**INCLUSIVE BUSINESS***

A commercial relationship between a private company and a group (formal or informal) of producers whereby both the buyer and seller generate social, economic and environmental value in order to sustain long-term profitable interdependence.

"Inclusive Business models include the poor on the demand side as clients and customers, and on the supply side as employees, producers and business owners at various points in the value chain.” (UNDP, 2008)

"A profitable core business activity that also tangibly expands opportunities for the poor and disadvantaged in developing countries.” (BIF, 2011)

"Engage the poor as employees, suppliers, distributors, or consumers and expand their economic opportunities in a wide variety of ways.” (BIF, 2011)

"An economically profitable, environmentally and socially responsible entrepreneurial initiative.” (WBCSD, SNV, 2011)

**PERFORMANCE vs. INCLUSIVITY**

When it is time to implement the prototype cycle, you need to synthesize the results of the previous exercises, especially the problems and opportunities that emerged from each exercise.

When examining the diagnoses, you should be able to identify two dimensions:

- Those problems and opportunities which require interventions aimed at improving the inclusivity of a business relationship, which is the main thrust of LINK Methodology.
- Those problems and opportunities identified during the previous exercises, with solutions that result in improving the overall performance of an organisation.

*That which includes or is designed to include someone or something.

Why is this distinction important?
Generally, it is assumed that inclusivity and overall performance are mutually strengthened through positive feedback loops. This means that greater inclusivity contributes to better overall performance, and better performance, in general, contributes to greater inclusivity.

This mutual strengthening is the result of a bilateral phenomena: for the actor who wishes to be included, a strong overall performance is more commercially attractive, which in turn increases the possibility of him being included in a business relationship. Conversely, for the actor who implements inclusion, strong performance results in greater ability to include.
What does LINK offer?

LINK can help your business facilitate a systematic learning process between actors from a selected value chain, and discover new opportunities for innovation, based on the application of a participatory toolkit, with four main tools:

1. **The value chain map** Used to understand the macro context of markets and the businesses which link rural producers with buyers.

2. **The business model canvas** Used to understand in more detail each business which links rural producers with buyers.

3. **The New Business Model principles** Used to determine whether each business which links rural producers with buyers is truly inclusive.

4. **The prototype cycle** Used to continuously improve the inclusivity of every business which links rural producers with buyers.

By the end of the process you will have understood the relationship between specific business models (buyer and seller) and the overall value chain; identified critical areas for improvement; designed, implemented, evaluated and improved on the innovation prototype for the business model you selected; and evaluated the effects of these changes on small-holder farmers and on the business itself.

However, in order to develop an action plan, determine respective roles, responsibilities and financing for an innovation, it is important to be aware of the distinction between the two terms. Given that inclusion is a bilateral action which involves both parties assuming responsibilities, interventions to improve inclusivity automatically involve both actors in the trading relationship. In contrast, interventions to improve the overall performance of an organisation can usually be carried out more independently of the client/provider (although they may well involve indirect partners and stakeholders such as NGOs, consultants, state actors).
**ROADMAP**

1. **The value chain map**
   - **Goal**: To understand the concept in which the business operates.
   - **Key questions**: Who are the actors and what roles do they play? How do products, service and information flow through the chain?

2. **The business model canvas**
   - **Goal**: To design and implement inclusive strategies using a cyclical learning process.
   - **Key questions**: How do you move from theory to action? How can you incorporate innovation ideas into a work plan?

3. **The New Business Model principles**
   - **Goal**: To examine how a specific organisation functions, using a wideangle lens. To define the current situation and vision for the future.
   - **Key questions**: How does your organisation work? Does it have a viable business model?

4. **The prototype cycle**
   - **Goal**: To evaluate how inclusive a trading relationship is.
   - **Key questions**: How inclusive is this trading relationship? How can you identify areas for improvement?

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“I want to visualize how the value chain works.”

“I need help to implement an inclusion strategy.”

“I want to zoom in on critical aspects of the business.”

“I want to identify bottlenecks and opportunities.”

“I want to evaluate the inclusivity of a trading relationship between small-scale producers and their buyers.”
Key tool 1 The value chain map

Goals
- Define relationships and interconnections between the value chain actors.
- Understand the flow of products, services, information and payment.
- Enhance communication between different actors.
- Identify entry points or key leverage points to improve the value chain.

Key questions
- What are the core processes in the value chain?
- How is the chain organized?
- Who are the key actors?
- How do products, payments, services and information flow through the chain?
- Who are key partners?
- What are the external influences that affect the performance of the chain?

What does the value chain map enable us to visualise?
- those actors directly involved in the chain, their interconnections, roles and functions;
- indirect actors and how they support the functioning of the chain;
- links, breaches or blockages between the actors;
- product flow;
- information flow;
- price formation;
- distribution of benefits;
- external influences on the value chain.

Phase 1 Mapping the actors and their relationships

1. The direct actors and their roles
Who are the actors involved in each link?
Where are they (geographically) located?
What do they do within the chain?
What are their characteristics (eg, gender, age, education)?
Which actors are missing?

2. The indirect actors
Who supports each link in the chain?
What support services and what operational services are necessary for the activities in the chain?
Who provides the production inputs?
What services do they provide?
What services are lacking?
Who could provide the missing services?
What motivates the indirect actors?
How is power distributed amongst the partners, and how is it being used?
What kind of relationship is there with key partners? Is it good, bad or indifferent?

3. Product flow and information flow
You can use different types of lines to illustrate the connections between actors. You also need to think about connections that are not sequential, for example, from producer to retailer.
Who does each actor sell his/her product to?
What type of information flows between the actors?
Who provides whom with information?
How do the different actors communicate? What modes of communication do they use?

4. Relationships between key actors
How would you describe the relationships between direct actors? Good, bad, or regular? Why?
How would you describe the relationships between indirect actors? Good, bad, or regular? Why?

5. Product characteristics
Describe the characteristics of the product (size, colour, appearance, texture, presentation, etc.).

At the end of each phase, summarise the main conclusions reached during the work session, using the corresponding map as support. This is a useful way of ensuring that the map as it stands is indeed a faithful representation of the group’s opinion, and that no information is missing. It will also help you to verify whether all participants are up to speed. Do remember the importance of ensuring that these conclusions and final discussions are documented.

Phase 2
Mapping commercial figures

Draw up a separate chain for the direct actors. This will ensure that participants do not get bogged down with the amount of information, and will help them to visualise the commercial figures. Having done this, the facilitator should lead a discussion with the group, based on the questions below. Finally, the group should write up the main results of the discussion on card and paste them on the relevant links in the chain map.

1. Prices and payments
What is the sale price at each link in the chain?
At which points or seasons in the year does the price increase or fall?
How do the buyers of the product pay (cash, cheque, electronic transfer etc.)?
How often do the buyers pay (e.g. up front, weekly, monthly, etc.)?

2. Volume
What volume of the product (e.g. kilos, tonnes, units) is sold to each buyer?
How frequently is the product sold to each buyer (daily, monthly, per harvest, etc.)?
During which period(s) is the product more scarce and/or more abundant?

3. Returns
How much does it cost to produce each unit (e.g. kilo, litre etc.)?
At what price is the product sold?
What is the sales margin?
If the product is transformed, what are the conversion ratios (e.g. 1kg of fruit to obtain 1kg of pulp)?
For this map, it is better to start with a newly drawn chain which includes only the basic structure (direct and indirect actors, product flow, information flow and inter-connections), rather than trying to use the maps drawn up in the previous two phases.

The facilitator should then outline the five external forces, based on the questions below. The group should decide which areas are the most relevant in the context of their specific value chain, and the key information should be noted down on cards and pasted onto the relevant part of the chain (previously prepared).

1. Economic forces  
Which macroeconomic forces affect the performance of the value chain? (e.g., global market conditions, exchange rates etc.)  
Which microeconomic forces affect the performance of the value chain? (e.g., access to infrastructure, credit accessibility, land tenure)?  
What socioeconomic forces affect the performance of the value chain? (e.g., income, land tenure, housing, healthcare, quality of life, etc.)?

2. Political/legal forces  
How do laws, regulations, standards or taxes influence the value chain and the selected market?  
How do private sector standards and business practices influence the value chain and the selected market?  
How do other policies influence the value chain? (Pricing policies, consumer policies, etc.)

3. Socio-cultural forces  
What are the cultural, religious, demographic, educational and ethnic factors of the value chain’s actors and partners?  
How do values, beliefs, attitudes and lifestyle influence consumer preferences, business practices and producer organizations?

4. Environmental forces  
How does climate change and climate variability influence the value chain?  
How does the chain relate to key environmental functions (e.g., water access, soil health) and how do these support or inhibit the development of the chain?

5. Technological forces  
Is technology available for the value chain actors and their partners?  
Is the use of technology desired or possible?  
How do the costs and availability of technology affect the value chain?  
Is technology developed and available locally for the chain or does it come from external sources?
Key tool 2 The business model canvas

“A business model describes the rationale of how an individual firm creates, captures and delivers value.”
Alexander Osterwalder

**Goals**

• Assess how a key business in the value chain functions.
• Develop a shared language to describe and assess a business model.
• Create a baseline for the development of innovations in the business model.

**Key questions**

• How does my organisation or business function?
• Is the existing business model viable? What change(s) could improve the overall performance of my organisation?
• What are the strengths and weaknesses of the existing business model?
• What external influences impact positively and negatively on the business model?
• Is the buyer’s business model open to the inclusion of small-scale producers as providers?
• Does the buyer’s business model contain a double-facing value proposition (ie, both towards their customers and towards their providers)?
• Does the producer organisation’s current model make it attractive as a business partner for a formal buyer?
The value proposition

The value proposition is the reason customers choose your product or service over another. To identify the value proposition for each customer or customer segment, consider the problem or need that your product or service satisfies. In most cases, the value proposition has a tangible component which includes all characteristics that can be perceived with the five senses, such as the size of the product, nutritional composition, colour, taste and smell. Intangible characteristics cannot be directly perceived and include properties such as health, or characteristics to do with the origins of the product or the processing of the product, such as organic agriculture or Fair Commerce.

**What creates value for a buyer?**
- Quality of supply
- Reliable supply
- Certificates and standards
- Competitive price
- Reliable quality
- Transparency of processes

**What creates value for a smallholder?**
- Stable and consistent demand
- Provision of supplies
- Training and technical assistance
- Financial services
- Contracts
- Market information

Channels

Channels refer to how the product or service reaches and interfaces with its customers. In the case of agricultural products, the sales channel is often the same as supply chain logistics, which transfer the product from the producer to the end consumer.

The double-facing value proposition

» What value do you offer to small-scale producers?
» What are the needs of small-scale producers?
Key tool 2 — The Business Model Canvas

Key questions to be answered visually

Key partners
Who are your key direct partners? (producers, input suppliers, transporters)
Who are your key indirect partners? (financial institutions, research centres, universities, NGOs, public sector agencies, etc.)
Additional questions
What key resources do you gain from your partners?
How would you rate the quality of the resources gained from your partners?

Key activities
What key activities are associated with production?
What key activities are associated with processing?
What key activities are associated with the sale of products?
What key activities are associated with logistics management?
What key activities are associated with the financing of the business?

Key resources
What key resources are necessary to develop and sustain the value proposition?
Human resources (competences, expertise, know-how, personnel)
Physical resources (infrastructure, machines, technology)
Natural resources (raw material, water, solar energy)
Financial resources (cash flow, credit, savings, insurance)
Social resources (relationships and networks, community, cultural assets)
Intellectual property (branding, patents, certificates, rules and standards)

Customers
Who are your customers? (eg, intermediaries, processors, wholesalers, retailers, end consumers)
What does each customer need?
Additional questions
Where is each customer (geographically)?
What is the volume and sales frequency for each customer? (eg, kg, litres, tonnes etc; daily, weekly, monthly etc.)
When did the business relationship start?
What type of commercial agreement is maintained with each customer?

Value proposition
What type of product do you sell to each customer?
What are the tangible characteristics of the product?
What are the intangible characteristics of the product?
What makes your product different?
Additional questions
Which products include additional processes that add value to the postharvest (selection, packing, washing, etc.)?
What volume or percentage of the products is rejected by each customer?
Is the value proposition complemented by some other service?

Channels
What form of transport is used to deliver the product to the customer?
Additional questions
Who bears the transport costs?
How long does transport take?
What delivery terms are there? (pick up from the farm, delivery to the customer, etc.)
How is the product stored?

Cost structure
Which costs associated with the business model are the most important? (eg, staff, rent, public services, maintenance, supply, raw materials, certification, credit-related costs, etc.)
Additional questions
Which costs are fixed? Which are variable?
What percentage of your costs is covered by third parties? (eg, corporations, projects, subsidies, etc.)

Revenue streams
Income from the sale of products:
What is the total sale value per customer? (eg, monthly, annually)
What is the total sale value per product category?
What is the profit margin per customer?
What payment method does each customer use?
How often does each customer pay?
Other income:
What income other than sale of products do you have?
New Business Model principles have a two-fold purpose: to help both buyers and sellers evaluate their current business relationship using the criteria of inclusivity.

### Overview of NBM principles and key questions

#### 1 Chain-wide collaboration

The resolution of problems, in both commercial and social aspects of the New Business Model, means that all, or most, of the actors in the chain need to establish shared goals for collaboration.

The development of a systemic view of the chain recognises and values the interdependence of the actors. Reaching and implementing agreements often involves identifying one or more “champions” along the chain who will lead the process.

**Key questions**

- Do actors share the same goals?
- Do actors exchange information regularly?
- Are there structures in place to motivate collaboration or shared problem solving?
- Is there one or more “champions” who will lead the process of co-innovation?
- Do all actors understand and acknowledge the interdependence of the trading relationship?

#### 2 Effective market linkages

Farmers and their organisations need to be linked to a stable market that not only provides them with access to key services, but also has clear signposting in terms of quality standards, volume and price (Principle 4). These linkages should contribute to improved livelihoods for the producers.

For buyers, the linkage must provide a consistent supply of safe, quality products at competitive prices.

In practice, achieving both producer and buyer goals entails creating and delivering social and commercial value along the entire length of the chain.

**Key questions**

- Are trading relations stable?
- Are trading relations profitable?
- Do actors take advantage of market opportunities?
- Do actors respond quickly enough to the changing needs of clients?
3 Fair and transparent governance

Fair and transparent governance refers to the establishment and implementation of clear and consistent quality standards, clear commitments to buy and sell certain volumes of certain grade products at certain times, and equitable processes of risk management.

Mutually recognised interdependency between chain actors is a key criteria. Shared commercial risk and insurance against failure are frequently cited as the cement of successful relationships.

Key questions
• Are sale/purchase volumes and prices communicated clearly?
• Are quality standards clear and consistent across the chain?
• Are risks understood and shared proportionately along the chain?
• Are trading relationships based on formal contracts or clear informal agreements?

4 Equitable access to services

One of the special challenges faced by small-scale producers is gaining access to services such as finance, market information, and best agronomic practices that could improve quality, yield, food safety, and environmental practices.

Successful solutions enable smallholders to access credit, knowledge, technology, and develop incentives that encourage producers to invest in their own production based on market needs.

Key questions
• Do producers have access to technical support services provided by the buyer or an indirect actor?
• Do producers have timely access to market information provided by the buyer or an indirect actor?
• Do producers have access to financial services provided by the buyer or an indirect actor?

5 Inclusive innovation

New Business Models promote innovation in products, services and the processes that underpin both by multiple actors along the chain.

Innovations should be developed with smallholder farmers, rather than for them. Inclusive innovation development provides the means to remain competitive in dynamic markets; to improve the commercial value of goods and services; and for innovation gains to be shared among partners, all of which build business durability.

Key questions
• Are innovation processes carried out collaboratively?
• Who participates and why?
• If innovation is evident, who gains from the results?
• Are there profit-sharing mechanisms in place?
• Are small-scale producers encouraged to participate in inclusive innovation?

6 Measurement of outcomes

A business axiom states that you cannot manage what you do not measure. Our sixth principle is to incorporate tailored indicators and monitoring plans to assess the health of the on-going trading relationship, both as a for-profit business, as well as in its effectiveness as a vehicle for community development.

Constant monitoring of the health of the trading relationship reduces the risk that minor problems will destroy the business.

Key questions
• Have indicators been established that will measure the success of the business relationship?
• Are the results of the business relationship measured frequently?
• Are there feedback loops in place to guarantee effective chain-wide management and decision-making?
### Principle 1

**Chain-wide collaboration**

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>N/A</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We frequently exchange information formally* with our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>We frequently exchange information informally* with our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We are aware of the effects our decisions have on our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Our commercial goals* are aligned with those of our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
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</tr>
<tr>
<td>5</td>
<td>Our social goals* are aligned with those of our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
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<tr>
<td>6</td>
<td>Our environmental goals are aligned with those of our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
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<tr>
<td>7</td>
<td>We work closely with our customer to resolve problems.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
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<tr>
<td>8</td>
<td>We are able to respond quickly to problems that may occur to do with customer relations.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>We recognise and value the interdependence* between ourselves and our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Our activities and roles complement those of our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Incentives* (financial and non-financial) exist to enhance collaborative behaviour with our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Champions have been identified to lead the collaboration process with our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
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</tr>
<tr>
<td>13</td>
<td>We use information and communication technology (ICT)* to enhance collaboration with our customer.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
</tr>
</tbody>
</table>

**Total points** = 

**Average score** = 

\[ \text{Total points} \div (13 - \text{Number of criteria marked N/A}) \]
<table>
<thead>
<tr>
<th>Principle 2</th>
<th>Effective market linkages</th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>N/A</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Our product offer is stable for our customer.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Our trading relationship with our customer is profitable.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Our customer provides social value*</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Our customer helps us to conserve environmental resources.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>We generate a stable income from the sale of our products to our customer.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>We have the capacity to identify market opportunities and tendencies.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7</td>
<td>We frequently review with our customer our position in the market in relation to potential opportunities.</td>
<td>5 4 3 2 1 0</td>
<td></td>
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<tr>
<td>8</td>
<td>We react rapidly to changes in our customer’s needs.</td>
<td>5 4 3 2 1 0</td>
<td></td>
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<tr>
<td>9</td>
<td>Our customer is familiar with our production system.</td>
<td>5 4 3 2 1 0</td>
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<td></td>
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</tbody>
</table>

Total points = 

Average score = 

$\text{Total points} \div (9 - \text{Number of criteria marked N/A}) = $
Scorecard for sellers

### Principle 3
**Fair and transparent governance**

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>N/A</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We know the quality standards required by our customer.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The quality standards we need to meet for our customer are consistent.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We understand how our customer determines the pricing for our product.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>We know and understand our customer’s trading terms and conditions*.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td>We have formal contracts with our buyer. (If you respond “Yes”, proceed to #6, but skip #7 and #8; if you respond “No”, skip #6 and proceed to #7 and #8.)</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>We comply with the formal contracts we have with our buyer.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>We comply with the informal agreements we have with our buyer.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>We share production risk* equitably with our buyer.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>We share market risk* equitably with our buyer.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>The products we sell to our customer are traceable*.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total points** =

**Average score** =

\[
\text{Total points} \div (9 - \text{Number of criteria marked N/A}) =
\]
<table>
<thead>
<tr>
<th>Principle 4</th>
<th>Equitable access to services</th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>N/A</th>
<th>Why?</th>
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<tbody>
<tr>
<td>1</td>
<td>Our buyer helps us (directly or indirectly) to access appropriate technical assistance for the production process.</td>
<td>5 4 3 2 1 0</td>
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<tr>
<td>2</td>
<td>Our buyer helps us (directly or indirectly) to access appropriate production technology.</td>
<td>5 4 3 2 1 0</td>
<td></td>
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<tr>
<td>3</td>
<td>Our buyer helps us (directly or indirectly) to access appropriate post-harvest technology.</td>
<td>5 4 3 2 1 0</td>
<td></td>
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<tr>
<td>4</td>
<td>Our buyer helps us (directly or indirectly) to access adequate transport services.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Our buyer helps us (directly or indirectly) to access the inputs necessary for production and post-harvest.</td>
<td>5 4 3 2 1 0</td>
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<td></td>
</tr>
<tr>
<td>6</td>
<td>Our buyer helps us (directly or indirectly) to access appropriate financial services*. (If you respond with a score greater than “0”, proceed with #7; if you respond with “0”, for #7 select “N/A” and proceed with #8.)</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The financial services provided are affordable.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Our buyer helps us (directly or indirectly) to access up to date market information.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Our buyer helps us (directly or indirectly) to access appropriate training services.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>The services that are provided (directly or indirectly) by our customer satisfy our needs.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Our buyer helps us (directly or indirectly) to access appropriate production risk insurance.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Our buyer helps us (directly or indirectly) to access appropriate market risk insurance.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total points** =

**Average score** =

\[
\text{Total points} \div (12 - \text{Number of criteria marked N/A}) =
\]
## Principle 5
### Inclusive innovation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>N/A</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We develop innovations jointly with our customer.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Innovation is an ongoing activity in our relationship with our customer.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Our customer takes our perspectives and needs into consideration when developing innovations.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>The innovations we develop respond clearly to our customer’s needs.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>We share the returns (tangible or intangible) from innovations.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Innovations enable us to offer a differentiated value proposition.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>7</td>
<td>Incentives* form part of our motivation to participate in innovation processes.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

**Total points =**

**Average score =**

$\text{Total points} \div (7 - \text{Number of criteria marked N/A})$
## Principle 6

**Measurement* of outcomes**

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We know and understand the indicators which define the success of our trading relationship with our customer.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>We have established (formal or informal) mechanisms which enable us to measure the success of our relationship with our customer. (If you respond with a score greater than “0”, proceed with #3; if you respond with a score of “0”, select “N/A” for all the following criteria).</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Evaluation or feedback processes are regular and consistent.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>The evaluation process is simple and cost efficient.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Results from evaluation and/or feedback processes form the basis for decision-making.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>The results of measurement rapidly lead to action.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7</td>
<td>We understand clearly the purpose of measuring information.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>The evaluation and feedback processes are jointly designed and tested with our customer.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>We play an active role in deciding what information to collect.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>We exchange the generated information with our customer.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>11</td>
<td>We discuss the generated information with our customer.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total points =**

**Average score =**

\[
\text{Total points ÷ (11 – Number of criteria marked N/A) = }
\]
<table>
<thead>
<tr>
<th>Principle 1</th>
<th>Chain-wide collaboration</th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>N/A</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We frequently exchange information formally* with our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>We frequently exchange information informally* with our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We are aware of the effects our decisions have on our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Our commercial goals* are aligned with those of our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Our social goals* are aligned with those of our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Our environmental goals are aligned with those of our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>We work closely with our provider to resolve problems.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>We are able to respond quickly to problems that may occur to do with our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>We recognise and value the interdependence between ourselves and our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Our activities and roles complement well those of our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Incentives* (financial and non-financial) exist to enhance collaborative behaviour with our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Champions have been identified to lead the collaboration process with our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>We use information and communication technology (ICT)* to enhance collaboration with our provider.</td>
<td>5 4 3 2 1 0</td>
<td>○</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total points =**

**Average score =**

\[
\text{Total points} \div (13 - \text{Number of criteria marked N/A}) =
\]
## Principle 2
**Effective market linkages**

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>N/A</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The product supply from our provider is stable.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Our trading relationship with our provider is profitable.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We deliver social value* to our provider.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>We help our provider to conserve environmental resources.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Our provider generates a stable income from our purchase of their products.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>We promote our provider’s creation of new business.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>We frequently review with our provider their position in the market in relation to potential opportunities.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>We react rapidly to changes in our provider’s needs.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>We are familiar with our provider’s production system.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total points =**

**Average score =**

\[
\frac{\text{Total points}}{(9 - \text{Number of criteria marked N/A})}
\]
## Principle 3
**Fair and transparent governance**

| 1 | We communicate our quality standards clearly to our provider. | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | | |
| 2 | The quality standards we require from our provider are consistent. | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | | |
| 3 | We help our provider to understand how we determine pricing for their products. | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | | |
| 4 | We communicate our trading terms and conditions* clearly to our provider. | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | | |
| 5 | We have formal contracts with our provider. (If you respond “Yes”, proceed to #6, but skip #7 and #8; if you respond “No”, skip #6 and proceed to #7 and #8.) | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | Yes | No |
| 6 | We comply with the formal contracts we have with our provider. | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | | |
| 7 | We comply with the informal agreements we have with our provider. | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | | |
| 8 | We share production risk* equitably with our provider. | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | | |
| 9 | We share market risk* equitably with our provider. | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | | |
| 10 | We help our provider to ensure that their products are traceable*. | 5️⃣ 4️⃣ 3️⃣ 2️⃣ 1️⃣ 0️⃣ | | |

**Total points** = 

**Average score** =

\[
\text{Average score} = \frac{\text{Total points}}{9 - \text{Number of criteria marked N/A}}
\]
### Principle 4
**Equitable access to services**

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>N/A</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We help our provider (directly or indirectly) to access appropriate technical assistance for the production process.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>We help our provider (directly or indirectly) to access appropriate production technology.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We help our provider (directly or indirectly) to access appropriate post-harvest technology.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>We help our provider (directly or indirectly) to access adequate transport services.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>We help our provider (directly or indirectly) to access the inputs necessary for production and post-harvest.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>We help our provider (directly or indirectly) to access appropriate financial services*. (If you respond with a score greater than “0”, proceed with #7; if you respond with “0”, for #7 select “N/A” and proceed with #8.)</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The financial services we provide directly to our provider are affordable.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>We help our provider (directly or indirectly) to access up to date market information.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>We help our provider (directly or indirectly) to access appropriate training services.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>We are able to satisfy our provider’s needs through the services we provide (directly or indirectly).</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>We help our provider (directly or indirectly) to access appropriate production risk insurance.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>We help our provider (directly or indirectly) to access appropriate market risk insurance.</td>
<td>5 4 3 2 1 0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total points** =

**Average score** =

\[
\text{Total points} \div (12 - \text{Number of criteria marked N/A}) = 
\]
## Principle 5
### Inclusive innovation

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We develop innovations jointly with our provider.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1 0</td>
</tr>
<tr>
<td>2</td>
<td>Innovation is an ongoing activity in our relationship with our provider.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1 0</td>
</tr>
<tr>
<td>3</td>
<td>We take our provider’s perspectives and needs into consideration when developing innovations.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1 0</td>
</tr>
<tr>
<td>4</td>
<td>We help our provider to develop innovations that respond directly to our needs.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1 0</td>
</tr>
<tr>
<td>5</td>
<td>We share the returns (tangible or intangible) from innovations with our provider.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1 0</td>
</tr>
<tr>
<td>6</td>
<td>The innovations we foster with our provider enable us to offer a differentiated value proposition.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1 0</td>
</tr>
<tr>
<td>7</td>
<td>We offer incentives* to motivate our provider’s participation in innovation processes.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1 0</td>
</tr>
</tbody>
</table>

### Scorecard for buyers

\[
\text{Total points} = \sum \text{Strongly agree} - \sum \text{Strongly disagree}
\]

\[
\text{Average score} = \frac{\text{Total points}}{7 - \text{Number of criteria marked N/A}}
\]
### Principle 6

#### Measurement* of outcomes

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We know the indicators which define the success of our trading relationship with our provider.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>We have established (formal or informal) mechanisms which enable us to measure the success of our relationship with our provider. (If you respond with a score greater than “0”, proceed with #3; if you respond with a score of “0”, select “N/A” for all the following criteria.)</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Evaluation or feedback processes are regular and consistent.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>The evaluation process is simple and cost efficient.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Results from evaluation and/or feedback processes form the basis for decision-making.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>The results of measurement rapidly lead to action.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7</td>
<td>We ensure that our provider clearly understands the purpose of evaluation and/or feedback processes.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>The evaluation and feedback processes are jointly designed and tested with our provider.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>We allow our provider an active role in deciding what information to collect.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>We exchange the generated information with our provider.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>11</td>
<td>We discuss the generated information with our provider.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total points =**

**Average score =**

\[
\text{Average score} = \frac{\text{Total points}}{(11 - \text{Number of criteria marked N/A})}
\]
Key tool 3 — The New Business Model (NBM) Principles

### Visualisation of scoring

<table>
<thead>
<tr>
<th>Company</th>
<th>Business Model</th>
<th>Inclusiveness Scored 1–5 (1 meaning no compliance; 5 meaning full compliance)</th>
<th>Mechanisms (numbers refer to explanation below the table)</th>
</tr>
</thead>
<tbody>
<tr>
<td>africaJUICE</td>
<td>Centralized model</td>
<td><strong>AVERAGE SCORE: 3</strong></td>
<td>Guaranteed market (P2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Service provision on a credit basis (P4)</td>
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<td>Measuring yield as the main performance indicator (P6)</td>
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<td>P1 Chain wide collaboration</td>
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<td>P2 Effective market linkages</td>
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<td>P3 Fair and transparent governance</td>
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<td>P4 Equitable access to services</td>
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<td>P5 Inclusive innovation</td>
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<td>P6 Measurement of outcomes</td>
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Inclusiveness Mechanisms Scored 1–5 (1 meaning no compliance; 5 meaning full compliance)
Key tool 4 The prototype cycle

Goals

- Design, test and continually evaluate the business model in order to improve.

Key questions

- Where is our business model today?
- Where do we want our business model to be in the future?
- What has to change?
- What would progress look like and how can we measure it?
- What worked, what did not and how can we improve?

What is the prototype cycle?

The prototype cycle is a doing-and-learning cyclical process. The aim of the prototype cycle is to resolve those problems which impede progress, rotating between the following stages:

Plan – Test (do) – Check (measure outcomes) – Adapt or Adopt?

1. Design the interventions
2. Test/implment
3. Measure results
4a. Adjust what doesn’t work
4b. Adopt what worked

THE PROTOTYPE CYCLE