

# **Inclusive Business Strategies** ***From Knowledge to Action***

**Closing Conference**  
***Capital Club, Nairobi***  
**22 June 2017**



# Morning programme

10:00 - 10:10

**Opening**

10:10 - 10:15

**Word of welcome**

Joseph Mumba, ESAMI



10:15 - 10:20

**Welcome speech**

Bert Rikken

*Agricultural Counsellor, Embassy of the Netherlands*

10:20- 10:35

**Keynote speech**

Alexandra Sindahera

*Corporate & Legal Affairs Heineken*



10:35 - 11:00

**Plenary discussion: *What is “inclusive business”?***

11:00 - 11:15

Coffee break

11:15 - 12:15

**Panel discussion: *making inclusive business work***

12:15 - 13:15

Lunch

# Afternoon programme

- 13:15 - 14:30**      **Bringing inclusive business into practice:  
*an inclusive business toolbox***
- 14:30 - 14:45**      Break
- 14:45 - 15:05**      **Inclusive Business Models &  
the Sustainable Development Goals**
- 15:05 - 16:35**      **SDG Partnership Challenge**
- 16:35 - 16:55**      **SDG Picture session**
- 16:55 - 17:10**      **Award Ceremony**
- 17:10 - 17:30**      **Closing session**
- 17:30 - 19:00**      Networking cocktail



# Inclusive Business Strategies 2014-2017

How can inclusive business strategies  
contribute to inclusive development in  
sub-Saharan Africa?



# Inclusive Business Strategies

## *From Knowledge to Action*

### Team



Prof. Dr. Rob van Tulder



Addisu Lashitew



Siri Lijfering

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Irene Visser



Jan Maas

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Jan Maas



Prof. Dr. Michael Munkumba



Joseph Mumba

# Inclusive Business Strategies

## 2014-2017

How can inclusive business strategies contribute to inclusive development in sub-Saharan Africa?



Netherlands Organisation for Scientific Research  
WOTRO Science for Global Development



Ministry of Foreign Affairs of the  
Netherlands

**INCLUDE**

KNOWLEDGE PLATFORM ON INCLUSIVE DEVELOPMENT POLICIES



# Inclusive Business Strategies

## 2014-2017



# Inclusive Business Strategies 2014-2017

## Action research programme

### Surveys

- I. Motivations for inclusiveness
- II. Business models components
- III. Societal impact and financial outcomes
- IV. Internal and external constraints
- V. Country specific processes of trust and institution building

### Country context profiles

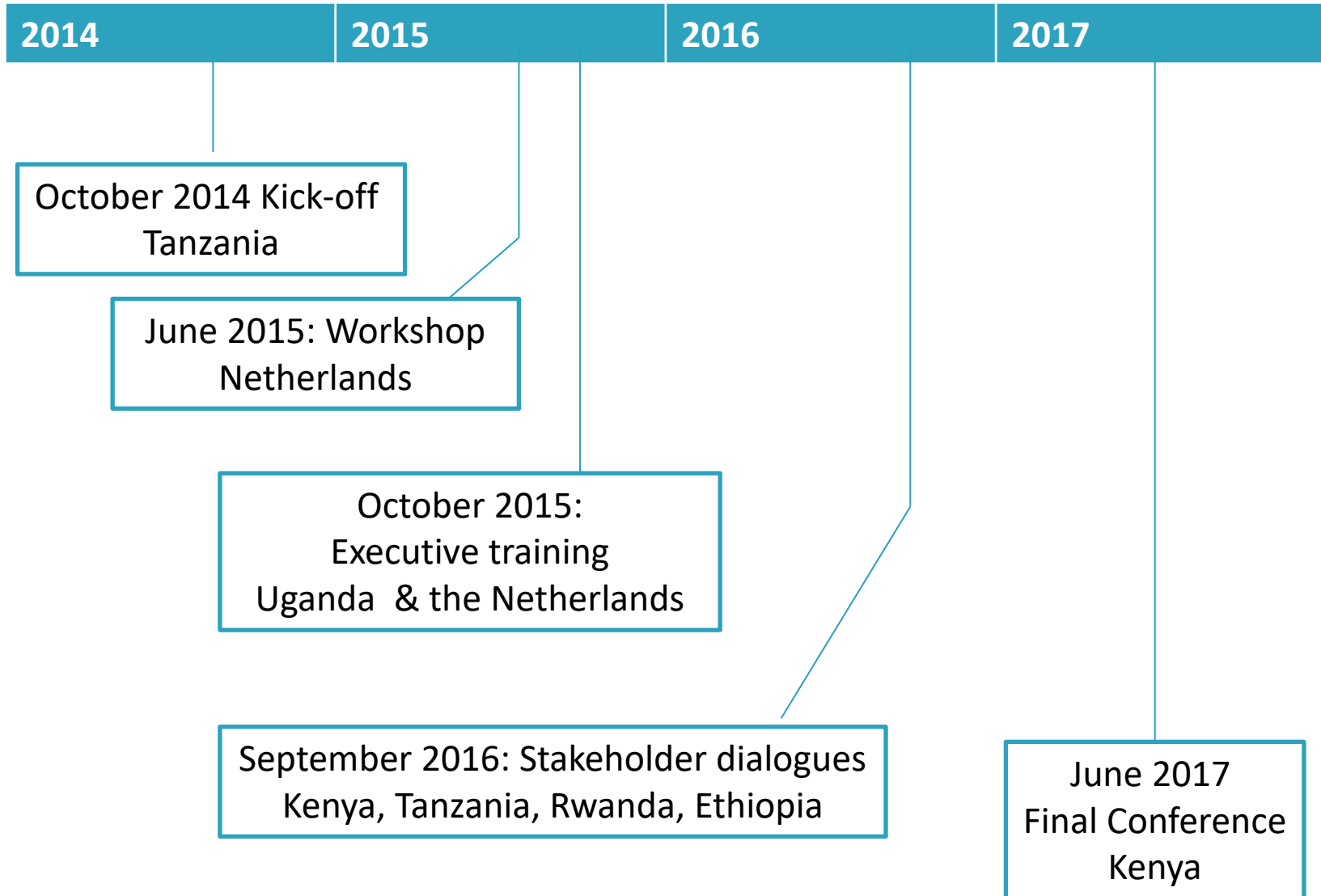
### Case study research

- I. Inclusive finance – Safaricom
- II. Inclusive healthcare – Philips & Amref

### Stakeholder engagement



# Inclusive Business Strategies 2014-2017



# Inclusive Business Strategies 2014-2017

## Kick-off workshop Arusha, Tanzania

October 2014



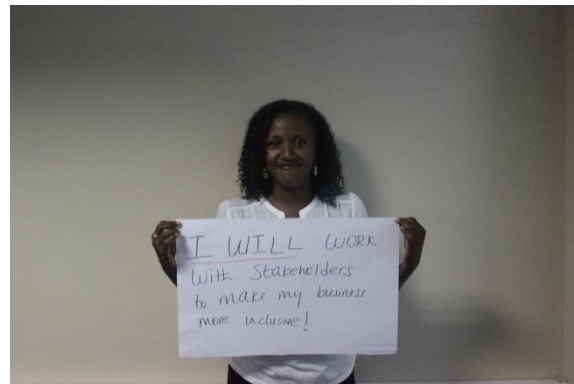
# Inclusive Business Strategies

## 2014-2017

### Executive trainings

Kampala, Uganda & Rotterdam, the Netherlands

October 2015



# Inclusive Business Strategies 2014-2017

## Stakeholder dialogues

Kenya – Tanzania – Rwanda – Ethiopia

September 2016



# Inclusive Business Strategies

## 2014-2017

### Africa Works! – Max Havelaar Lecture

November 2016



# **Inclusive Business Strategies**

## **2014-2017**

**Final Conference Nairobi, Kenya**

**June 2017**

**Goals**

**Knowledge to Action**





# Inclusive Business Strategies

## *From Knowledge to Action*

Joseph Mumba

ESAMI



# Inclusive Business Strategies

## *From Knowledge to Action*

### Welcome Speech



**Bert Rikken**

**Agricultural Counsellor,  
Embassy of the Netherlands in Kenya**



# Inclusive Business Strategies

## *From Knowledge to Action*

Keynote speech

Alexandra Sindahera

Corporate & Legal Affairs



# Inclusive Business Strategies

## *From Knowledge to Action*

Plenary discussion:  
*What is “inclusive business”?*



# Inclusive Business Strategies

## *From Knowledge to Action*

Break



# Inclusive Business Strategies

## *From Knowledge to Action*

Panel discussion:

*Making inclusive business work*



# Panel discussion:

## *Making inclusive business work*



*Llyord Gitau*

*Knowledge and Project Manager,  
Sustainable Inclusive Business*



SUSTAINABLE INCLUSIVE BUSINESS  
THE KNOWLEDGE CENTRE • KENYA

# Panel discussion:

## *Making inclusive business work*



*Llyord Gitau*

*Knowledge and Project Manager,  
Sustainable Inclusive Business*



*Betty Wangui Gikonyo*

*Director,  
General Foods*



SUSTAINABLE INCLUSIVE BUSINESS  
THE KNOWLEDGE CENTRE • KENYA



# Panel discussion: *Making inclusive business work*



*Dr. Sara Ruto*

*Director,  
People's Action for Learning (PAL)  
Network*



**PAL NETWORK**

# Panel discussion: *Making inclusive business work*



*Dr. Sara Ruto*

*Director,  
People's Action for Learning (PAL)  
Network*



*Mwadhini O. Myanza*

*Regional Chairman,  
Tanzania Chamber of Commerce, Industry  
and Agriculture*



# Panel discussion:

## *Making inclusive business work*



*Victor Esendi*

*Business and Partnership*

*Manager, Agriprofocus*

**Agri  
Pro  
Focus**

# Panel discussion:

## *Making inclusive business work*



***Llyord Gitau - SIB***



***Betty W. Gikonyo – General Foods***



***Dr. Sara Ruto***  
*PAL Network*



***Victor Esendi – AgriProFocus***

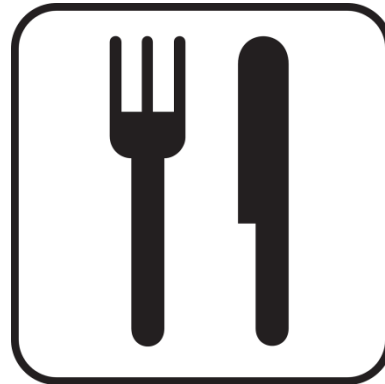


***Mwadhini O. Myanza – TCCIA***

# Inclusive Business Strategies

## *From Knowledge to Action*

Lunch time



# Inclusive Business Strategies *From Knowledge to Action*

Bringing inclusive business  
into practice:  
*an inclusive business toolbox*



# Inclusive Business Strategies

## *From Knowledge to Action*

1. Mapping inclusive business models  
(Addisu Lashitew)



2. Tipping points and leadership  
(Rob van Tulder)



Two Rounds – 30 min for each round



# Inclusive Business Strategies

## *From Knowledge to Action*

Break





# Inclusive Business Strategies

## *From Knowledge to Action*

Inclusive Business Models &  
**SUSTAINABLE DEVELOPMENT GOALS**



# Inclusive Business Strategies

## *From Knowledge to Action*

### SDG Partnership Challenge





# MATERIALITY MATRIX ISSUE PRIORITISATION

→ Talk: importance to stakeholders

RISK: STAKEHOLDER INFLUENCE

high	'continuous monitoring'		'proactively managed'
medium			'active attention & preparation'
low	'periodic assessment'		'emerging issues'
	low	medium	high

inactive

Re active

Active

Pro- active

RESPONSIBILITY/OPPORTUNITY:  
VALUE PROPOSITION

→ Walk: importance to company



**1** NO POVERTY



**2** NO HUNGER



**3** GOOD HEALTH



**4** QUALITY EDUCATION



**5** GENDER EQUALITY



**6** CLEAN WATER AND SANITATION




**7** CLEAN ENERGY



**8** GOOD JOBS AND ECONOMIC GROWTH



**9** INNOVATION AND INFRASTRUCTURE



**10** REDUCED INEQUALITIES



**11** SUSTAINABLE CITIES AND COMMUNITIES



**12** RESPONSIBLE CONSUMPTION



**13** PROTECT THE PLANET



**14** LIFE BELOW WATER



**15** LIFE ON LAND



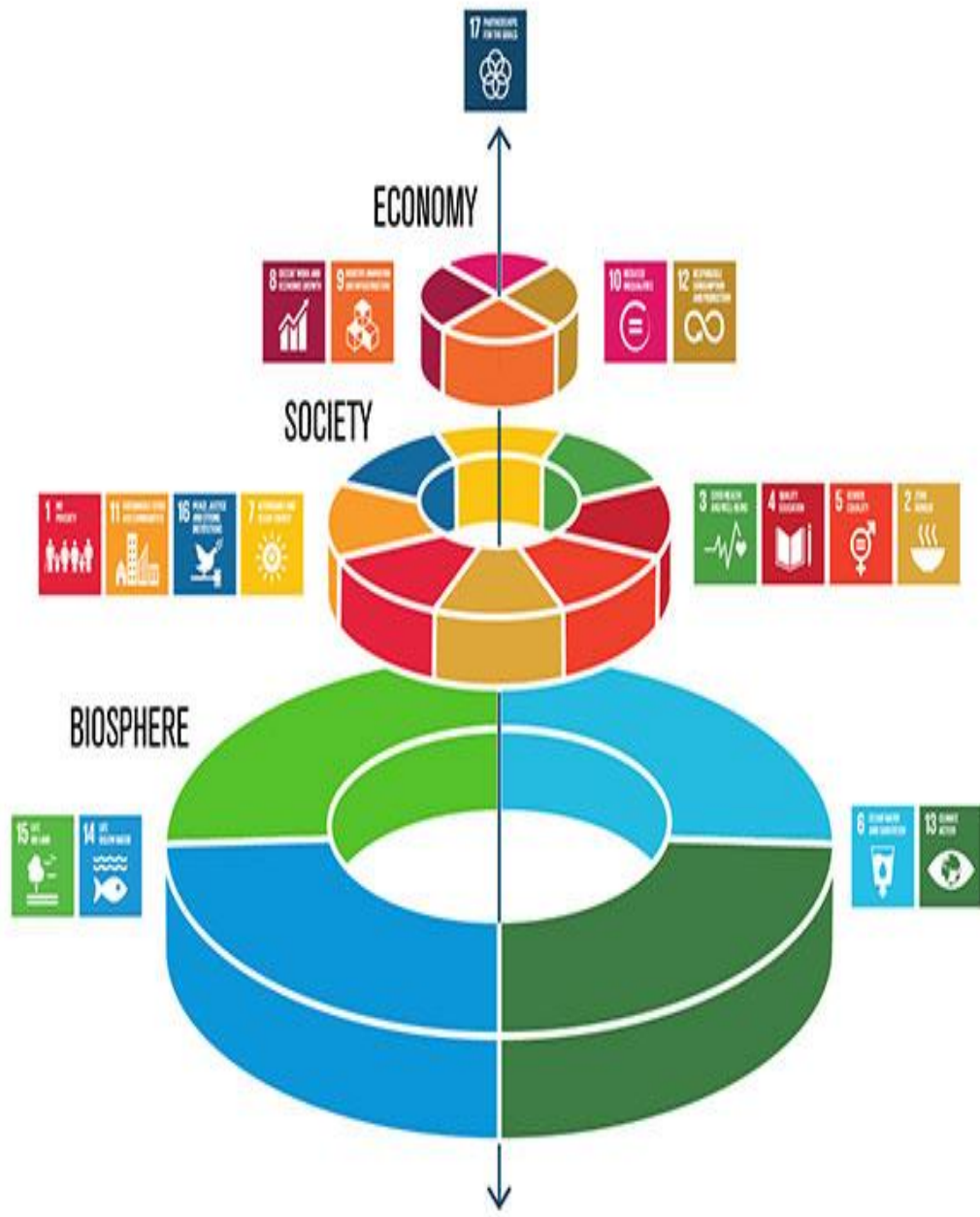
**16** PEACE AND JUSTICE



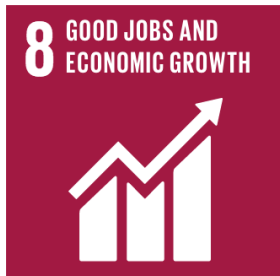
**17** PARTNERSHIPS FOR THE GOALS



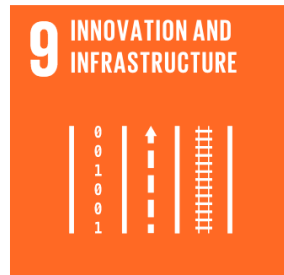
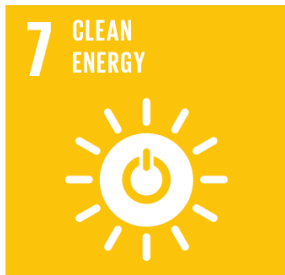
**THE GLOBAL GOALS**  
For Sustainable Development



# [1] THE CORE OF INCLUSIVE GROWTH



# [2] RESULTS OF INCLUSIVE GROWTH





# [3] ECOSYSTEM OF INCLUSIVE GROWTH



Alone						Together						Not					
1 NO POVERTY	2 NO HUNGER	3 GOOD HEALTH	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	1 NO POVERTY	2 NO HUNGER	3 GOOD HEALTH	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	1 NO POVERTY	2 NO HUNGER	3 GOOD HEALTH	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 CLEAN ENERGY	8 GOOD JOBS AND ECONOMIC GROWTH	9 INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION	7 CLEAN ENERGY	8 GOOD JOBS AND ECONOMIC GROWTH	9 INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION	7 CLEAN ENERGY	8 GOOD JOBS AND ECONOMIC GROWTH	9 INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION
13 PROTECT THE PLANET	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE AND JUSTICE	17 PARTNERSHIPS FOR THE GOALS	THE GLOBAL GOALS For Sustainable Development	13 PROTECT THE PLANET	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE AND JUSTICE	17 PARTNERSHIPS FOR THE GOALS	THE GLOBAL GOALS For Sustainable Development	13 PROTECT THE PLANET	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE AND JUSTICE	17 PARTNERSHIPS FOR THE GOALS	THE GLOBAL GOALS For Sustainable Development

**Your Narrative: how would you like to achieve impact on inclusive development?**

**STEP 2:**

# EXAMPLES

Philips is committed to the United Nations Sustainable Development Goals which aim to improve the lives of people and the health of our planet

At Philips, we strive to **make the world healthier and more sustainable** through innovation.

Philips' goal is to **improve the lives of 3 billion people** a year by 2025.

Philips aspires to be a leading private sector player in the **Sustainable Development Goals** by focusing on the following Goals:



## GOAL 3

Ensure healthy lives and promote well-being for all at all ages.



## GOAL 7

Ensure access to affordable, reliable, sustainable and modern energy for all.



## GOAL 12

Ensure sustainable consumption and production patterns.



# EXAMPLES



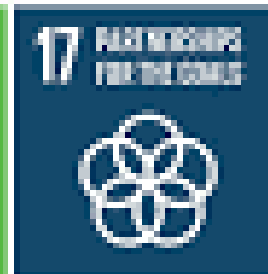
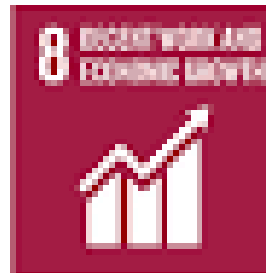
We will empower the business to fully understand, embrace and deliver on SDGs and ensure Safaricom remains a local and global leader in this area.

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*Steve Chege*  
Director, Corporate Affairs



# EXAMPLES



Bayer

# SDG Challenge

## ROUND ONE: INDIVIDUAL

1. **Present interest** : Which SDG (s)do you target (or not) **[rank 1-3 SDGs in priority]**
2. **Inclusiveness idea/project**: What narrative/idea/innovation do you propose?  
**[1 of 7+ choices]**

## ROUND TWO: MATCHING

3. **EXPLORATION**: Find at least four other partners that you can work with (maximum 7) --> **coalition of willing/needed**

## ROUND THREE: FORMATION

4. **LANDSCAPING: Complementarity of resources**: What capabilities and resources can we bring to the partnership? **[1 of 8+ choices]**
5. **Compatibility of values**: Do we agree on why we do it?
6. **PITCH: Impact narrative**: What is the story of our impact pathway? --> **prepare a pitch of 2 minutes!**

# Inclusiveness ideas/projects (Step 2)

- Employee development, equity & diversity
- Affordable, high quality products & services
- Innovating socially inclusive products & services
- Empowering our value chain partners
- Providing loans & other financial services
- Providing education and training opportunities
- Investing on social development projects (clinics, schools etc.)

## Other ideas

—/—————

—/—————

—/—————

—/—————

—/—————

—/—————

—/—————

—/—————

# Resources and Values

## Complementarity of resources (Step 3)

- Financial resources
- Technical knowledge
- Marketing knowledge
- Managerial knowledge
- Goodwill & reputation
- Good relationships with government
- Market access
- Business ties and networks

## Other resources

/ \_\_\_\_\_

## Compatibility of value and goals (Step 4)

- Are our short and long term ambitions compatible (relational, social and commercial)?
- Can we build trust & confidence?
- What are potential risks?
- What are the exit conditions?

## Other issues

/ \_\_\_\_\_  
/ \_\_\_\_\_  
/ \_\_\_\_\_  
/ \_\_\_\_\_



# SDG Challenge

# Pitch



# Inclusive Business Strategies

## *From Knowledge to Action*

### SDG Partnership Challenge - Jury



# Inclusive Business Strategies

## *From Knowledge to Action*

### SDG Picture session



# Inclusive Business Strategies

## *From Knowledge to Action*

### Award Ceremony



# Inclusive Business Strategies

## *From Knowledge to Action*

Closing session

