

Agenda – Afternoon	
Time	Content
13:30	<i>Group Work:</i> Developing solutions for the business model challenges
14:30	<i>Group presentation:</i> Key findings from group work
15:15	Coffee Break
15:45	<i>Presentation:</i> Business ecosystems for creating social and economic value
16:15	<i>Group discussion:</i> Business ecosystems for water and sanitation services
16:45	Individual Reflection & Feedback
17:15	Summary
17:30	Apéro



Business Ecosystems Fluoride Mitigation & Sanitation Services

Christina Tewes-Gradl, Heiko Gebauer

Functions in the IB Ecosystem



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Many players in the ecosystem

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	Information	Incentives	Investment	Implementation support
Companies	Market research and consulting	Self-regulation, standards	Debt and equity	Logistics, marketing, payment services
Governments	Economic data, ID system	Legal frameworks, public procurement	Investment guarantees	Public services and intermediaries
Development partners incl. Foundation	Good practices, policy dialogue	Government assistance	Grants	Technical support, capacity building
Civil society	Market research	Watchdogs	Access to micro-finance	Awareness raising, capacity building
Research institutions	Knowledge on inclusive business	Recommendations	Assessment of investment vehicles	Implementation best practices
Intermediaries	Information sharing, advocacy	Standards monitoring	Fund pooling	Peer-to-peer learning

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3 strategies for strengthening IB ecosystems



Private initiative by an individual company





Project-based alliances between a company and one or more organizations



Platforms that allow many different players to coordinate with each other

Source: Gradl and Jenkins (2011) Tackling Barriers to Scale. HKS CSR Initiative

Fluoride mitigation project – a project-based alliance

OSHO
(Oromo Self-Help Organization)



Beneficiary model

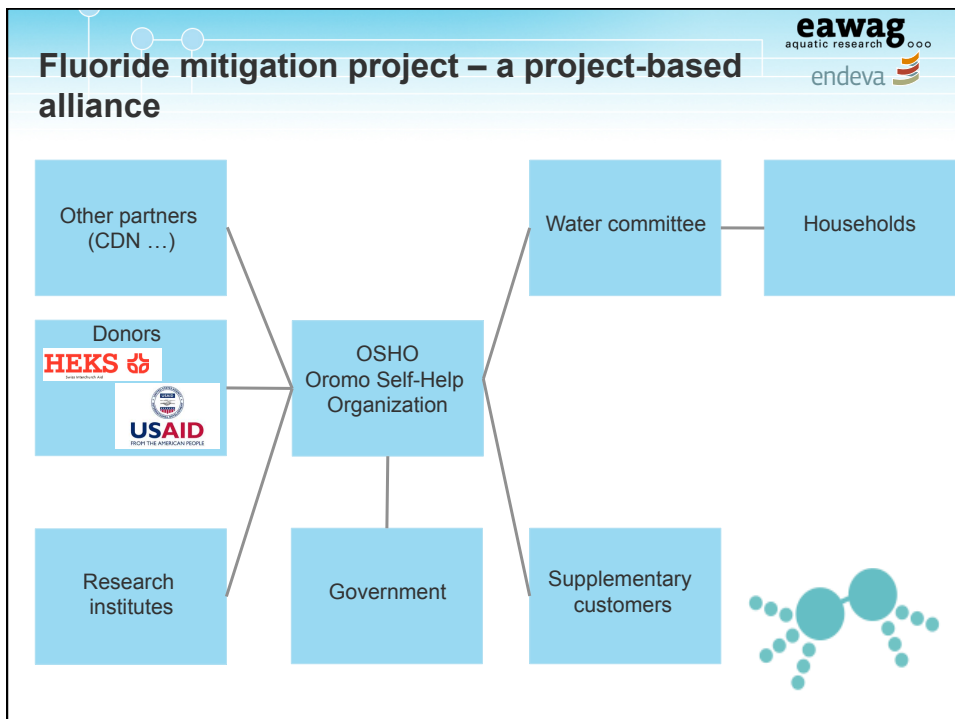
- Selects suitable villages
- Builds & transfers community filters to water committee in the villages
- Produces bone char
- Tests for fluoride adsorption capacities
- Exchanges & regenerate bone char
- Payment collection from water committee

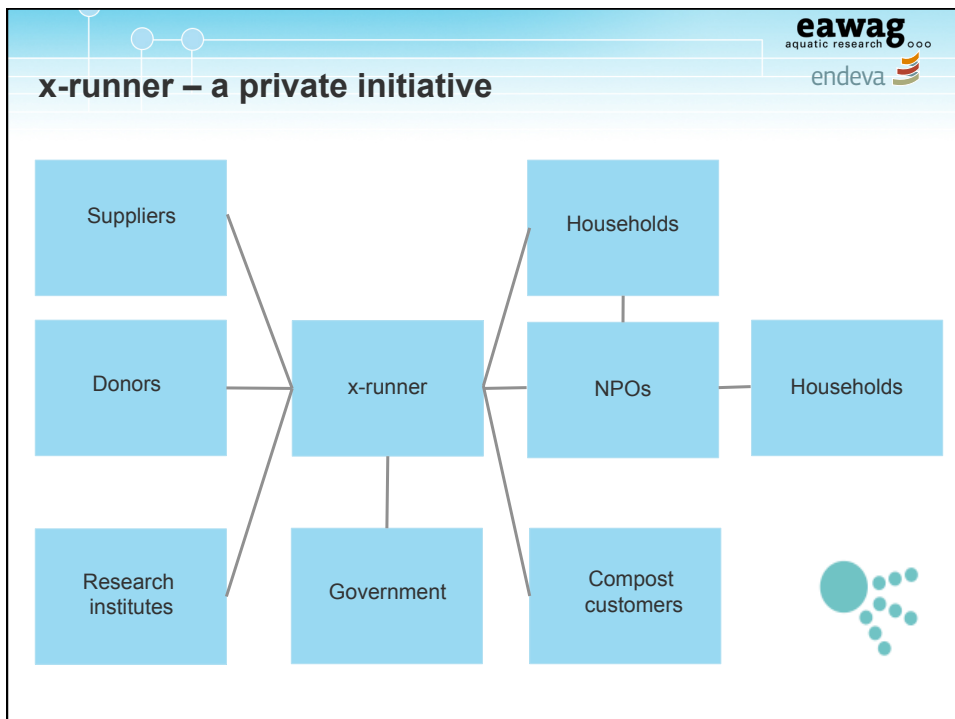
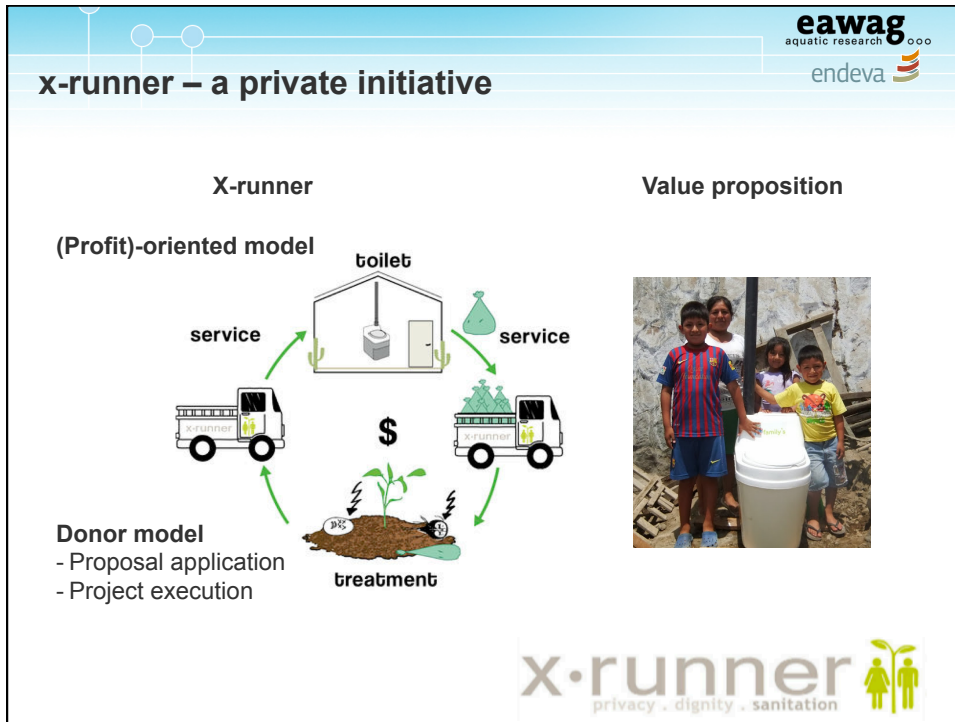
Donor model

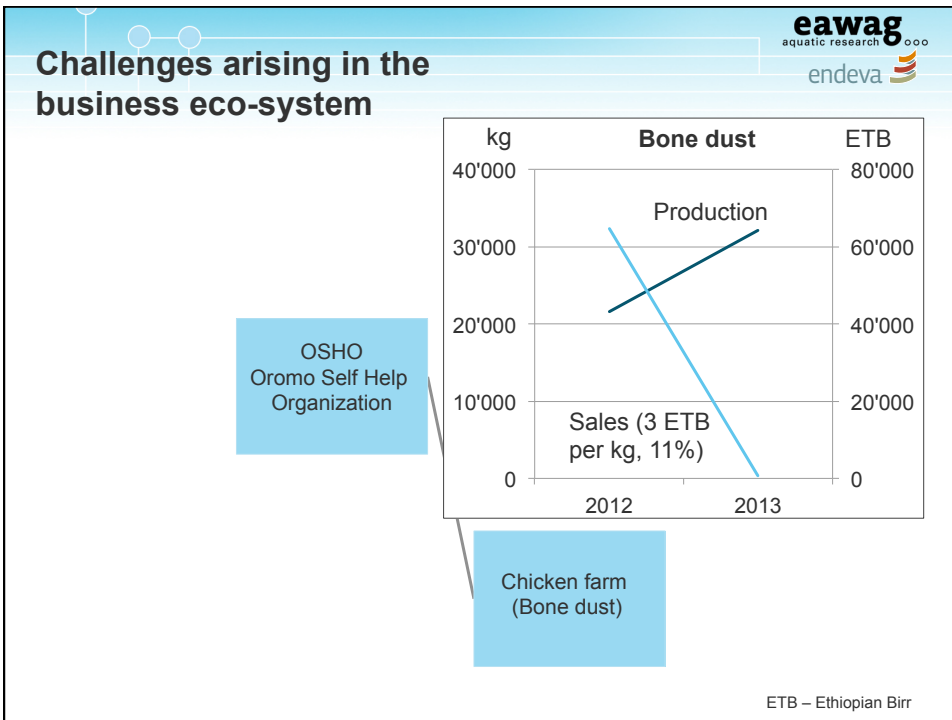
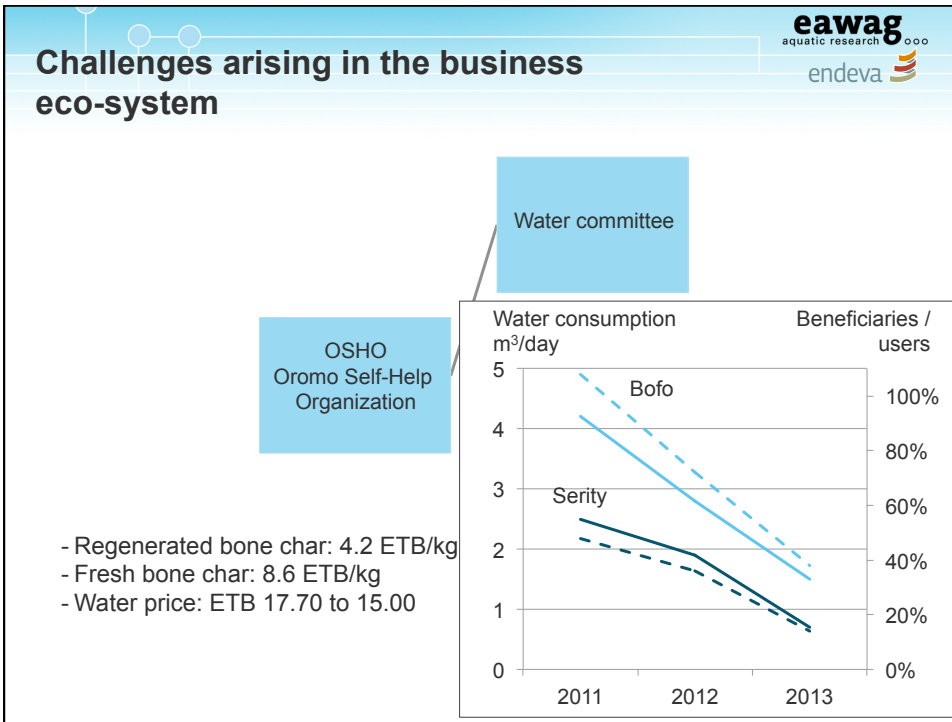
- Proposal application
- Project execution


Value proposition

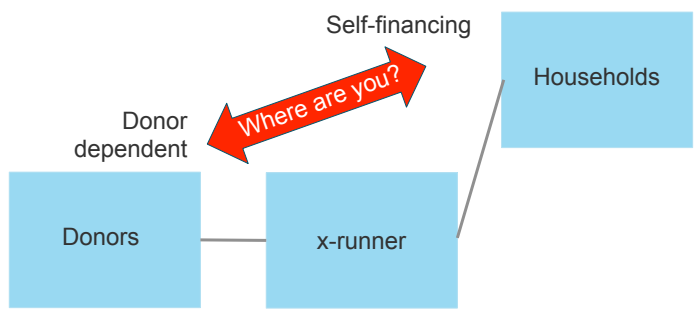






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x-runner – a private initiative





Funding types

- Restricted or unrestricted – an indicator of flexibility (general fundraising versus core financing)
- Short- or longer-term – an indicator of continuity (project versus program funding)

Funding mix


- Single, major partner, many partners (diversified)



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Lessons learned for business eco-systems

Relationships	Lessons Learned
Organization – community	Early and continuous community participation (sense of ownership)
Community – individuals	Potential beneficiaries and users
Profit – non-profit	Target groups, bias, conflicts and incentives, marketing
Organization - supplier	Price settings, formal agreements, long-term
Organization - donors	Mixed and specialized donors, cost transparency
Government - organization	Performance indicators





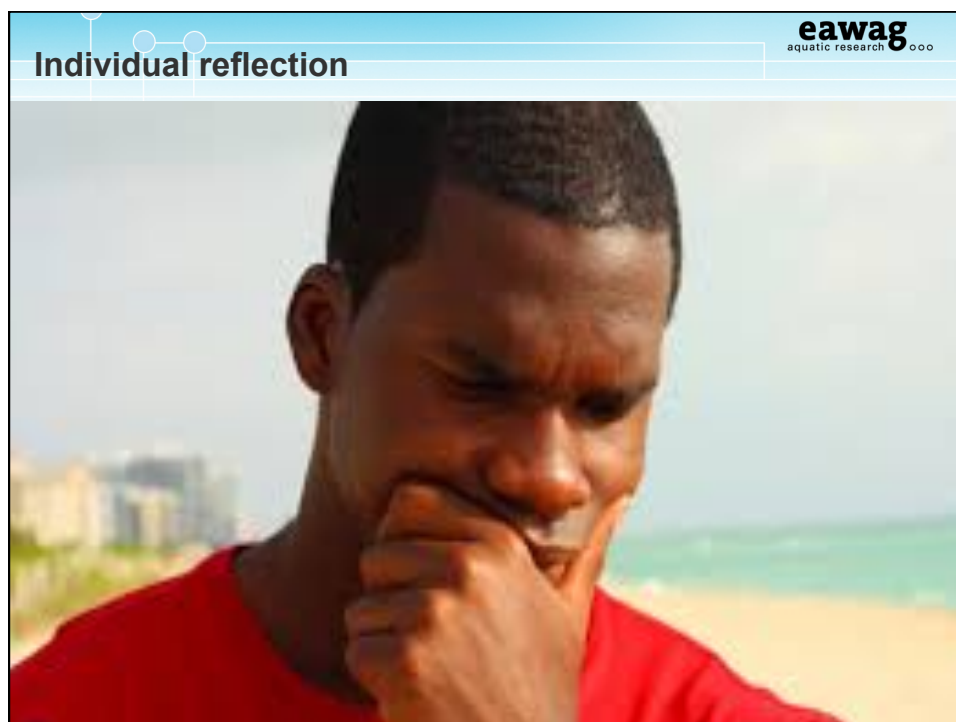
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Group discussion:
Business ecosystems for water and sanitation services

What conflicts do you see in the business eco-systems in the water and sanitation sector?

How would you try to solve the conflicts?

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Summary

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Source: Claudia Knobloch

Next steps

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How to continue the business model journey?



Lessons Learned

- Internet platform
- Engaged scholarship with various organizations
- Knowledge exchange (contacts)
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