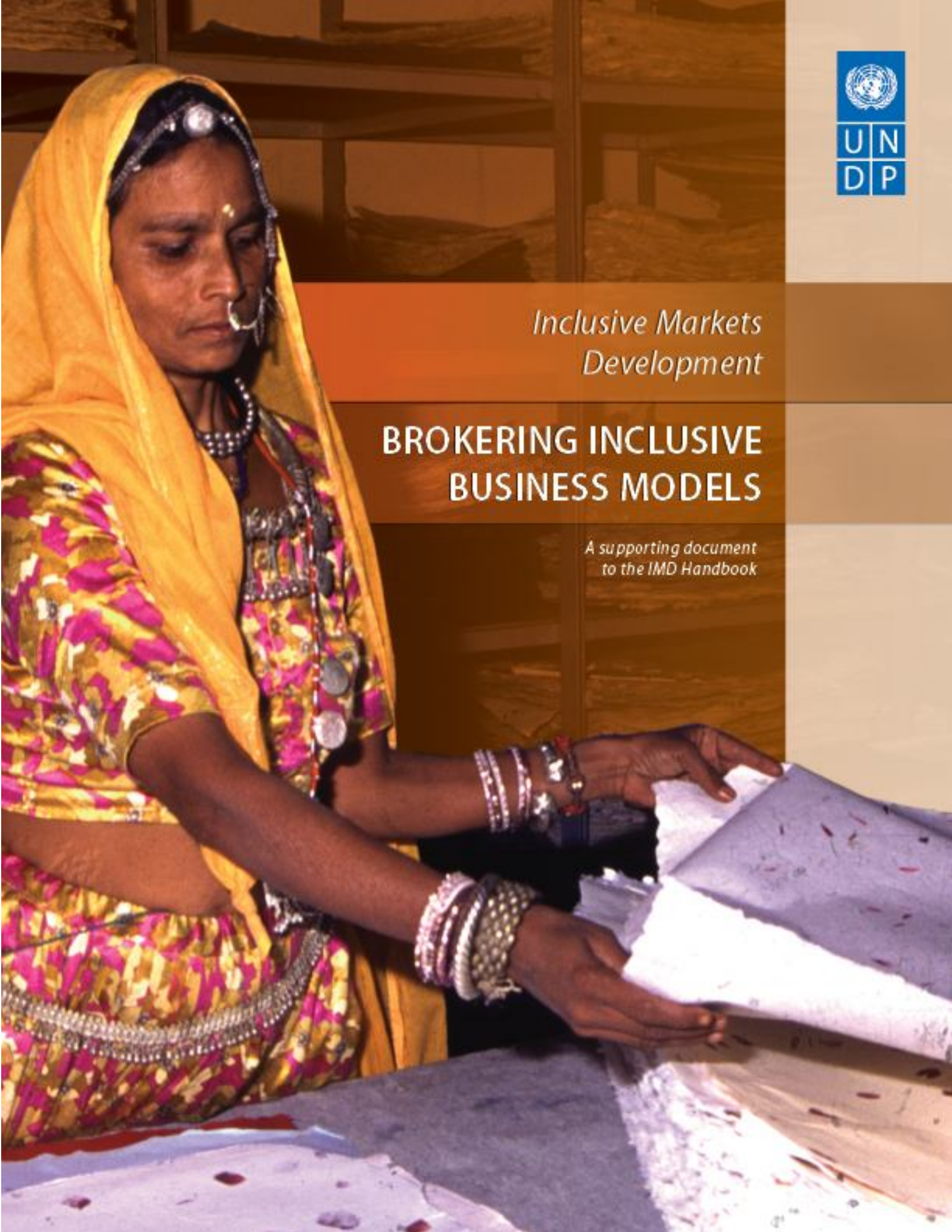


*Inclusive Markets  
Development*

## **BROKERING INCLUSIVE BUSINESS MODELS**

*A supporting document  
to the IMD Handbook*



**Private Sector Division, UNDP: “Brokering Inclusive Business Models” (2010)**

This series also includes:

Inclusive Markets Development Handbook (2010)

And the following supporting tools:

Private Sector Division, UNDP: “Assessing Markets” (2010)

Private Sector Division, UNDP: “Guide to Partnership Building” (2010)

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## Preface

This primer is written for brokers of inclusive business models, the people who provide the connecting tissue between companies, communities and development organizations, between business and human development, between business strategy and development expertise. The role of the broker is essential even though often hardly visible. Success for a broker means ensuring ownership with companies and partner organizations, the creation of a self-sustainable business model, it basically means becoming superfluous. And yet, brokers often provide the initial spark, the access to partners and resources, the ongoing motivation, support and advice that make inclusive business models succeed. We hope that this primer can support them in this important endeavour.

This primer on brokering inclusive business forms part of a larger effort of the UNDP to support the development of inclusive markets. The Primer is a complement to a main UNDP “Inclusive Market Development Handbook”, which provides the overall guidance and framework for UNDP’s work to support markets to better benefit the poor and contributing to the MDGs. The work to broker inclusive business models should be seen in the context of such broader inclusive market development efforts.

For the first time, this primer provides a collection of tools and knowhow specifically targeted at brokers. It should not be seen as a final and complete document. Rather, it is a first step towards creating a repository of broker knowledge. It builds on a variety of sources: frameworks from the UNDP report “Creating Value for All – Strategies for Doing Business with the Poor” and the UNEP publication “Towards Triple Impact – Toolbox for Analyzing Sustainable Ventures in Developing Countries” are introduced. Other publications are referenced in each chapter.

We wish all readers all the best for your work and are looking forward to your feedback.

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## Introduction

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The **objective** of this primer is to provide UNDP private sector brokers and other staff with the essential information and tools to build inclusive business models with companies and other partners. Brokers will be able to:

- Acquire practical tools to support the development of inclusive business models in co-operation with companies
- Learn to take the company's point of view and acquire effective arguments
- Inform themselves about existing examples of inclusive businesses, broker approaches and support organizations, and
- Find ideas for how to deal with widespread broker challenges.

A **broker**, as conceptualized in this primer, facilitates partnerships between civil society, the public and the private sectors. The activities of a broker may include convening potential partners, researching context and feasibility, building the capacity of participating organizations, acting as a promoter to ensure progress of the overall initiative and monitoring the implementation of new partnerships.

**Inclusive business models** include the poor into a company's supply chains as employees, producers and business owners or develop affordable goods and services needed by the poor. Here, human and business development go hand in hand. Sustainability, also with regard to natural resources, is inherent in the concept.

Inclusive business models take place at **the intersection of business and development work**. In many cases, private sector and development organizations collaborate as partners. Cross-sectoral collaborations have their own challenges: different organizational motivations, expectations and languages need to be bridged, different goals need to be united behind one project.

**Brokers can play an essential role** in developing inclusive business models: they understand the world of development as well as that of business and act as catalysts and connecting tissue between these worlds. They can support the business development at all stages, starting from market assessment and feasibility studies, via the development of a suitable business model, to implementation and evaluation.

Often, brokers are left to their own resources, their experience and intuition, when building inclusive business models. But building inclusive business models is a complex task: established business models rarely work in the slums and villages where the poor live and the triple bottom line needs to be considered at all times. **Good examples, best practices and analytical tools** can help brokers deal more effectively with these challenges. They also provide them with material to train staff within their own and the business organizations.

**The guide contains three parts:**

- The first part explains the idea behind inclusive business.
- The second part introduces some tools along the project cycle that help brokers to support inclusive business development.
- The last chapter shows how brokers can respond to common challenges in their everyday work.

Each chapter is illustrated by a case study. It ends with some questions for reflection and further references.

预览已结束，完整报告链接和二维码如下：

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