

## Scaling up inclusive business

This month we focus on **key challenges and routes for scaling up inclusive business**. Partnering with Ashoka Globalizer, we provide an overview of how Ashoka, and other key organisations, are working to overcome the many barriers to achieving impact at scale at the base of the pyramid.

Whether your route to scale is growth of a single business, or spread of an innovative model across networks and regions, make sure you download the step by step framework created by Ashoka and read the invaluable insights in Guest Editor Tom Harrison's **exclusive interview with Erik Simanis**, Head of the Frontier Markets Initiative at Cornell University and a leading authority on inclusive business innovation. We also have two exciting announcements, with the launch of new pages covering the Asian Development Bank's work on Inclusive Business in Asia and the Inclusive Business Action Network.



Ashoka Globalizer has been helping social entrepreneurs scale since 2009



'Streetfootballworld connects all organizations around the world that use football (soccer) as a tool for development



Valid Nutrition revolutionized the treatment of Severe Acute Malnutrition

- **Extending social impact beyond the organisation:** To truly scale innovations that have the potential to impact millions of lives positively, entrepreneurs have to look beyond their business and engage the wider eco-system. This is the central tenet of the Ashoka Globalizer program. Co-Founder Maria Zapata Cañedo explains this changemaking approach that has helped hundreds of entrepreneurs to increase their impact.
- **The ecosystem approach to scaling impact:** The team behind the Sankalp Forum has a similar philosophy: *'In order for businesses – large and small – to succeed in a way that amplifies the development impact at the BoP, three things need to come together – the right know-how, capital and a powerful network of influencers.'* At April's Global Sankalp Summit we spoke to Aparajita Agrawal, about how Sankalp is helping to build an enabling ecosystem for inclusive businesses to reach scale.
- **How to tackle the challenges to scale:** *'Planning to scale should not be taken lightly, and it is important to put the right foundations in place.'* Ashoka Globalizer have developed a step by step toolkit to help guide inclusive businesses on the journey to scale, from an initial idea to implementation. [Learn more about the framework and download it here.](#) You can also learn about overcoming scaling barriers from leading social entrepreneurs themselves in this [fascinating collection of videos.](#)
- **Scale is core to the ADB's definition of inclusive business:** Armin Bauer, Principal Economist at the Asian Development Bank, expands on their definition in his blog, and explains how IB differs from other related activities such as social enterprise.
- **Sanergy - looking back to 2011, looking forward to scale:** From 2 toilets in 2011 to 650 toilets serving tens of thousands in Nairobi, Sanergy has grown steadily since Caroline Ashley first encountered them. In her blog, she looks at [some lessons that others can learn from Sanergy's journey.](#)
- **The scaling quest:** How did the likes of Coca-Cola, Lafarge, CEMEX and other large companies looking to scale inclusive businesses overcome the many internal barriers that they encountered? In *Scaling up Inclusive Business – Solutions to overcome internal barriers*, the WBCSD draws on insights from these companies to identify solutions to scale. In similar vein, Jack Newnham's Insider, looked at [why some successful pilots simply fail to scale.](#)

## Profits at the Bottom of the Pyramid

A tool for assessing your opportunities  
by Erik Simanis and Duncan Duke

- **Systemic barriers:** The BoP Innovation Centre has identified five key systemic barriers to scale and is currently developing a roadmap to work on these barriers. Nicolas Chevrollier outlines the barriers in his blog.
- **Incubators are helping impact enterprises grow but are they making a difference?** Effective accelerator programmes play a critical role in helping businesses scale their impact. A new report from the Rockefeller Foundation shares key lessons on what is working and what isn't for these programmes. Rockefeller's Amira Bliss summarises the key findings in her blog.
- **EDITOR'S CHOICE: Erik Simanis and his insights on large companies and inclusive business.** This month, Tom Harrison has chosen not one but three pieces as his Guest Editor's Choice. Written by Erik Simanis, a leading thinker on inclusive business and innovation, all three articles shed valuable light on how large companies can achieve success in inclusive business and why many don't. Erik tells us more of his thoughts on inclusive business and scale in [this interview](#).



The Practitioner Hub and IBAN are collaborating to bring you content on the latest IB insights. Download the latest resources and [learn more here](#).

The Asian Development actively promotes inclusive business in Asia. Find out all about their [definition of IB](#) and learn about their [IB approach and activities](#) here.

## OTHER NEWS ON THE HUB

- **An interview with Stuart Hart:** Our partners, IB Accelerator, speak to the inclusive business [pioneer Stuart Hart about the growth of the inclusive business](#) space in this inspiring interview.
- **Finding the value in sustainable and inclusive business activities:** The *Institute for Business in the Global Context* at Tufts University [needs your help to share best practices](#) with today's practitioners. Read about their approach and take their survey.
- **'Building trust is essential when setting up an inclusive business':** [Hear about how Suraj Godka is setting up SokoText](#), a company that serves small shop owners in the slums of Nairobi.
- **Creating inclusive value chains in plastic waste management:** SEED's Amelie Heuer looks at how awareness can be increased amongst the many BoP [workers in the plastic waste management sector](#) and more support provided to them.
- **Level the playing field...now:** Why are women in SMEs and business facing discrimination? Aparajita Agrawal, Director of Sankalp Global Summit, gives us her 5-point priority list of [what needs to be set right for women entrepreneurs](#) to get a level playing field in India.



Suraj Godka, founder of SokoText



Waste treatment is key to a green economy

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