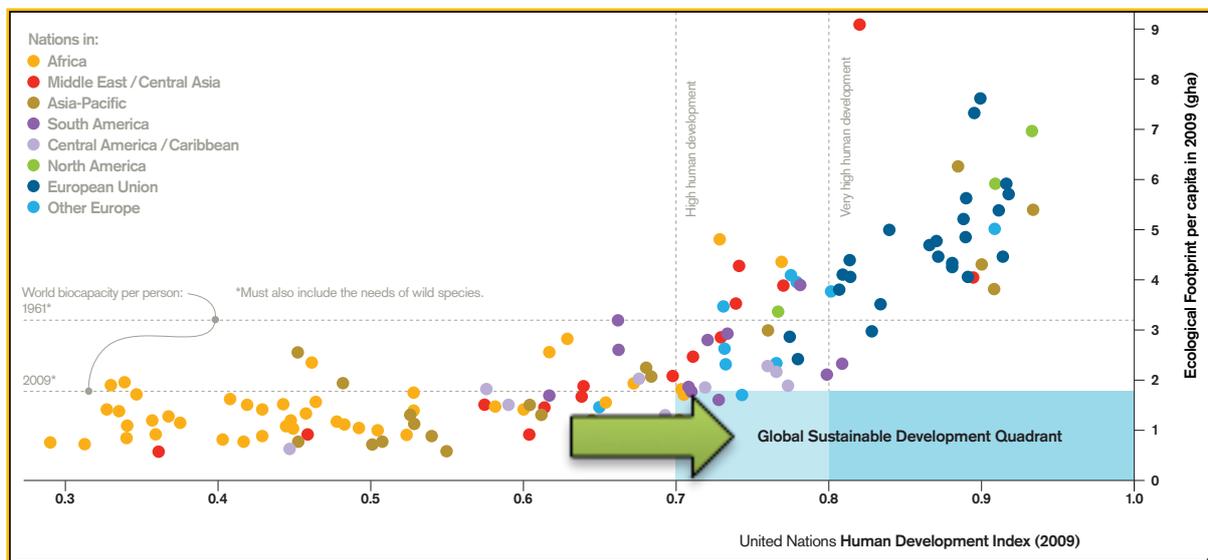


Figure 8: Ecological Footprint vs Human Development Index

¹⁸ Global Footprint Network, 2012

¹⁹ Sida, 2014: Sida and USAID – an Innovative Partnership

BOX 1: Swedish leadership for sustainable development

The world has changed dramatically since nations agreed on the Millennium Development Goals more than a decade ago. Rising incomes and technological advancements create opportunities for inclusive growth that could turn the fortunes of individuals, societies, and investors alike. The consumer of tomorrow is increasingly likely to live in a developing country, to be urban and to be connected to the world through information and communications technologies.

At the same time, there is no shortage of challenges facing the planet. More than a billion people still live in poverty and sustainable development solutions are urgently needed in areas such as water, energy, health, food, and transportation. Developing and emerging economies need more skilled jobs to continue to grow, provide basic services, and meet the demand of business. Yet, for growth to be sustainable it has to be decoupled from its environmental impact.

We, the leaders of 20 Swedish and Swedish-rooted companies, recognize this changing global landscape and the solid case it brings with it for investing in sustainable development. We also believe that the profound transformation required for sustainable development to become a global reality cannot be accomplished without the private sector's capacity for turning problems into opportunities. The next step for a Swedish model is to integrate sustainability into business models and operations of companies regardless of size and structure.

Source: Sub-set of joint statement issued on May 13th 2013 at the Roundtable on Swedish Leadership for Sustainable Development, hosted by Sida, by the following companies and organisations: Axel Johnson, Boliden, Elekta, Ericsson, Företagarna, GoodCause, H&M, Ingka Holding BV/The IKEA Group, Indiska Magasinet, Investor, Novamedia Svenska PostkodLotteriet, Ratos, Scania, SPP Liv Fondförsäkring, Swedfund, Systembolaget, Tetra Laval Group, The World We Want Foundation, Unilever, Volvo Group. Picture: Solar energy is used to light this village shop in Sri Lanka - Dominic Sansoni - World Bank



3.5 Business as Unusual

At first glance, some may consider inclusive business to be about “selling to the poor”. However, this simplified approach has often failed from both a business and development perspective. Business as usual is simply not enough to be successful. While working in traditional markets may often focus on “creating needs in existing markets”, working with the BoP requires business to “create markets from existing needs”. This evolution in inclusive business thinking (referred to as BoP version 2.0) is reflected in the table below²⁰.

It is imperative that businesses co-create solutions with the BoP communities themselves, and collaborate with other partners, in order to create viable and scalable solutions and business models. This co-creation imperative can enable the development of viable and innovative products, services and business models, and support co-operation with the BoP as producers and entrepreneurs.

This “business as unusual” can be extremely challenging for established businesses. As a result, businesses will need knowledge and support in their activities – a key driver in the development of the *Inclusive Business Agenda*.

Next Generation BoP Strategy

BoP 1.0 “Structural Innovation”	BoP 2.0 “Embedded Innovation”
<ul style="list-style-type: none"> • BoP as producer / consumer • Deep listening • Reduce price points • Extend distribution • Derivative product technology • Arm’s length relationship via NGOs 	<ul style="list-style-type: none"> • BoP as business partners • Deep dialogue • Expand imagination • Marry capabilities • New, sustainable technology • Direct, personal relationship

²⁰ Simanis, Erik and Hart, Stuart, 2008: The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy

4. Inclusive Business Agenda - An Overview

4.1 Vision 2020 - 2030

In setting the vision for the *Inclusive Business Agenda*, we aim to both address the significant needs of the BoP along with the significant potential for growth of the Swedish economy. Through this, our mission is to “**co-create inclusive business models for mutual benefit**”. This implies a high level of collaboration in this space, leading to win-win-win outcomes for all parties.

In practical terms, we see potential for Sweden to quickly take advantage of this space in the medium-term (by 2020) in order to change the way we do business in the long-term (by 2030):

By 2020, **Swedish business is playing a leading role in meeting the global challenges of poverty** – enhancing agricultural productivity, enabling access to energy, water, sanitation, healthcare and communications, improving environmental sustainability and creating jobs both at home and abroad. This is all being done profitably.

By 2020, Swedish organisations – including business, government, institutes, academia and NGOs – are collaborating closely with their counterparts in developing countries to tackle the challenges of poverty and work towards sustainable development.

By 2020, entrepreneurs, SMEs and innovators working with inclusive business models have the tools, financing and support structures to not only survive, but thrive. There is significant investment in this space, which enables inclusive business models to scale.

By 2030, inclusive business models represent the prevailing approach to how Sweden does business with the developing world. This has resulted in a substantial increase in trade (both import and export) and collaboration with these markets to the benefit of all parties.

“Inclusive business is interesting for companies because it can offer new opportunities for innovation, growth, and competitiveness at the same time as positive social and development impact. It is interesting for bilateral and multilateral donors, foundations, governments, and civil society organizations because it has the potential to drive development impact in self-sustaining, self-multiplying ways that do not require continuous infusions of grant funding. And it is interesting for the poor because it brings greater access, choice, and opportunity in their lives and futures”. Jenkins Beth, Eriko Ishikawa, Alexis Geaneotes and John Paul “*Inclusive Business: Expanding Opportunity and Access at the Base of the Pyramid.*” Report of a Conference held October 7-8, 2010 in Washington, DC. IFC

4.2 Sector Ambitions

The *Inclusive Business Agenda* has identified 6 sectors²¹ in which Sweden has great capability and potential to meet the needs of the BoP. These sectors include agriculture and forestry, energy, ICT, water and sanitation, healthcare, and textiles and clothing. Key actors from each of these sectors have collaboratively set aspirational ambitions for what could be achieved by the sector by 2030²²:

Future work will adopt these ambitions, and use them as a starting point for setting short-term goals and for enabling collaboration across these sectors.

Agriculture and Forestry

Collaborate to improve the efficiency and income of **10 million smallholders** while enabling associated processing and supply chains

Energy

Enable green energy access through inclusive business models for **300 million people**

ICT

Co-creating a comprehensive set of ICT solutions in 30 developing countries benefiting and empowering **100 million people**

Water and Sanitation

Partner to provide access to clean drinking water, sanitation and hygiene solutions to **100 million people** at the BoP

Healthcare

30% of Swedish healthcare companies address at least **10 significant healthcare challenges** in developing countries

Textiles and Clothing

20% of global sales volume for the Swedish textiles and clothing sector involve inclusive business models in the value chain

²¹ Note: The prioritisation and selection logic of these sectors is outlined in Section 4.6 of this document.

²² Note: These ambitions represent a starting point for what could be achieved by the sector in the medium to long term, but will need to be revisited and refined in due course.

4.3 Our Strategy

The *Inclusive Business Agenda* sets a national approach for inclusive business in Sweden, with some inspiring ambitions, focus sectors and initiatives for leveraging Swedish capability to meet the needs of the BoP while enabling the Swedish economy to grow and innovate sustainably. Based on this, the overarching strategy, outlining the Why, Who, What and How is presented below:

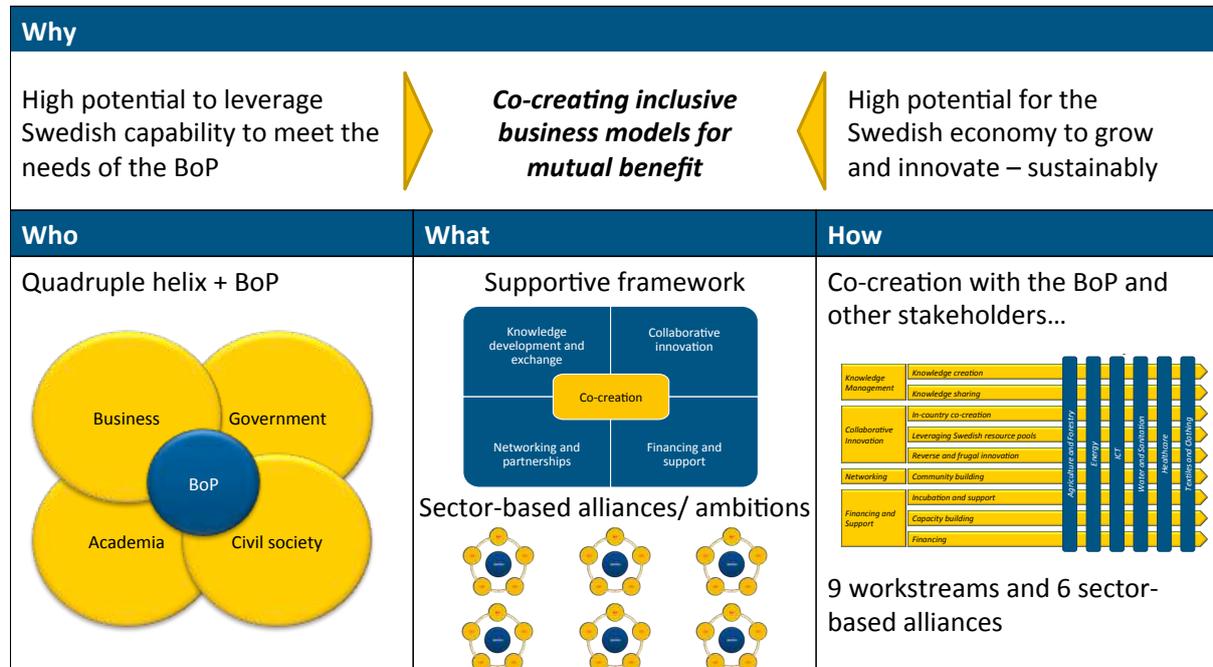


Figure 9: Inclusive Business Agenda strategy

4.4 Co-Creation

To answer the question of “Who needs to be involved in this space?”, one must engage with many organisations – business both large and small, innovators and entrepreneurs, NGOs, government, institutes, academia, financiers, development agencies, embassies and trade organisations. There is a wide-held recognition that the challenges inclusive businesses seeks to address are highly ambitious and complex, and often require private-public partnerships and multi-stakeholder solutions. This broad level of

“Real co-creation requires an ongoing, dynamic and creative engagement and an equal ‘north-south’ dialogue between entrepreneurs, investors, and researchers built on trust and mutual benefit”
 Duncan Levinsohn, Jönköping International Business School, Workshop participant, 2014.

interest has been reflected in the range of stakeholders who have become involved in the development of this *Inclusive Business Agenda*.

But more importantly, the co-creation of successful inclusive business models needs to occur with Swedish organisations working with foreign partners, and the BoP themselves “to deepen the understanding of context, risks, and opportunities before and when entering a new market/community in these countries²³”. This is why the Agenda recommends a Quadruple Helix + BoP approach to collaboration. Co-creation is the overarching and critical theme in all components of the *Inclusive Business Agenda*.

4.5 Supportive Framework

To provide a “scaffolding” for inclusive business models and co-creation, it is proposed that a concrete “supportive framework” is established including 4 key components as illustrated:

- **Knowledge management:** Developing, capturing, sharing and effectively using knowledge – incorporating research, academic and practical knowledge.
- **Collaborative innovation:** Co-creation of new and improved products, processes, services, technologies, ideas, business models and social innovations – between stakeholders and with the BoP.
- **Networking and partnerships:** Collaborative community sharing ideas, opportunities and resources – aim to enable win-win relationships based on trust and mutual benefit.
- **Financing and support:** Competence building, advisory services and financial platforms – to support the development and scaling of inclusive business initiatives.

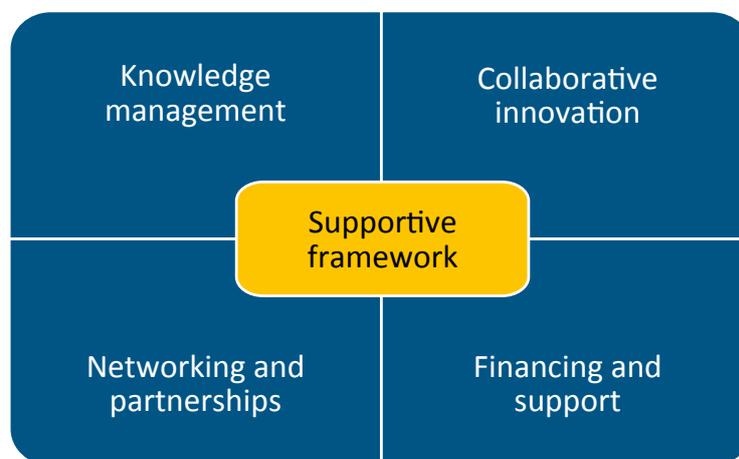


Figure 10: Inclusive Business Agenda supportive framework

In practical terms, these four components will be delivered by 9 workstreams (consisting of practical delivery activities) as illustrated in the table on the following page.

²³ Workshop participant, February 2014

Supportive Framework Delivered by 9 Workstreams

Component	Workstream	Delivery	Description
Knowledge Management	Knowledge creation	Joint research programmes	Creation of knowledge through multi-disciplinary north-south joint research and learning programmes
	Knowledge sharing	Knowledge platform	Sharing knowledge and learning through online forums, events, webinars and on-demand mechanisms
Collaborative Innovation	In-country co-creation	Living labs and innovation camps	In-country living labs and innovation camps for participatory research, innovation, design and development activities with the BoP and local partners in developing countries
	Leveraging Swedish resource pools	Resource database and management	Leveraging local Swedish resource pools with international experience and/or capability - including chambers of trade, immigrants and students
	Reverse and frugal innovation	Joint innovation and design programmes	Establishing mechanisms for bringing innovations and frugal thinking from developing countries to Sweden so that we can do more with less resources
Networking and Partnering	Community building	Connecting platforms and players	Connecting stakeholders through networking forums, communications, partnering tools, innovation platforms and other mechanisms
Financing and Support	Incubation and support	Coaching, advisory, business development support and financing	Early-stage support and scaffolding for new ventures, with a focus on SMEs - assistance in defining business strategy, exploring opportunities, securing financing and piloting ventures
	Capacity building	Training and education	Mechanisms for supporting entrepreneurship, competence building including training and education, and scaling initiatives
	Financing	Finance sourcing and matching	Facilitate access to source of finance including private investors, funds, agencies, donors, crowd funding, etc

4.6 Need-based Sectors

In order to focus the activities of the *Inclusive Business Agenda*, we have completed a mapping to identify the sectors that provide the greatest potential for Sweden to engage with in this space. This mapping has been based on the following 4 questions:

- Which sectors are most closely linked to the basic developmental needs of the BoP?
- Which sectors are of greatest value?
- Which sectors does Sweden have greatest capability and expertise to offer?
- Which sectors do participating organisations for the *Inclusive Business Agenda* wish to engage with?

Multiple sources were used to help answer these questions. Based on these 4 questions, 6 need-based sectors were identified which showed the greatest potential as outlined below.

We had also identified environment and waste management as an important area, but subsequently decided to incorporate this as an important component to each of the sectors mentioned above – with a particular focus in the agriculture and energy sectors.

In addition to these, we have identified housing, transport and education as potential second-tier sectors. By no means should this set of sectors be limiting, but instead used as a basis to focus collaborative efforts.

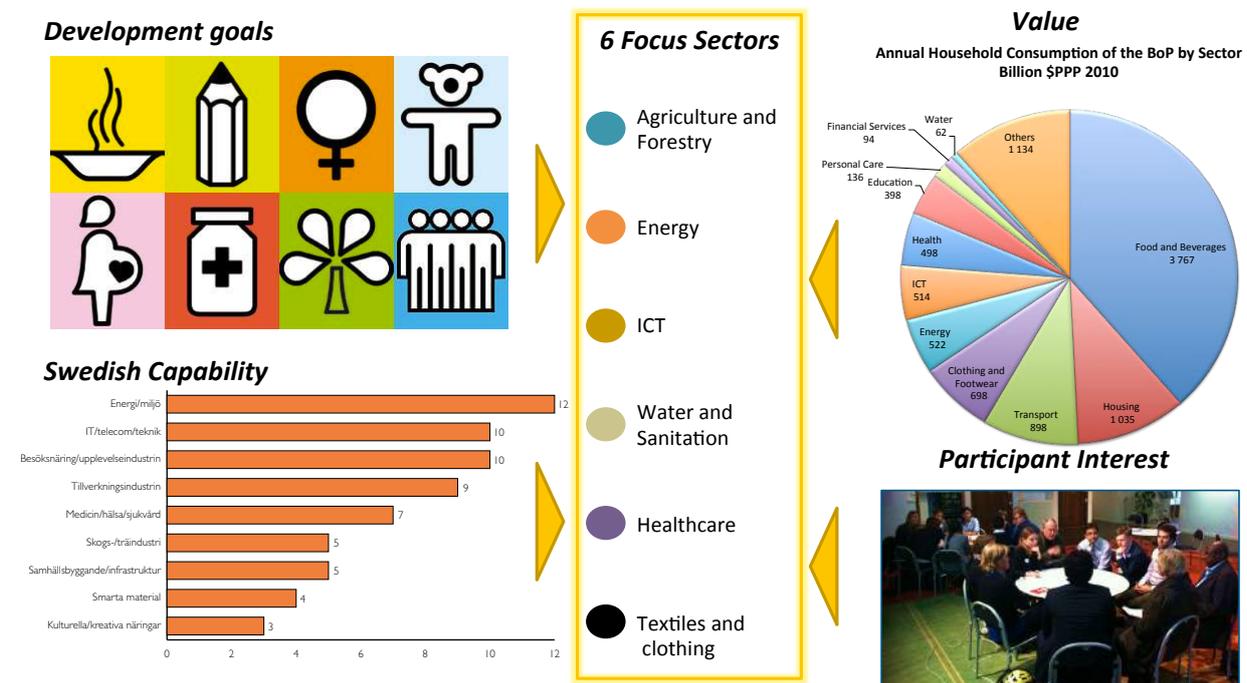


Figure 11: 6 focus sectors have been identified

4.7 Delivery Approach

Combining the need for the development of a supportive framework, and focus around needs-based sectors, the *Inclusive Business Agenda* recommends a comprehensive delivery approach based around 9 workstreams and 6 sectors as outlined below:

Our approach to delivering this programme is to build on the functions and activities that are already in place, rather than reinventing the wheel. While there are some significant capability gaps that will need to be addressed, there are also existing initiatives, knowledge and tools that simply need to be better leveraged in the marketplace.

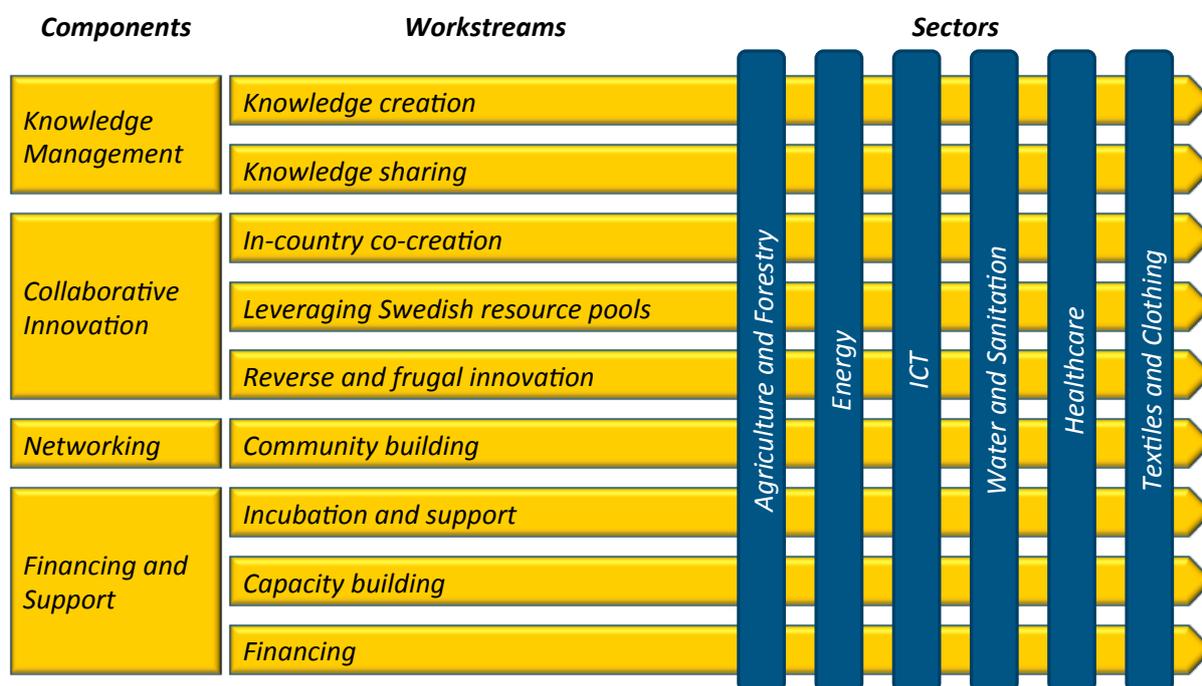


Figure 12: Proposed workstreams and sectors

5. Supportive Framework

5.1 Knowledge Management

Knowledge and experience of inclusive business models with the BoP remains in its infancy. While companies have operated in developing markets for some time, the idea of creating wealth with the BoP was only formally introduced in 2002 with the publication of the article “The Fortune at the Bottom of the Pyramid” by C.K. Prahalad and Stuart L. Hart²⁴. Since then, there has been much written on the subject – including in the related fields of social entrepreneurship, hybrid value chains, opportunities for the majority, pro-poor business, and of course, inclusive business.

In addition to the academic research, there is also much learning to be had from the experience of both larger companies and smaller enterprises who have piloted and implemented inclusive business initiatives. Much can be learned from both successes and indeed failures in this field.

But more importantly, in order to successfully realize the potential that the BoP presents, there is a need for greater knowledge and research into these potential markets to provide a solid foundation for innovation and market entries. Successful business models need to be based on a deep understanding of needs, markets and contexts, and can be supported by north-south learning with the BoP and other partners.



Figure 13: Knowledge Management - Key themes. Picture: Inclusive Business Sweden

²⁴ Strategy + business magazine, issue 26, first quarter 2002

5.1.1 Knowledge Creation

Creation of knowledge through multi-disciplinary north-south joint research and learning programmes

The aim of this workstream is to create joint research and learning programmes between Sweden and a small number of selected target markets with a specific geographic-sector-need focus. For example, the programmes may focus on healthcare in East Africa or energy access in Brazil. The selection of these specific programmes will be based on the potential of these markets and the capacity and interest of the Swedish participant organisations.

The success of these programmes will be dependent on engaging a strong network of participants from multiple disciplines – including universities, business, entrepreneurs, NGOs, government and others – from both Sweden and the target markets.

The expectation is that these research programmes would be geared towards the development of innovations and business models that seek to meet the global challenges faced by the BoP. As a result, it is important that each research programme is concrete with its objectives beyond that of purely research / academic goals.

Each research programme should include some of the following activities:

- Assessment and incorporation of existing research and knowledge
- Participatory research, end-user needs and preference assessments in BoP communities
- Cultural immersion and deep dialogue activities in BoP communities
- Two-way knowledge transfer forums including field studies, exchange and educational programmes
- Market analysis of needs, preferences and potential

- Two-way university collaborations involving students and researchers
- Technical and scientific research activities
- Collection, sharing and support in application of research outcomes

“Ideas must be well founded and knowledge-based with deep knowledge of the local context.”

Workshop participant, 2014

5.1.2 Knowledge Sharing

Sharing knowledge and learning through online forums, events, webinars and on-demand mechanisms

There is a lot of knowledge out there, but few know where to find it. The aim of this workstream is to address this by sharing knowledge in this field with organisations, practitioners and students who can benefit from this knowledge. In particular, this activity seeks to leverage and organise the best existing knowledge available, and offer it in a way that is digestible and applicable to those who need it.

Partially, this workstream will seek to establish a one-stop-shop for knowledge in this space where users will either be able to easily access available information, or at the very least, be pointed in the right direction for further information. Further to this, knowledge will be shared through events, webinars, online and educational forums.

The expectation is that this knowledge will provide input to, and help to improve and facilitate, research, innovation and implementation activities.

This workstream will assess the most critical knowledge needs, identify and collect the best available knowledge, structure it in a way that can

make it easy to navigate and offer it through the various forums mentioned above.

The types of knowledge that will be made available include:

- Generic summaries, guides and tools for inclusive business
- Academic papers and case studies
- Industry-based and country-based guideline documents
- Swedish-based knowledge

- Market assessments, valuations and databases
- Best practice information and “how to” guides
- Latest research and innovation updates

Not all BoP material will be included, but instead a somewhat comprehensive set of high-quality materials which can significantly add value to inclusive business activities. As an example, some of these tools and documents are included below.

Global Consumption Database



A market of \$5 trillion per year

The roughly 4.5 billion low-income people in developing countries collectively spend more than \$5 trillion a year (in \$PPP 2005). Indeed, the lower consumption segments spend more than the middle and higher consumption segments combined. They spend \$2.3 trillion a year on food and beverages alone.

[Read More](#)

Country and Sector Dashboards

Select a country or sector to view key data

Select a Country

--OR--

Select a Sector

--OR--

Detailed tables, charts and technical notes

About the database

The Global Consumption Database is a one-stop source of data on household consumption patterns in developing countries. It is designed to serve a wide range of users—from researchers seeking data for analytical studies to businesses seeking a better understanding of the markets into which they are expanding or those they are already serving.

[More ...](#)

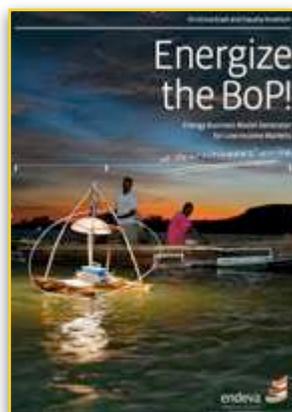


Figure 14: Examples shown come from the World Bank, Endeava and DI International Business Development

5.2 Collaborative Innovation

Significant innovation is required for these markets in order to develop and deliver new products and services and find more productive ways of working with the BoP. Business as usual is simply not enough to be successful. Engagement with these markets has created some of the most unique and exciting innovations of today, from solar-powered lighting solutions and hand-powered laptops to low-cost housing, electronic health services, biodegradable toilets and foot-powered irrigation pumps. Business model innovation and social innovation is also required to find new ways of delivering products and services to the BoP, as well as for working with the BoP as producers and entrepreneurs.

The opportunity to innovate with the BoP puts focus on understanding the complex needs and contextual conditions of these potential markets at socio-economic and micro levels. In addition, different countries have varying capabilities when it comes to promoting, developing and utilising innovations²⁵.

As a result, not only does innovation need to be collaborative from the perspective of being based in a deep understanding of markets, but this collaborative nature can actually work to enhance innovation capacity overall when complementary capabilities are brought together.



Figure 15: Collaborative Innovation - Key themes. Picture: Arne Hoel, World Bank photo bank

²⁵ Lundvall, B.-Å., 1992. National Systems of Innovation: Towards a Theory of Innovation and Interactive Learning. Pinter, London.

BOX 2: An Innovation more popular than the iPhone?

The Nokia 1100 is not only the world’s most sold mobile phone, but also the world’s most sold consumer electronics product, having sold 250 million units since its release in 2003. What’s so special about this innovation? It’s built for the BoP. The Nokia 1100 is equipped with a flashlight, a dust-proof keyboard, non-slip sides, and something iPhone users would be envious of - a battery life of up to 400 hours. It has everything the BoP needs, and nothing it doesn’t.

Source: MSN Tech & Gadgets, 2013: Nokia 1100 - The world’s best-selling cell phones



As a result, it is critical that innovation is needs-based, user-driven, and therefore, co-creative. Designers, engineers and scientists sitting in Sweden are unlikely to have a good understanding of the specific preferences and requirements of the BoP, but in working together, there will be tremendous opportunity to innovate.

“Since we are working with development, it is quite impossible to invent from our desks here not seeing the needs in concerned countries” *Anna Ramström, Mölnlycke Health Care, Workshop participant 2014*

To best achieve this, we recommend a three-tiered approach of in-country co-creation, leveraging local resource pools in Sweden, and reverse and frugal innovation activities.

5.2.1 In-country Co-creation

In-country living labs, innovation and accelerator camps for participatory research, innovation, design and development activities with the BoP and local partners in developing countries

For real co-creation with the BoP, there is a broad consensus that companies need to have some presence in the markets they are seeking to work with – at least for a period of time. The alternative, working in isolation locally, can lead to innovations that are not accepted or adopted by the BoP due to functional, cultural or other reasons. However, limited resources and budgets can make it difficult for companies to invest in in-country co-creation measures that are established from scratch, especially if they have not previously had operations in these countries.

“I think we have lot of knowledge about innovation but we need to build a ‘bridge’ to these countries”
Workshop Participant, 2014

Therefore, it is recommended that in-country innovation mechanisms are established to make it easier and more cost-effective to innovate with both the BoP themselves, as well as local stakeholders. These mechanisms can take the form of living labs, innovation camps and accelerator camps.

A living lab is a human-centred, open-innovation ecosystem integrating research and innovation processes within a public-private-people partnership²⁶. Living labs seek to contribute to the co-creation and exploration of emerging ideas, breakthrough scenarios and innovative concepts in an experiential and experimental environment. They will provide a mechanism to bridge the gap

²⁶ Pallot M., 2009: Engaging Users into Research and Innovation: The Living Lab Approach as a User Centred Open Innovation Ecosystem.

between technological development and market implementation through co-creation between end users, industry and other stakeholders.

The living lab itself consists of an existing physical location that serves as a hub for an innovation ecosystem within the region. These hubs will bring together interdisciplinary experts with local communities to research, develop, deploy, and test solutions in actual living environments. Rather than establishing living labs in many developing countries, it is recommended that we connect with and leverage existing living labs already established. The approach will be to identify and approach existing living labs and innovation hubs, and create a platform for Swedish business and other actors to have access to these.

Swedish companies and other stakeholders will have access to this hub to participate in these activities in a very practical sense. The lab will ideally provide a suite of services for market analysis, co-creational design and prototyping, knowledge-sharing, community dialogue, test beds and access to local partners.

In addition, it is also recommended that innovation and accelerator camps are organised on a needs basis. An innovation camp is a facilitated week-long programme where companies will get the opportunity to develop innovations on-the-ground by engaging with local communities and partners. Accelerator camps focus on building and scaling business in developing countries. The innovation and accelerator camps will be demand-based with a specific geographic / sector focus (e.g. agriculture in Niger or waste management in Indonesia). These innovations will be much more focused on a particular sector and/or need than the living lab.

It is worth mentioning that these types of innovation camps have been tested in 2014 with the support of Nordic Innovation. However, the focus has been on emerging markets more generally, and not specifically the BoP. These innovation camps were focused on agriculture in East Africa and energy in India.

With this thinking in mind, it is recommended that the living labs, innovation and accelerator camps are offered more widely to organisations across the Nordic region in order to improve the cost-effectiveness of this initiatives, and allow for a broader collaboration amongst Nordic peers.



Figure 16: Emerging Markets Innovation Camps 2014

Finally, networks and partnerships need to be established to allow Swedish organisations to spend more time in foreign markets in order to support co-creation.

5.2.2 Leveraging Swedish Resource Pools

Leveraging local Swedish resource pools with international expertise and/or capability – including chambers of trade, immigrants and students

As a complement to in-country co-creation, Sweden has the opportunity to take advantage of existing local resource pools that have international expertise, capability and contacts, and can assist in the innovation process. This workstream seeks to organise and provide access to these resource pools in order to support innovation activities undertaken in Sweden, and make connections with appropriate partners in target countries.

The resource pools that will be included in this workstream include:

- Foreign chambers of trade: Approximately 30 foreign chambers of trade exist in Sweden, including chambers of developing countries and regions such as Bangladesh, Brazil, Central America, China, Columbia, East Africa, India, Iraq, North Africa, Peru and Southern Africa. There are even more Swedish chambers of trade located in foreign countries. These chambers can provide access to invaluable advice, input and networks to support innovation activities.

“Companies can co-operate with the Chamber of Commerce in Sweden and in Business Associations for African Countries. More official support is needed to communicate the message ‘it is good to do business’ in Africa.” Harald von Matérn, Chairman at Swedish - East African Chamber of Commerce, Workshop participant, 2014

- Immigrants: In 2013, approximately 16% of the Swedish population was born in another country²⁷. These communities can provide an interesting and potentially valuable way of innovating locally with a focus on their homeland markets. The workstream would seek to identify immigrants with the right knowledge and experience, via relevant organisations such as embassies, community groups and trade councils, to provide valuable input to innovation processes.
- Students and researchers: While in-country co-creation is highly worthwhile, it can also be time-consuming. Middle-managers, engineers and designers may not always have the time, or budget, to spend weeks in an African village, for example, to get a deep understanding of the real needs and preferences of the local population.

However, students and researchers are often willing and able to put in significant time co-creating with the BoP, potentially as a part of their education or research. With the right selection criteria and guidance, open-minded students may be able to create worthwhile and valuable innovations with the BoP, in a highly cost-effective manner. This approach could be enhanced by developing and better leveraging student exchange programmes.

“Harness students across Sweden. Integrate BoP challenges into the University Curriculum. Universities can be harnessed to direct students aspirations toward those at the BoP”. Joshua Kirkman, Lund University, Workshop participant, 2014

BOX 3: Chamber Academy Programme - delivering contacts, competence and capacity

Chamber Trade Sweden has recently established the Chamber Academy Programme that aims to strengthen business in the private sector and contribute to increased trade, sustainable development and reduced poverty. Towards that end, they are now launching several projects throughout Sub Saharan Africa, Iraq, Pakistan and Indonesia, collaborating and building the capacity of local chambers and business networks, with a special focus on industry and manufacturing, green technology, agribusiness and lifestyle products. These types of programmes could be of great value to businesses seeking to innovate in these regions.

²⁷ Statistics Sweden, 2013

5.2.3 Green, Reverse and Frugal Innovation

Establishing mechanisms for bringing innovations and frugal thinking from developing countries to Sweden so that we can do more with less resources

Reverse innovation refers to an innovation seen first in the developing world before spreading to the industrialised world²⁸. It refers broadly to the process whereby goods developed as inexpensive models to meet the needs of developing nations, such as battery-operated medical instruments in countries with limited infrastructure, are then repackaged as low-cost innovative goods for the developed world.

Frugal innovation is the process of reducing the complexity and cost of a product by removing non-essential features, often in order to sell it in developing countries²⁹. Most important, designing products frugally can also reduce the use of scarce resources in the production or use of the product. Designing products for such countries may also call for an increase in durability or rely on unconventional distribution channels – innovative concepts that can also add value. In short, it is about “doing more with less”³⁰.

Both concepts offer great potential to contribute to Sweden’s innovation capacity as well as help us address our need to use less resources. This workstream will build a mechanism for capturing inclusive innovations and learning from developing countries and exploring applications in the developed world. Furthermore, this workstream will seek to build the capacity for frugal innovation through communications and educational programmes.

BOX 4: Jugaad - doing more with less

Jugaad is a Hindi word that roughly translates as “overcoming harsh constraints by improvising an effective solution using limited resources”. But other countries use their own terms – Gambiarra or jeitinho in Brazil, Kanju in West Africa, Jiejian Chuangxin in China. Whatever the term used, the focus is on a frugal, flexible and inclusive approach to innovation. Firms such as 3M, GE, PepsiCo, Procter & Gamble, Renault-Nissan, Facebook, Google and Siemens are now using jugaad to grow in an increasingly complex and resource-constrained world.

So what about Sweden? Is it about time we start to focus on “lagom” innovation?

Source: Radjou, N, Prabhu, J, Ahuja, S, 2012: Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth. Wiley. Kanju comes from Yoruba - a Niger-Congo language spoken in West Africa.

²⁸ Govindarajan Vijay, 2009: The Case for 'Reverse Innovation' Now (BusinessWeek)

²⁹ The Economist Newspaper Ltd., 2010: First break all the rules: The charms of frugal innovation

³⁰ Nirmalya Kumar and Phanish Puranam, 2011: *India Inside*. Harvard Business Press.

5.3 Networking and Partnerships

As mentioned previously, significant collaboration and partnerships are required in this field to develop relevant innovations and build successful business models. These connections can be both local and global. There are plenty of platforms and players already in existence, but where does a small Swedish business go to develop an agricultural innovation for Nigeria, to find a partner for an energy initiative in Myanmar or to get technical expertise for their latest innovation? Similar to the approach for knowledge sharing, an effective approach for networking and partnership will be to connect what already exists in a way that is more usable.

5.3.1 Community Building

Connecting stakeholders through networking forums, communications, partnering tools, innovation platforms and other mechanisms

A comprehensive approach to community building should be open to companies, innovators and entrepreneurs, NGOs, government, institutes, universities, financiers, network organisations, development agencies, embassies, trade associations and BoP communities. The community building should link actors in Sweden, as well as create strong linkages and partnerships in BoP markets.



Figure 17: Networking and partnerships - Key themes. Picture: Jonathan Ernst, World Bank photo bank

In addition to some of the activities mentioned in the other workstreams, the community building should incorporate some of the following activities:

- Build sector-based alliances that will collaborate to meet common ambitions (as outlined further in this document).
- Enhancing and promoting an existing online community for inclusive business such as the Practitioner Hub for Inclusive Business illustrated below. Initially introduced by DFID and Sida, the hub already hosts over 3700 members and over 130 inclusive business initiatives. However, there is much room to better leverage this tool.
- Further develop and proactively manage social media tools (LinkedIn and Twitter) to keep interested parties informed and engaged.
- Events and forums for community building, collaboration and match-making. It is envisioned that these are delivered based on specific themes within the industry-based challenge clusters as well as geographically based forums. Ensure BoP communities are properly represented at these forums by leveraging online services, representative organisations, immigrant communities, etc.
- Promote the inclusive business opportunity in mainstream business forums and academic networks in order to build and grow the community.
- Develop and share a searchable database of Swedish projects and/or partners that can be filtered by sector, country, etc.
- Buddy programmes matching small and large businesses, business with NGOs, entrepreneurs with mentors, etc.
- Build cross-sector partnerships to support the development of unique innovations.
- Trust-building activities and frameworks to support bilateral relationships. It is particularly important that relationships are built on the basis of shared value, where both Sweden and the target country, benefits from the business relationship.

The Practitioner Hub FOR INCLUSIVE BUSINESS

The screenshot shows the website interface for the Practitioner Hub. At the top is a dark navigation bar with links: HOME, PROJECTS, NETWORKS (highlighted in yellow), KNOW-HOW, RESOURCES, CONTACT US, and INVITE. Below the navigation bar are links for 'All Groups' and 'My Groups'. The main section is titled 'Featured Groups' and displays five network cards:

Country/Theme	Network Name	Members
Bangladesh	Bangladesh Network	168 members
Impacts	Inclusive Business Impacts Network	104 members
Innovations Against Poverty	Innovations Against Poverty	92 members
Zambia	Zambia Network	78 members
India	India Network	86 members

At the bottom left of the featured groups section is a small icon, and at the bottom right is a 'View All' link.

Figure 18: businessinnovationfacility.org

5.4 Financing and Support

As this is an emerging field, organisations will require financial and support structures that may fit outside traditional business structures. This will be required at multiple stages throughout the lifecycle of the business, including for entrepreneurs wishing to establish new inclusive businesses, small businesses seeking to grow and scale, traditional medium-sized businesses seeking to diversify towards developing markets and intrapreneurs in larger businesses requiring support in championing their initiatives.

The *Inclusive Business Agenda* recommends a particularly strong focus to support entrepreneurs and SMEs, but also wishes to build capacity and finance across the board for supporting inclusive business models of all sizes.

5.4.1 Incubation and Support

Early-stage support and scaffolding for new ventures, with a focus on SMEs – assistance in defining business strategy, exploring opportunities, securing financing and piloting ventures

We recommend establishing an incubator that supports inclusive business models with a particular focus on entrepreneurs, startups and early stage companies. It is expected that the incubator will perform many of the typical activities of a business incubator, but with an inclusive business focus which leverages some of the capabilities enabled through the other workstreams. Some of these services are described in the next page.



Figure 19: Financing and support - Key themes. Picture: Inclusive Business Sweden

- Business planning, modelling and coaching – with the support of inclusive business specialists
- Market entry support – leveraging local networks such as the chambers of trade, as well as international networks
- Innovation programmes – such as the in-country living labs and innovation camps
- Guidance and support in identifying and securing financing
- Access to networks and partners
- Access to inclusive business knowledge and tools
- Training programmes
- Technical assistance

To ensure that the incubator and its functions are grounded in business principles, we recommend leveraging a simple tool such as the business model canvas³¹ as illustrated below. This tool can provide a good anchor for many of the business planning, coaching, innovation and capacity-building activities the incubator will support.

5.4.2 Capacity Building

Mechanisms for supporting intrapreneurship, competence building including training and education, and scaling initiatives

Capacity building will predominantly be based around education and training programmes for business, practitioners and students.

This workstream will focus on leveraging and building on existing knowledge, tools, networks and platforms to provide capacity and build a scaffolding for organisations developing inclusive business models. The following elements will be included:

- Inclusive business helpdesk to provide limited, on demand advice and support, particularly for identifying knowledge, tools and partners that support their business development
- Co-creation training for Swedish business
- Toolbox to facilitate inclusive business development based on innovation systems, knowledge transfer, stakeholder involvement and collaboration models

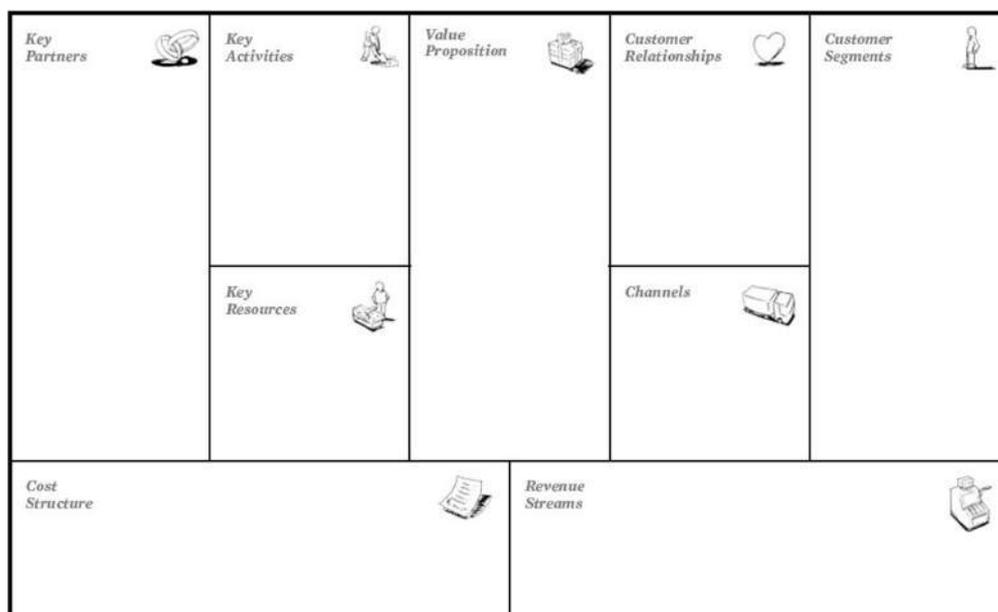


Figure 20: Business Model Canvas

³¹ Osterwalder, A., 2010

Some training programmes, such as the Inclusive Business eLab illustrated below, are already developed. The eLab is an executive online course that aims to support company managers working on building sustainable business ventures targeting the BoP. The eLab is a collaboration between the European BoP Learning Labs, the World Business Council for Sustainable Development and Business Fights Poverty – and covers a range of themes including innovation, marketing, last mile distribution, financing, partnering and results measurement. In the case of this, and other established training programmes, it is simply a case of offering this to Swedish business. But further to this, additional training and educational programmes can be developed based on specific industry needs. Furthermore, we recommend that inclusive business training be considered for incorporation into business school curriculums around Sweden. As this field emerges, it will become more and more important for business school graduates to be able to develop inclusive business models and better engage with BoP markets.



Figure 21: Executive online course that aims to support company managers working on building sustainable business ventures targeting the BoP markets. Endeava

5.4.3 Financing

Facilitate access to sources of finance including private investors, funds, agencies, donors, crowd funding, etc

Financing for inclusive businesses can come in many forms – debt, equity, grants, guarantees, loans, venture capital, seed funding, development finance, risk capital – and from many sources – private investors, business, donors, government, funds and crowd funding. There is significant funding available, but navigating this myriad of options can be daunting, and many inclusive business entrepreneurs and small businesses find themselves spending more time “chasing the money” than developing their business. To make this easier, we recommend developing a service for identifying funding alternatives and helping business secure this financing from the most appropriate sources.

In addition, the programme will attract more funding and investment to the area by establishing an impact investing platform which actively attracts investors. It is recommended that this platform incorporates one or more of the following options:

- A managed fund that invests in businesses for a return
- An angel investors network
- A matching forum for impact investors and social entrepreneurs

Ideally, this will be complemented by some form of matching funding. To ensure this is effective and based on co-creation principles, it is recommended that this funding is prioritised to initiatives where the funding will be shared between both the Swedish and developing market.

Finally, as part of the incubation mechanism, small businesses will receive support in securing financing for developing strong business cases, making financing applications and presenting to potential investors.

6. Need-based Sectors

6.1 Overview

As mentioned previously, the *Inclusive Business Agenda* has identified 6 need-based sectors which showed the greatest potential based on their potential value to the Swedish and global economies, their strength and expertise within Sweden, and their potential to contribute to global development goals.

Through engaging with key stakeholders in these sectors, we have also set global sector ambitions and mapped the strengths, capabilities, initiatives, challenges and opportunities for each sector. This is outlined in this section of the Agenda. It should be noted that the sector overviews in this section do not represent a comprehensive and detailed strategy for each sector, but instead a starting point for further collaboration and activity, which will be further enabled by the delivery of the supportive framework outlined previously.

It is also worth noting that there are several strong interdependencies between these sectors, which provide opportunities for further innovation. The major interdependencies³² are highlighted below. To address this, the *Inclusive Business Agenda* recommends supporting cross-sectoral forums to identify and explore these opportunities.

Major Sector Interdependencies

Opportunity	Agriculture and Forestry	Energy	ICT	Water and Sanitation	Healthcare	Textiles and Clothing
Beneficiary						
Agriculture and Forestry		Energy for agriculture	Agricultural eServices	Water for agriculture		
Energy	Agri-waste/ biomass		Mobile payment			
ICT		Powering from ICT				
Water and Sanitation	Cleaner agriculture	Powering water solutions	Mobile payment			
Healthcare	Agri-healthcare products	Powering healthcare	eHealth	Hygiene / sanitation		
Textiles and Clothing	Fibre production				Healthier workers	

Figure 22: Major interdependencies between sectors

³² This table does not include all possible interdependencies, but just the major opportunities identified

6.2 Agriculture and Forestry

Agriculture and food productivity is arguably both the greatest challenge and opportunity with the BoP. About one in every eight people on Earth do not eat enough to be healthy³³, while 2 billion people rely on 500 million smallholder farmers to sustain their livelihoods³⁴. 80% of the farmland in Sub-Saharan Africa and Asia is managed by smallholders³⁵ (small-scale farmers, pastoralists, forest keepers and fishers) and provide up to 80% of the supply in these regions³⁶. At the same time, global consumption of food and beverages at the BoP exceeds \$3.7 trillion³⁷. Agricultural activities in developing markets also play a key role in the supply chains serving developed markets. Furthermore, with environmental challenges and resource limitations, meeting the growing global demand for food and other agricultural outputs will become increasingly challenging.

To meet this challenge, innovations and inclusive business models can help to support smallholder farmers and larger-scale agricultural activities produce in a more productive manner.

Sweden has a lot to offer in this space. For example, Sweden is at the forefront in the transition to a sustainable agricultural sector based on renewables, have put efforts into optimising yields while minimising pesticides, has developed leading machinery and equipment for farming, is considered strong in animal husbandry techniques and has invested heavily in developing the bio-economy.

Forestry is also included in this sector. Forest products is the top raw material found in Sweden, and the Swedish forestry industry has evolved over hundreds of years³⁸. It is the base for 11-13% of industrial employment, export, turnover and refined value. With a high export orientation it provides a substantial contribution to the Swedish trade balance.

BOX 5: Swedish Case: Future challenges and opportunities for the dairy industry

After years of comprehensive studies into global dairy industry trends, Tetra Pak has identified 2.7 billion underserved consumers in developing markets. These consumers live on an average of \$2-\$8 a day, but importantly earn enough to have disposable income available. For the dairy industry to meet the growing demands of this expanding market, it will have to overcome a range of challenges. These include making products affordable, available and attractive. Tetra Pak sees these consumers as an exciting new growth market for dairy processors and packaging companies and as such has a dedicated business unit; the **Deeper** in the Pyramid™ (DiP) unit. Yet to be able to reach these consumers, innovative ways of working and a different approach to risk and investment are required.

Source: Gisele Gurgel, Global Director - DiP Unit



³³ FAO, 2013

³⁴ International Fund for Agricultural Development, 2011: *Smallholders can feed the world*

³⁵ Smallholders manage areas varying from less than one hectare to 10 hectares, and are characterized by family-focused motives such as favouring the stability of the farm household system, using mainly family labour for production and using part of the produce for family consumption (Food and Agriculture Organization of the United Nations, 2012)

³⁶ Food and Agriculture Organization of the United Nations, 2012: *Smallholders and Family Farmers*

³⁷ The World Bank, 2010: Global Consumption Database

³⁸ SP, 2013: Agenda Trä

Agriculture and Forestry

Global challenge

About one in every eight people on Earth do not eat enough to be healthy (FAO, 2013) while 2 billion people rely on smallholder farmers to sustain their livelihoods (International Fund for Agricultural Development, 2011)



Sector ambition

Collaborate to improve the efficiency and income of 10 million smallholders while enabling associated processing and supply chains leading to improved food security

Note: Efficiency includes productivity, quality and access to a more reliable value chain and can be enhanced through knowledge sharing, empowerment and technology

Sweden's strengths and capabilities

- Food processing
- Efficient farming and utilisation
- Technology and know-how (machinery, bio-tech, pesticides and chemicals)
- Experience in co-operatives
- Packaging and storage
- Land surveying
- Energy solutions
- Forestry
- Husbandry and animal welfare

Noteworthy Swedish initiatives

- Tetra Pak - Deeper in the Pyramid™
- SKF-Chalmers University: Rural market formation at the base of the pyramid
- SLU Global: Agricultural Science for Global Development
- Swedish International Agricultural Network Initiative
- Sida: Powering Agriculture: An Energy Grand Challenge for Development
- SCC/Sense Group: Fair Wood
- OlsAro Biotech: Salt-resistant crops

Key challenges

- Conflict of interest between large-scale industrial farming and smallholder farming
- Lack of empowerment of smallholders
- Lack of access to energy and market information
- Trade conflicts of interest and lack of understanding of trade policies and info
- Subsidies
- Include small farmers in the global market - need to enable access to value chains from production and processing to storage and distribution
- Lack of certification that benefit smallholders

Opportunities and potential activities

- Joint applied research programmes
- Improving yields
- Secondary processing in-country
- Sustainable sourcing
- Smallholders schemes / co-operatives tied to buyers / manufacturers
- Scale up the use of existing productive innovations
- Agricultural waste utilisation initiatives
- Energy solutions for agriculture
- Forestry productivity and management
- Carbon sequestration initiatives
- Engaging with large scale Swedish importers

Relevant national strategic innovation programmes supported by Vinnova

- Bioinnovation - Skogsindustrierna
- Food for Health - Li Services AB

Prioritised workstreams

- In-country co-creation
- Community building
- Incubation and support
- Capacity building

6.3 Energy

1.3 billion people lack access to electricity to light their homes or conduct business, and nearly 40% of the world’s population rely on wood, coal, charcoal or animal waste to cook their food³⁹. To address this immense challenge, the UN launched the “Sustainable Energy for All” global initiative that would mobilise action from all sectors of society to provide universal access to modern energy services while doubling both the global rate of energy efficiency and the share of renewable energy⁴⁰. As the poor gain more access to energy over time, it will be critical that this comes from sustainable sources and solutions.

Sweden has a long history of improving energy production and increasing efficiency rates of energy usage. As a result, greenhouse gas emissions from energy production are close to zero⁴¹.

These experiences, and others, such as research in the fields of smart grids, flexible energy systems, bio-energy, waste-to-energy and other renewables, have created significant capability in the sector. Other experiences include projects for rural electrification and different types of off-grid energy production with developing countries. Sweden has a significant industrial capacity and technology that can be brought to this space.

Sweden has a particularly strong capability in converting waste to energy and has achieved a 100% resource utilisation⁴². This experience can also be leveraged widely in BoP markets where waste management and energy needs remain unmet.

BOX 6: Swedish Case - Replacing charcoal with biomass

The start-up venture Emerging Cooking Solutions is producing waste biomass pellets and selling them as cooking fuel in Zambia. Apart from saving money on (primarily) charcoal, the customers also save time in cooking as the power output is higher, reducing time to bring water to a boil. In addition, indoor air pollution is reduced drastically. An added health benefit is that the provided stove does not get hot on the outside and it is very stable, reducing the risk of burns for users.

Emerging Cooking Solution’s project combines the use of waste bio-mass pellets with a more efficient stove that has won awards for its low level of pollution, and is experimenting with different stove types during the project.



Source: Innovations Against Poverty, 2013: Project Profile: Emerging Cooking Solutions. Picture: Zoe Fox - Mashable

³⁹UN Sustainable Energy for All, 2013: *Achieving Universal Energy Access*

⁴⁰ www.se4all.org

⁴¹ SP Technical Research Institute, 2013: *Green Agenda*

⁴² Agenda – En avfallshantering i världsklass

Energy

Global challenge

1.3 billion people lack access to electricity to light their homes or conduct business, and nearly 40% of the world's population rely on wood, coal, charcoal or animal waste to cook their food (UN, 2013)



Sector ambition

Enable green energy access through inclusive business models for 300 million people

Sweden's strengths and capabilities

- Green / renewable energy solutions and processes - including solar, wind and water
- Bio-energy - forestry, waste-to-energy, biomass
- Energy efficiency - consumer products, buildings, industrial processes
- System integration and multi-level approach
- Rural electrification
- Ability to assess impact of renewable energies
- Life-cycle analysis - understanding costs and impacts of technological solutions

Noteworthy Swedish initiatives

- SP: Waste Recovery International Partnership
- Biogas Systems Nordic
- Dometic: Ethanol biomass cookstoves
- Pamoja Cleantech: Rural electrification
- Emerging Cooking Solutions: Biomass cooking fuel
- HiNation: Portable lighting
- Vattenfall: Energy Access Partnership
- Renetech: Renewable Energy Technologies

Key challenges

- Sustainably meeting growing energy needs
- Resource control - diversity, political issues / instability
- Economics - competing with less sustainable alternatives (e.g. coal, oil) - often subsidised
- Technologies can be costly - challenging for SMEs to enter and scale without subsidies
- Poor levels of existing infrastructure
- Need for financing / appropriate business models
- Lack of technical skills at a community level
- Lack of sense of urgency for Sweden to lead globally

Opportunities and potential activities

- Small-scale / off-grid solutions - appropriate technology solutions
- Clean fuels - agriculture inputs, cooking, heating, transportation
- Diffusion of waste-to-energy solutions
- Sector-based energy programmes - e.g. agriculture, housing, ICT, etc
- Applied research

Relevant national strategic innovation programmes supported by Vinnova

- Effektiv energianvändning - Swerea Swecast
- RE: Source - resurs och avfallshantering - SP

Prioritised workstreams

- Community building
- Capacity building
- Financing

6.4 Information and Communication Technology

The challenge and opportunity for ICT with the BoP is quite different from the other sectors. While access to energy, clean water and healthcare remains elusive, more people own mobile phones than toothbrushes, and more people have access to mobile phones than toilets⁴³. In fact, the number of mobile phones is estimated to have exceeded the world's population in 2014⁴⁴. Mobile communications "offer major opportunities to advance human and economic development – from providing basic access to health information to making cash payments, spurring job creation, and stimulating citizen involvement in democratic processes"⁴⁵.

A significant opportunity comes from leveraging ICT as an enabler for development, and to enable other sectors.

Sweden ranks highest in the World Economic Forums Global IT Report 2012⁴⁶. It has the highest score in 4 out of 10 measures used in the ranking, namely the infrastructure and digital content, individual usage, business usage and economic impacts. Furthermore, the Swedish ICT sector has enabled multinational corporations such as Ericsson as well as world famous SMEs such as Skype and Spotify.

BOX 7: Swedish Case: Ignitia - Technologies serve the underserved

Ignitia will deliver daily weather forecasts and warnings to farmers in Ghana. Initially, the target is to reach 91,000 farmers. By having access to weather forecasting services, farmers will have valuable information that currently is not available at all in West Africa. With the aid of this meteorological information, important decisions regarding use of limited resources such as water, fertilizers and pesticides, can be made by farmers. This will have an immediate impact on farm productivity, income and also the wider economy and environment.

The forecasts are sold to farmer associations for a yearly fee and distributed to farmers by means of text messages that use existing 2G and 3G networks and map the GPS co-ordinates of the individual farmer.

Source: The Practitioner Hub for Inclusive Business. Innovation Against Poverty profile for Ignitia and www.ignitia.se

⁴³ UN, 2013

⁴⁴ International Telecommunications Union, 2013

⁴⁵ World Bank Vice President for Sustainable Development Rachel Kyte, 2012

⁴⁶ World Economic Forum / INSEAD, 2012: The Global Information Technology Report 2012

ICT

Global challenge

Leverage the global proliferation of 7 billion mobile phone subscriptions and over 2 billion mobile broadband subscriptions as an enabler for common economic and social benefit (International Telecommunication Union, 2014)



Sector ambition

Co-creating a comprehensive set of ICT solutions in 30 developing countries benefiting and empowering 100 million people

Sweden's strengths and capabilities

- Hardware and network infrastructure knowledge
- Software solutions
- Digital and online content and services
- Powerful international network
- Innovation management and ability to apply research
- Security
- Global trust in Swedish companies

Noteworthy Swedish initiatives

- Ericsson: Technology for Good
- Saltside Technologies: Online marketplaces in underserved markets
- Ignitia: Weather forecasting
- Stockholm University: Spider (Swedish Program for ICT in Developing Regions)
- Sida: ICT4Development

Key challenges

- Hardware production and disposal
- IT literacy and literacy of users
- Design challenges in the face of language, cultural and context differences
- Censorship
- Copyright
- Scale and replicability
- Maintenance, evaluation and assessment
- Swedish companies lacking sense of urgency in a competitive global context

Opportunities and potential activities

- eServices for healthcare, agriculture, weather info, etc
- eLearning platforms
- Mobile payment solutions
- Leverage ICT for greater collaboration with, and knowledge of, developing markets
- Apps for next generation of smart-phone users
- ICT for anti-corruption, efficiency and transparency
- Big data and / or collaborative data
- Empowering the BoP as developers
- Enabling infrastructure

Relevant national strategic innovation programmes supported by Vinnova

- IKT elektroniska komponenter och system - Swedish ICT
- Trådlös kommunikation - KTH

Prioritised workstreams

- Knowledge sharing
- In-country co-creation
- Community building

6.5 Water and Sanitation

More than 780 million people lack access to clean water while 2.5 billion do not have access to adequate sanitation⁴⁷. This has obvious impacts on the health of these populations, but also the productivity of developing economies. For every \$1 invested in water and sanitation, an average of at least \$4 is returned in increased productivity⁴⁸.

In Sweden, we take clean water for granted. But it has not always been the case. Up until the 1860s, Stockholm's citizens drew water from wells and ponds. As a result, diarrhoea and pneumonia were the main causes of child death, and cholera outbreaks killed thousands. However, within 3 decades, the city's sanitation was transformed to a modern, high-performing system. Now there are calls for business to leverage the Swedish experience worldwide⁴⁹.

Export of Swedish knowledge in the water and sanitation sector is worth close to a billion dollars⁵⁰. What makes Sweden a role model in these solutions is experience from collaborating and co-ordinating a national network throughout the entire value chain and with actors from public, private and academic sectors. The focus on continuous improvements has led to far reaching standards in the sector along with internationally leading research in certain important research areas. As mentioned, the global reach is wide given that there are already fundamental relationships established, both in the developed world as well as the developing world. A high number of projects within water and sanitation in the developing world have created unique experience in this sector that can facilitate further activities aimed at the BoP.

BOX 8: Swedish Case: Peepoople single-use toilet

The development of the Peepoo directly addresses the fact that more than 2.5 billion people lack access to basic sanitation. Peepoo is a "personal, single-use, self-sanitising, fully biodegradable toilet that prevents faeces from contaminating the immediate area as well as the surrounding ecosystem". After use, the waste turns into fertiliser that can improve agricultural productivity. Peepoople leveraged a multi-faceted strategy to incorporate inclusive business models in urban slums, humanitarian responses to emergencies and refugee camps and a donor-funded school programme to distribute their products.

Source and image: peepoople.com



⁴⁷ UN Water, 2014

⁴⁸ Hutton / WHO, 2012: Global costs and benefits of drinking-water supply and sanitation interventions to reach the MDG target and universal coverage

⁴⁹ Chatterjee-Martinsen / The Guardian, Cecilia, 2014: World Water Week: we must replicate Stockholm's water improvements

⁵⁰ Svenskt Vatten, 2013: Water Agenda (Vattenvisionen)

Water and Sanitation

Global challenge

More than 780 million people lack access to clean water while 2.5 billion do not have access to adequate sanitation (UN Water, 2014)



Sector ambition

Partner to provide access to clean drinking water, sanitation and hygiene solutions to 100 million people at the BoP

Sweden's strengths and capabilities

- Strong competence and knowledge in the sector
- High water standards
- Collaborative programmes and existing networks
- Green-tech solutions
- World Water Week in Stockholm
- Policies and regulatory frameworks

Noteworthy Swedish initiatives

- Stockholm International Water Institute
- Solvatten: Water purification systems
- Solokraft: Water micro-factories
- Peepoople: Single-use toilets
- Eco-loo: Clean-tech toilets

Key challenges

- Swedish water companies often big and publicly owned - need to innovate for the BoP
- Lack of governmental support - especially in informal / uncontrolled geographies
- Lack of infrastructure and distribution
- Awareness and understanding of health issues
- Revenue streams for return on investment - requires significant investment, time and education while the final service has to be affordable

Opportunities and potential activities

- Focus on exporting Swedish technology and capabilities
- Public-private partnership - large Swedish water companies partnering with governments
- Water purification
- Innovative toilet solutions

Relevant national strategic innovation programmes supported by Vinnova

- Vattenvisionen - Svenskt Vatten

Prioritised workstreams

- Knowledge sharing
- In-country co-creation
- Incubation and support
- Capacity building

6.6 Healthcare

Much progress has been made against the 3 Millennium Development Goals that specifically focus on health. Since 1990, child mortality rates have more than halved, maternal mortality rates decreased by 45%, and good results are starting to be seen in the prevention and treatment of AIDS and malaria⁵¹. But there is a long way to go to bring healthcare standards in the developing world up to the same level as the developed world. More than 1 billion people remain excluded from basic healthcare and the world's dramatic advances in health and medical technology⁵².

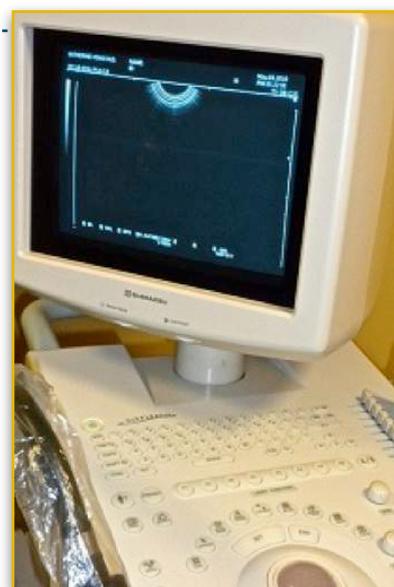
Some of the most significant healthcare challenges at the BoP include lower respiratory infections, HIV/AIDS, diarrheal diseases, stroke, heart disease, preterm birth complications, tuberculosis, birth asphyxia and birth trauma, protein-energy malnutrition, malaria, pulmonary disease,

diabetes mellitus, congenital anomalies and meningitis⁵³. We have the knowledge and systems in place to address many of these challenges in the developed world.

The Swedish welfare model has provided a unique national health care system available to all citizens. During a period of over 30 years, the quality of Swedish healthcare has been systematically evaluated and improved⁵⁴, and Sweden has invested heavily into R&D within the sector. These investments are utilised both in large private companies such as AstraZeneca and well renowned academic sites such as the Karolinska institute in Stockholm. Together they are at the forefront in research and medical science.

BOX 9: Swedish Case: Swedstream portable ultrasound technology

Cost and complexity of ultrasound equipment and a severe lack of technical skills and trained sonographers are currently major challenges in the provision of ultrasound check-up services in poor countries. With the objective to develop a low-cost ultrasound system, Swedstream seeks to tackle both of these challenges and create an innovative technical and business solution that will dramatically reduce the cost of ultrasound examinations. In Uganda and Tajikistan, Swedstream aim to democratise access to ultrasound and trained sonographers in order to address high mortality rates during pregnancy and childbirth in poor areas. This pilot project seeks to dramatically reduce limitations on cost and access to ultrasound before spreading commercially to other developing countries. This initiative seeks to have 100 000 pregnant women benefitting from access to medical examination at home.



Source and image: The Practitioners Hub for Inclusive Business. Innovation Against Poverty profile for Swedstream

⁵¹ UN MDG Advocacy Group, 2013

⁵² WHO, 2000: The World Health Report

⁵³ WHO 2013: Global Health Estimates Summary: From the list of top 15 causes of death in low-income countries

⁵⁴ OECD, 2013: Reviews of Health Care Quality: Sweden

Healthcare

Global challenge

More than 1 billion people are excluded from basic healthcare and the world's dramatic advances in health and medical technology (WHO, 2000)



Cluster ambition

30% of Swedish healthcare companies address at least 10 significant healthcare challenges in developing countries

Note: At least 10 significant healthcare challenges will be selected based on the significance of the healthcare challenge at the BoP and the capability of the Swedish healthcare sector to meet these needs.

Sweden's strengths and capabilities

- Medical technology
- Research and medicines
- Distribution and logistics
- Organisational know-how (including protocols and policies)
- Infection control
- Emergency services and hospital care
- Academic and educational platforms

Noteworthy Swedish initiatives

- Swecare: Pilot project B4D
- Elekta / Global Medical Investment: Cancer clinics in developing countries
- Swedstream: Portable ultrasound technology
- Daralabs: Mobile health platform

Key challenges

- Effective and reliable distribution channels
- Developing affordable solutions - strong business cases
- Infrastructure limitations
- Understanding needs, contexts and cultures
- Difficulties for healthcare SMEs to enter new markets

Opportunities and potential activities

- eHealth technologies
- Enabling small-scale clinics and healthcare workers
- Localising manufacturing
- Joint medical research
- Collaborative education / exchange programmes
- Basic healthcare / sanitation at competitive prices
- Learning how to work with multicultural groups in Sweden

Relevant national strategic innovation programmes supported by Vinnova

- Folksam - Lund University
- Medtech4Health - CTMH

Prioritised workstreams

- Knowledge sharing
- In-country co-creation
- Incubation and support

6.7 Textiles and Clothing

The textile, clothing and footwear sector provides employment opportunities to more than 60 million workers worldwide, predominantly unskilled young women from the developing world. Due to the scale and nature of this sector, it offers great potential to contribute significantly to economic development⁵⁵. However, the industry is often criticised for exploiting its workers. A more inclusive approach is needed to complement the existing push for more responsible business.

In Sweden, the textile cluster around Borås still hosts the headquarters of large companies such as Gina Tricot, Hemtex and Ellos.

In the search for sustained competitiveness, the Swedish textile sector has moved towards research and innovations within smart textiles as well as finding sound production processes and alternative raw and recycled materials that has a lower impact on the environment⁵⁶.

Several research projects within the Mistra Future Fashions⁵⁷ programme are currently running to provide a national platform for sustainable fashion research. Some of the partners of the program include research institutes (SP, SWEREA IVF), universities (Stockholm School of Economics, Borås Textile University) and fashion companies (H&M, etc).



BOX 10: Swedish Case: Ikea and the Better Cotton Initiative

Major Swedish brands including IKEA, H&M, KappAhl, Lindex, Gina Tricot, Stadium and Hemtex have joined the consortium of the Better Cotton Initiative, which seeks to improve how cotton is produced for both the environment and the workers in the sector. BCI aims to have 5 million farmers producing 8.2 million metric tonnes of “better cotton” by 2020. For IKEA, cotton is the second most important raw material after wood. IKEA’s involvement in this initiative is based on a business case throughout the supply chain, starting from transferring resource-efficient farming solutions to cotton farmers and building capacity of BCI producer organisations and enhanced production of better cotton to supply chain improvement through involving local and international actors.

Source: Better Cotton Initiative, 2014: BCI Story. Image: Yosef Hadar / World Bank photo bank

⁵⁵ International Labour Organization, 2014: Textiles, clothing, leather and footwear sector

⁵⁶ SvD, 2011: Textilbranschen blickar framåt

⁵⁷ www.mistrafuturefashions.com

Textiles and Clothing

Global challenge

A more inclusive approach to textile and clothing production



Sector ambition

20% of global sales volume for the Swedish textiles and clothing sector involve inclusive business models in the value chain

Note: A large component of these will focus on waste-to-textile and alternative fibres

Sweden's strengths and capabilities

- Globally recognised fashion brands and associated expertise
- Significant actors in the Better Cotton Initiative
- Borås textile industry
- Sustainable textile production innovations - including from new materials, recycled waste
- Holistic approach to combine responsible and inclusive business models

Noteworthy Swedish initiatives

- Better Cotton Initiative (IKEA / Lindex / H&M / KappAhl / Gina Tricot / Stadium / Hemtex / Sida)
- IKEA: Next Generation project
- Juteborg / Jutelab

Key challenges

- Changing existing business models and consumer behaviour
- Swedish companies rarely own production (raw materials or manufacturing)
- Enabling inclusive business models at high-scale and low-cost
- Competitiveness of SMEs vs big brands
- Proving how inclusive business initiatives can benefit Swedish industry
- Environmental challenges in the supply chain (e.g. use of chemicals or water pollution)
- Complex value chain
- Trade barriers (e.g. it is not legal to trade waste with some countries)
- Inclusive and responsible producers alone cannot fulfil the actual industry demand

Opportunities and potential activities

- Establishment of production co-operatives
- Leverage experience from Better Cotton Initiative in other areas
- Waste-to-textile initiatives
- Alternative materials
- Business models improving access and sustainability of water and energy for textile production
- SME textile support programmes
- Engaging with other sector using intersectional approaches

Relevant national strategic innovation programmes supported by Vinnova

- None identified

Prioritised workstreams

- Knowledge creation
- In-country co-creation
- Community building
- Financing

7. The Way Forward

To realise the immense potential that this field represents, the *Inclusive Business Agenda* recommends an approach that is led by industry and supported by a broader consortium of stakeholders both locally and globally.

Once the specific ambitions for each of the 6 sectors had been set, each sector self-selected which workstreams will provide the greatest value towards achieving these ambitions. At the highest level, this could be illustrated as below⁵⁸.

To enable the achievement of the long-term vision and sector ambitions, 3 key priorities have been identified by the sector-based roundtable participants:

1. Community and ecosystem building by linking platforms and players
2. Deep co-creation, innovation and acceleration activities
3. Capacity building and support by leveraging existing knowledge, tools, networks and platforms

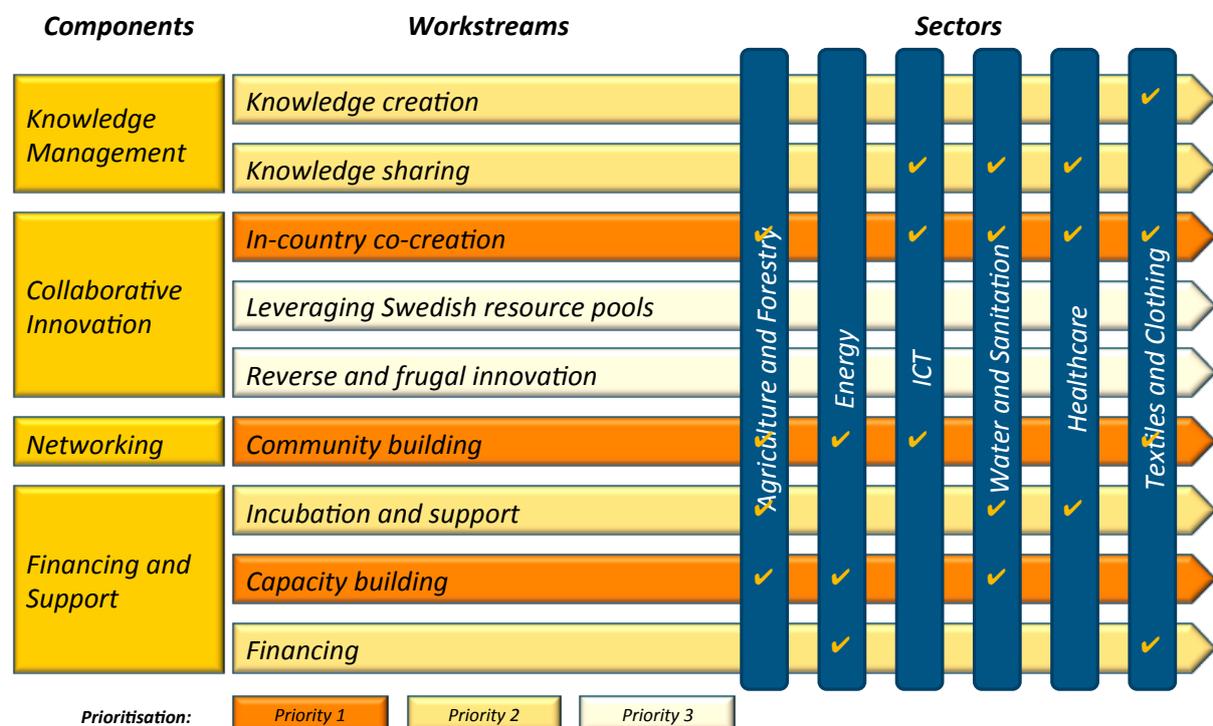


Figure 23: Prioritising Workstreams

⁵⁸ Roundtable outcomes from October 2014

To implement these 3 priorities, Inclusive Business Sweden, LU Open Innovation Center and SP, with the support of Vinnova has embarked on an initiative named the Inclusive Business Co-creation Accelerator which approach will focus on achieving the following milestones:

- 2015 will focus on building the 6 sector-based alliances locally, engaging with strategic partners in developing countries and building an ecosystem for inclusive business in Sweden
- 2016 will focus on enabling deep co-creation between Swedish partners and international counterparts in developing countries

- 2017 will focus on supporting business building and scaling initiatives

However, it is recognised that some businesses and sectors may proceed more quickly than others, so the project also seeks to enable an infrastructure for ongoing co-creation and acceleration.

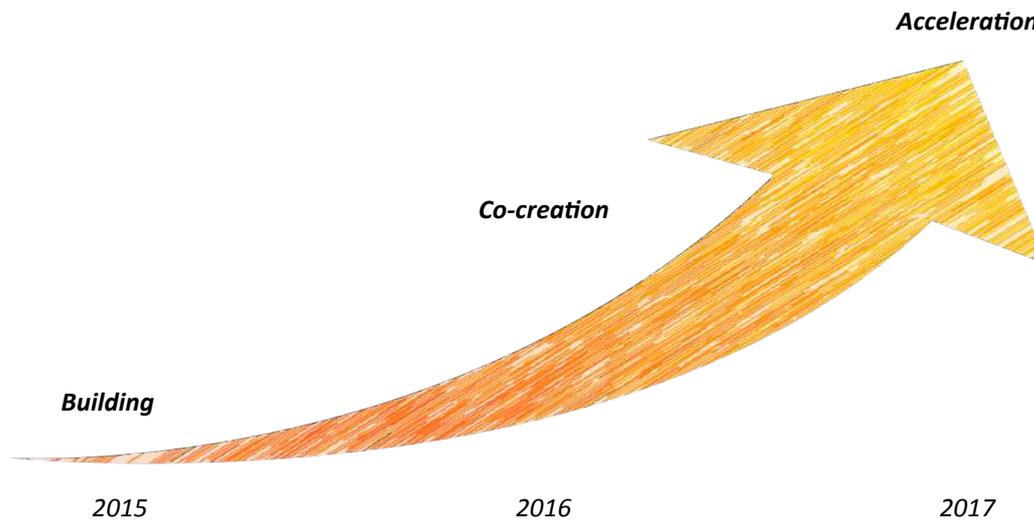


Figure 24: Inclusive Business Co-creation Accelerator high level approach

8. Appendix

8.1 Project Background

8.1.1 Purpose and Goals

The purpose of this initiative was to formulate a strategic research, innovation and action agenda for engaging Swedish organisations with BoP needs and opportunities.

The specific goals were three-fold:

1. Scope a national inclusive business agenda based on matching the needs of the BoP with the core capabilities and operations of Swedish organisations
2. Map key opportunities and challenges in working with the BoP
3. Develop an actionable strategy, roadmap and specific activities for collaborative innovation and research activities for inclusive business

8.1.2 Approach

The *Inclusive Business Agenda* sought to define the *Why, Who, What* and *How* for inclusive business in Sweden. By engaging with a broad cross-section of stakeholders engaged in the field, the project team collaboratively developed a vision, strategy, roadmap and supportive framework for

collaborative efforts for research, innovation and action.

We applied a needs-based approach to implementation of the initiative by mapping the “basic needs” of the BoP (food and agriculture, clean water, health and hygiene, energy, housing, transportation, communications, environmental management, job creation, entrepreneurship, etc) against the competitive capabilities of Swedish industry, as illustrated on the following page.

Based on this mapping, a more detailed strategy and roadmap was developed in order to create an *Inclusive Business Agenda* for research, innovation and action. In addition to employing a cross-sectoral approach, the implementation employed a cross-disciplinary approach by engaging across business, engineering, technological, social, environmental and academic domains.

At an initial workshop in February 2014, 120⁵⁹ participants defined the vision, scope and ambitions based on existing capabilities. A follow on workshop with 60 participants in March 2014 focused on mapping specific capabilities, opportunities, challenges and concrete actions.

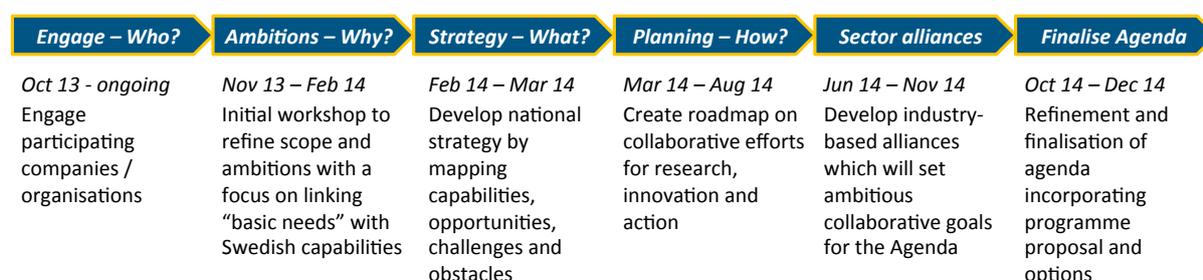


Figure 25: High-level approach

⁵⁹ Participating organisations for the development of the agenda outlined in Section 8.2

These workshops, combined with desk research, ongoing communications and feedback sessions, mini-workshops and mapping activities, were used to complete a clear strategy and approach for inclusive business in Sweden.

After setting the initial strategy, the initiative continued to develop 6 sector-based alliances to focus energies towards common ambitious goals for that industry, and identify high-priority needs. Collaboratively setting these ambitions helped to further enable collaboration and inspire additional stakeholders to engage.

In addition to meeting the goals identified previously, the project sought to make contributions in this emerging field through the development of methodologies and sharing learning nationally and globally. For example, the project sought to identify better approaches to innovation, define critical success factors, find new ways to engage the BoP, facilitate partnering, provide input to government policy, connect with financing options, contribute to the advancement of education in the field, collaborate with other agendas, etc. While the main focus was on the attainment of the defined project goals, these by-product outcomes are also of inherent value.



Figure 26: Forum participants



Figure 27: Connecting BoP needs with Swedish capabilities

8.2 Participants

The project was co-ordinated by Inclusive Business Sweden - the national centre for the advancement of inclusive business initiatives with the BoP. The centre is also Sweden's "BoP Learning Lab", part of a global network of 19 labs that engage in the research and development of innovative BoP business models. SP was the delivery partner in this project.

Through workshops in February and March 2014, roundtables in October 2014, as well as numerous interviews and discussions, the *Inclusive Business Agenda* has engaged with a wide array of actors as outlined below:

Participants

Large Business	Small Medium Enterprises	Universities and Institutes	Government	NGOS (continued)
<ul style="list-style-type: none"> • ABB • Dometic • Coca Cola Company • Ericsson • H&M • Mölnlycke Health Care • Preera • Pwc • Sandvik • SEB • SKF • SSC Forestry • Telenor 	<ul style="list-style-type: none"> • Jarskog Konsult • Juteborg • KFO • Lake Tana Investment • Mentice • Misceo Agency • Oji Drinks • OrgBooster • Orgut Consulting • Pamoja Cleantech • Peepoople • PWingårdh Retail Consulting • QuizRR • Renetech • Sanson IBC • Sense Group • ShareValue Sweden • Sibship • Social Capital Forum • Social Initiative • SocialInnovation • Soltid • Solvatten • Stigsdotter produktion och projektledning • Terra Institute • Trade & Interchange Agency • UnEarth • Utblik • Vteam 	<ul style="list-style-type: none"> • Aalborg University • Center for Technology in Medicine and Health • Chalmers University • DsV-Stockholm University • Gothenburg University • Göteborgs miljövetenskapliga centrum • International Cooperative and Mutual Insurance Federation • Jönköping International Business School • KTH • Lund University • LU Open Innovation Center • Marketplace Borås • Mistra Urban Future • SICS Swedish ICT • Stockholm International Water Institute • Stockholm Schools of Economics • Swedish International Agricultural Network Initiative • Uppsala University 	<ul style="list-style-type: none"> • Business Sweden • Expertgruppen för biståndsanalys • GIZ • JTI • Miljödepartementet • Sida • SP Technical Research Institute • Swecare • Swedfund • Utrikesdepartementet • UNDP • Västra Götalandsregionen • Vinnova <p>NGOS</p> <ul style="list-style-type: none"> • 12th Right • Action10 • Burundi Green Initiative • CSR Västsverige • Diakonia • FDUB • Hand in hand • HelpAfrika • Hungerprojektet • International Council of Swedish Industry • Kunskapsutveckling i Norden • Ogiek People's Development Program 	<ul style="list-style-type: none"> • Reach for Change • Safecity • Scandinavian African Foundation for Growth • SE-Forum • Yennega Progress <p>Embassies and Chambers of Trade</p> <ul style="list-style-type: none"> • Chamber Trade Sweden • Central America Chamber of Commerce • Embassy of Colombia • Embassy of El Salvador • Embassy of Kenya • Embassy of South Africa • Embassy of Zambia • Embassy of Zimbabwe • Malawi Honorary Consulate • Stockholm Chamber of Commerce • Swedish Central African Chamber of Commerce • Swedish East African Chamber of Commerce

We would like to thank all the participants for their involvement in the development of this agenda.

Thank you!

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