

# Annual Report 2015



**BoP**  
INNOVATION  
CENTER



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# Connect with us

## Website

bopinc.org

## Youtube

BoP Innovation Center

## Twitter

@BoPInc

## Email

info@bopinc.org

## Linkedin

BoP Innovation Center

# About BoP Innovation Center

BoP Innovation Center provides services and tools to develop inclusive businesses in the 'Base of the Pyramid' (BoP). The BoP is a demographic term that covers the approximately 4,5 billion people who have to live on less than US \$ 8 per day. Inclusive business refers to commercially and socially viable business models which include the people in the BoP as consumers, producers and entrepreneurs in the supply chain. Our mission is to develop new business activities with entrepreneurs and companies that aim to deliver value to and with communities in the BoP.

Our services are based on three pillars of expertise:

- **Marketing & Distribution:** we offer marketing & distribution solutions to corporates, small and medium enterprises (SMEs) and start-ups that want to develop inclusive business.
- **Inclusive Innovation:** we develop and explore innovations which are feasible and desirable for BoP markets.
- **Inclusive Business Empowerment:** we advocate for inclusive business, build knowledge, create partnerships and capacitate professionals who are involved in the market for inclusive business services.



Photo credit: IFDC



# 2015, a year of change

*2015 was a memorable year for BoP Innovation Center. We celebrated our five year anniversary and we said goodbye to the 'founding mother' and director Myrtille Danse. Under her guidance, BoP Innovation Center became one of the frontrunners in inclusive business. She started the organization in 2010 with two employees and a strong vision. Currently, the organization employs 28 people all over the world. Although our headquarters is in the Netherlands, we are proud to have people on the ground where it matters most: Ghana, Benin, Kenya, Ethiopia and Bangladesh.*

Photo credit: Christiaan Krouwels,  
[www.krouwels.com](http://www.krouwels.com)

2015 was not only memorable because of the organizational changes we've been going through. Our people have also worked on exciting activities, resulting in excellent results. For example, in Kenya we worked for Unilever in an exciting project aimed at leveraging mobile technology for behavioral change. In Ethiopia, we introduced a brand new product, accompanied with a micro-franchise distribution model, which provides the highly needed nutrition for expectant mothers and for babies. The distribution model for this product gives Ethiopian women the chance to build their own micro-enterprise. The sales figures for this new product have been spectacular. Unfortunately, we cannot disclose them in detail as this is confidential information. For the Inclusive Business Accelerator, we have laid the foundations for the future. The online platform is up and running, assisting more than 180 ventures across 37 different countries with the required 'ammunition' to scale up their business. Part of that ammunition are the 'Inclusive Business' and 'Inclusive Innovation' Toolkits we have developed, of which we are very proud.

The future looks exciting for inclusive business. A growing number of SMEs and corporates got involved in the concept, accompanied by a growing demand for inclusive business experts to pilot and scale-up initiatives in the BoP. During the build-up and the aftermath of the establishment of the Sustainable Development Goals by the United Nations, we noticed a buzz and excitement with regard to the concept of inclusive business. The acknowledgement of the United Nations and the G20 of the important role inclusive business has to play, can be seen as a small victory.

We have witnessed the growing demand for inclusive business services also within our own organization. Our portfolio for Marketing & Distribution services grew steadily

in 2015. What encourages us more than the increase itself is the fact that the private sector is approaching us directly, without the framework of a government-funded program. The private sector is increasingly acknowledging BoP Innovation Center as a preferred partner to generate impact in the BoP.

To meet this increasing demand our team has been strengthened significantly with specific expertise with regard to marketing and distribution in the BoP. At BoP Innovation Center, we look at local value chains from an entrepreneurial perspective, starting with the aspiration and needs of the 'BoP consumer' all the way back to the business case of the smallholder producer. Those aspirations are important to us; BoP customers will not necessarily settle for stripped-down versions of mainstream products. New products have to be designed and existing ones re-designed, taking into account the local context and specific characteristics. That's why in 2015, BoP Innovation Center also invested in expertise on inclusive innovation and started to offer it as a commercial service.


With these investments in specific expertise we're anticipating for the future. We have redefined our value proposition: Inclusive Innovation, Marketing & Distribution and Inclusive Business Empowerment are the new foundations of our services. Our new strategy will allow us to be more focused towards the future and to anticipate to the changing and increasing demand for advisory services more effectively. The future for inclusive business looks bright and BoP Innovation Center is going to be part of that.

On behalf of the team,  
Henk van Duijn, CEO



**Mali** 

**Nigeria**  

**Ethiopia**   
**BoP staff:** Hiwot Shimeles  
**Expertise:** Marketing & Business Development


**Bangladesh**   
**BoP staff:** Gijs Herpers (Associate)  
**Expertise:** Agribusiness & Supply Chain Management

**Vietnam** 







**Ghana**   
**BoP staff:** Kwame Pipim Ntim  
**Expertise:** Marketing & Distribution




**Benin**   
**BoP staff:** Desire Falade  
**Expertise:** Agricultural Development & Economics



**Uganda**   










**Kenya**      
**BoP staff:** Frank Kitonga  
**Expertise:** Marketing & Business Development

**Rwanda** 

**Tanzania** 

**Mozambique**   

**South Africa**  

-  Inclusive Business Accelerator
-  2SCALE
-  PROOFS
-  Smart Adaptive Sustainable Horticulture
-  TRANSFORM
-  Flying Foods
-  AIAS
-  Bomba
-  Rural Retail Hubs / AIM



**Netherlands**  
 BoP Innovation Center headquarters





*Inclusive innovation is any innovation that leads to affordable access of quality goods and services, creating livelihood opportunities for the people in the BoP. The focus of inclusive innovation is on delivering high performance products or services at low cost and tailored for the people whose needs are generally not addressed. BoP Innovation Center provides services and tools to develop and accelerate inclusive innovations for the BoP.*



### Improving access to water and sanitation in Mozambique

Within the framework of the public-private partnership AIAS in Mozambique (see page 39), BoP Innovation Center is supporting a local water asset manager to improve access to water and sanitation services.



Provide access to safe water for  
**15** towns  
**700,000** people

In 2015, we initiated a partnership with a Dutch enterprise and a Mozambican water distributor to create a mobile app for reading and processing data from water meters. This low-cost technology will contribute to business process improvements including billing and customer care.



Mobile app for increased customer satisfaction

Photo credit: BoP Innovation Center

### Transforming 100 million lives

In 2015, we partnered with Unilever in the TRANSFORM program (see page 38). TRANSFORM seeks to identify behavioral change challenges and find innovative ways to use digital technologies to make water, sanitation and energy services more affordable and most importantly, more aspirational.



Using digital tech to improve the lives of  
**100** million people



In 2015, we co-created several concepts for TRANSFORM, based on field research in Kenya. One of the concepts that resonated well is to leverage the large network of shopkeepers that Unilever is supplying to. We are exploring how to connect them digitally and provide relevant services that can increase revenues and realize behavioral change in the field of water, sanitation, health and energy.





Photo credit: IFDC

“BoP Innovation Center is one of the few BoP Labs that have successfully taken their initiatives out of knowledge institutes. This enabled them to collaborate with a much larger variety of partners, including businesses and technology developers. The organization has been able to put together a sharp strategy and to carve out an area of competence that you are extremely good at: business modelling, partnership brokering, marketing and distribution strategies.”

Stuart L. Hart

Academic, writer and the founder of Enterprise for a Sustainable World



Photo credit: PROOFS consortium

### Improving food security and fighting malnutrition in Bangladesh

For the PROOFS project (see page 37) we embarked on a mission to pilot novel agri-technology with smallholder farmers in Bangladesh.

#### Cold potato storage

In 2015, BoP Innovation Center prototyped a potato cold store for smallholder farmers in Bangladesh. The need is indisputable: the post-harvest loss of potatoes is up to 25-30%, predominantly due to the lack of capacity for cold storage. A focus point was the appropriate scale for cold storage.



POST HARVEST LOSS  
**25-30%**

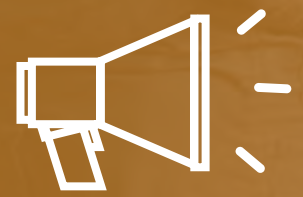
Most of the large facilities are designed for bulk storage. However, in Bangladesh smallholder potato farmers transport and store their produce in sacks for several reasons. In order to facilitate this, we found a solution for sack storage which provides a more equal distribution of the conditioned air, resulting in better quality storage.



Found solution for better quality storage

In 2016, we will pitch this to our clients in Bangladesh and without a doubt the most important proposition that we will make them is that they do not have to change the way how they do business; instead, BoP Innovation Center has adapted the technology to their context.





# Marketing & Distribution

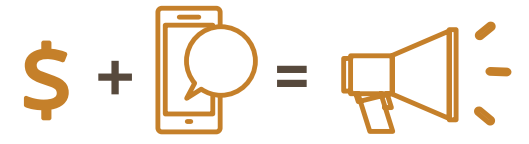
Photo credit: BoP Innovation Center

We provide solutions to startups, SMEs and corporates to make sure that their products and services reach the BoP successfully. BoP Innovation Center does so by including the people in the BoP not only as consumers, but also as professionals in the business operations of our clients. We have specific knowledge regarding marketing & distribution in BoP markets to provide our clients with meaningful insights, strengthen their capacity and develop strategies to generate business and social impact.

## Unilever Nigeria & GAIN/AIM

For Unilever Nigeria and GAIN/AIM (in collaboration with local NGOs), BoP Innovation Center has facilitated the design of an inclusive route-to-market model for the BoP in Nigeria. The model aims to combine both sales and behavioral change messaging in a sustainable and profitable way by leveraging mobile technology. The behavioral change messaging will focus on nutrition, water and sanitation.

**'Consumer journey'**  
developed for Unilever in Nigeria



Combining sales and educational messaging to change behavior

### What did we do or contributed to in 2015?

- A clear consumer journey, including local content has been developed for Unilever Nigeria.
- Brand and marketing materials for sales agents have been developed.
- A mobile platform has been developed and tested to engage sales agents and consumers continuously at low cost.

## New product introduced in Ethiopia!

Within the framework of the 2SCALE program (see page 37) we have worked extensively with the Ethiopian food processor Guts Agro. We developed a value proposition and introduced a brand new product in Ethiopia for them: Supermom. This is a highly nutritious blend of maize and soybeans, developed for low-income consumers, especially for young children and expectant or breastfeeding mothers.







“Joining the different trainings and workshops also brought behavioral change for me and I understand so much better now how to find a market, who I should target as a customer, how to talk to them. Before, I thought it was better to talk to rich buyers only, but now I have a better idea of how I should approach customers to sell the produce.”

**Ireso Denbal**

Farmer and Board Secretary of the ‘Meki Batu Union’

*Meki Batu Union is an Ethiopian farmers union. In 2015 we have worked with the union on improving their business model and marketing strategy.*

BoP Innovation Center providing a marketing and distribution workshop to Ethiopian farmers union ‘Meki Batu’.  
Photo credit: BoP Innovation Center



Photo credit: SNV

In addition, BoP Innovation Center developed an innovative micro-franchise distribution model for Supermom: Likie. This new model increases access to nutritious foods for low-income consumers by enabling female entrepreneurs to own and operate a profitable business by selling Supermom and other nutritious products. The Likie distribution model will create employment and increase opportunities for small entrepreneurs and unemployed women in Ethiopia.



**33,000**  
households reached in  
**2 months**

This new distribution model started as a pilot in September 2015, within two months the ‘Likie’ sales ladies managed to reach 33,000 households, with sales increasing significantly. After this pilot and its success the distribution model has been expanded to three additional regions in Ethiopia.

## Fighting malnutrition and improving food security in Bangladesh

Within the PROOFS program (see page 37) we focused on changing the behavior of people towards a more nutritious diet, empowering farmers with skills and knowledge in areas of marketing and management, and we engaged the private sector to realize the desired business and social impact.

### Nutrition Sales Agents

Within PROOFS, we work with Nutrition Sales Agents. These sales agents, all women, are market-based and nutrition sensitive entrepreneurs. They go door-to-door to sell products, mostly nutritional and hygiene products. They combine sales with educational messages on nutrition and hygiene.



2014 **16** sales agents trained

2015 **160** sales agents trained



### Partnership with JITA

2015 was also the year in which we partnered with JITA, the well-known Bangladeshi social enterprise. This partnership will enable us to expand the distribution network all over Bangladesh by making use of JITA's strong network.



2015 **22**  
new distribution hubs



Photo credit: PROOFS consortium

### The Social Marketing Toolkit

Within PROOFS we have developed the groundwork for a social business, focused on marketing services in Bangladesh and beyond: the Social Marketing Toolkit. This toolkit includes a range of services that address the challenges of demand and market creation for products and services that require slow but progressing behavioral change. The purpose of the toolkit is a market-based approach to social marketing. We are currently exploring how the social marketing services can be spun off as a sustainable and independent social business.

### Education and entertainment make an excellent couple

In 2015, we partnered with Mobile Movies to develop social marketing messaging to increase sales and raise awareness on the products sold by the Nutrition Sales Agents. An important part of this was the development of videos combining entertainment and educational messages. In total we organized 233 sessions.



**449%**  
increase of sales

### Finding the Jamie Oliver of Bangladesh

In addition to our social marketing efforts we organized a successful cooking fair and competition with the goal to create awareness on nutrition and to establish behavioral change towards a nutritious diet. The event was a huge success as a couple of thousand people attended the fair. It even caught the attention of the national media, such as the Bangladesh national TV and several national newspapers.



Photo credit: PROOFS consortium





## A 'LIKIE' sales woman

**W**e talked with Kidist and Yewegnesh, two Ethiopian women of the 'LIKIE' sales force within GUTS Agro. LIKIE refers to a new innovative distribution model for nutritious food, developed by GUTS Agro and BoP Innovation Center. The LIKIE distribution model shortens the supply chain and will improve the traceability of products.

"I am very happy with what I'm doing now."

**Kidist is a mother of four who lost her husband a couple of years ago and was forced to give up two of her children for adoption. Currently, she lives with her 10-year-old boy and 5-year-old daughter. As she cannot afford to rent a house on her own, she is sharing a shelter with her mother.**

For 5 years Kidist worked in the Hawassa University student cafeteria as a cook. It was a physically demanding task and has led to health problems which eventually made her quit the job. When she heard about the 'Likie' opportunity, she had been jobless for over a month. Tired of sitting at home and not being able to support her family, she decided to join the Likie group and earn an income.

For the past four months Kidist worked hard to make it in this micro-franchise distribution business. It has enabled her to contribute to feeding and providing basic things for the family. "I am very happy with what I'm doing now. My proudest moment was on New Year's Day, when I was able to buy clothes and shoes for my children, making them equals with their peers. This is something I wanted to do for a long time".

"Since I joined Likie I've gained so much confidence, and I learned that you don't only wait for people to come and buy from you. Despite the difficulty of getting acceptance at first, you need to be patient until they understand this way of business. Now I know that you can go out, knocking at people's doors to make a sale instead of waiting for them to come to you. I didn't think it was possible to sell products this way and it's a big lesson for me" says Kidist.

"Now I even support my husband."

**Yewegnesh is married and has two children; a 9 year old girl and a 6 year old boy. As she didn't grow up with her family, she had to depend on families she worked for as a maid. As a result of this upbringing she didn't get far in terms of education.**

Prior to her current job, Yewegnesh used to sell hot beverages as a street vendor, which was particularly very tough for her children who spent the days out on the streets with her. The harsh conditions her children kept facing on the streets pushed her to stop this business and stay home. After 6 months without a job she heard about the opportunity to start her own business in the Likie distribution model.

For Yewegnesh the major change since her new job, is the time and freedom she gained to take care of her children. "I now have time to do my sales, go home to be with my children and take care of them. I am also very happy that I don't have to sit at home and wait for my husband to give me money. It provided me financial independence no matter how small it is. I now earn between 40 to 100 ETB (US\$2 to US\$5) on average per day depending on how much I can buy from GUTS Agro. Now I even support my husband on days that he's unable to work".

The training provided was very helpful says Yewegnesh: "Even though I had prior business experience, I participated in the trainings. These helped me a lot, particularly the training on bookkeeping and customer handling. Before, I had trouble with bookkeeping, but now I understand my income and expenses clearly and the training has helped me to shape my behavior towards customers".





# Inclusive Business Empowerment

Photo credit: BoP Innovation Center

To operate in BoP markets, you need a set of non-traditional (business) skills and know-how to understand low-income population demands and behavior. To create a thriving environment for inclusive business, we see it as our mandate to capacitate all relevant stakeholders that influence markets for inclusive business services. We call this 'Inclusive Business Empowerment'. BoP Innovation Center does so by advocacy and lobbying, developing state-of-the-art tools, providing training for business- and development professionals, creating strategic alliances, doing research and sharing knowledge.

## Accelerating inclusive business

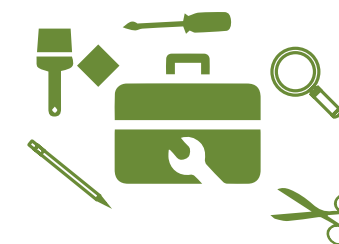
At the end of 2014, we founded the Inclusive Business Accelerator, the 'one-stop-shop' connecting entrepreneurs to investors and advisory services. This platform enables entrepreneurs to find the right local business partners, identify feasible opportunities, and acquire finance and market information.

### We developed two toolkits

Within the framework of the Inclusive Business Accelerator, BoP Innovation Center developed and launched the Inclusive Business Accelerator Toolkits in 2015. These toolkits are developed for business consultants and entrepreneurs to capacitate them in developing inclusive business. We launched two toolkits in 2015:

- The **Inclusive Business Toolkit** is based on the 'Business Model Canvas' tool, a well-established tool for business consultants. The focus on inclusiveness sets the Inclusive Business Toolkit apart from mainstream business development tools. It supports local consultants in their work with entrepreneurs and SMEs in developing countries.
- The **Inclusive Innovation Toolkit** is unique in its kind. It provides state-of-the-art tools to be used by consultants in guiding companies looking to innovate and

introduce innovative products in the BoP. The toolkit supports the implementation of such challenging process, from A to Z.



2 inclusive business toolkits developed

Capacitating professionals with toolkits and trainings

### Train the consultant

Following the Inclusive Business Accelerator Toolkits, we launched three day training sessions for business consultants interested in specializing in inclusive business. We strengthen their capacity and eventually they will function as an amplifier for the inclusive business approach, passing on the skills and knowledge to entrepreneurs and companies.



40 consultants in Mozambique and Vietnam trained



"Before Psaltry joined the partnership, the farmers we sourced from were planting and harvesting manually. This is very time-consuming and hard work. By joining the partnership we have been able to purchase a harvester and planter. The farmers are cultivating larger areas of land and we are selling more. This made Psaltry more economically empowered."

**Ife Olubamgboye**

Program Director at Psaltry International

*Psaltry International is a Nigerian processor of cassava starch. In 2014 we linked the Nigerian company to Heineken.*



"We were doing business long before we started our partnership with 2SCALE and BoP Innovation Center. However, the project has transformed the way we do business. It helped us to define a business model. Before, with the lack of a sound business model and the ability to forecast, we were not so sure that the activities we were doing would lead to results. Now we can define our future to a certain extent."

**Ruth Kinoti**

Director of Shalem Investments

*Shalem Investments is one of the many companies we have worked with. The Kenyan trading buys and markets various crops from smallholder farmers.*

Photo credit: BoP Innovation Center



## Lobbying for a standard

Strengthening the skills and expertise of consultants is not a stand-alone activity; a comprehensive system of certification and accreditation is linked to this process. At the overarching global level, a lobby is going on for the development of global guidelines for inclusive business advisory services. The lobby kick-started in March 2015, when we commissioned a research into existing certification and accreditation schemes in the service sector. In 2016, this lobby will continue in collaboration with various key stakeholders that will benefit from global guidelines.

### Inclusive Business Accelerator Bootcamps

BoP Innovation Center does not only train business consultants, we also train entrepreneurs and anyone who might be interested in inclusive business via a smart online approach. These online bootcamps are presented by leading experts from the world of business and academia. We organized boot camps about 'marketing & distribution in the BoP', 'improving sales through data' and 'pitching your business'.



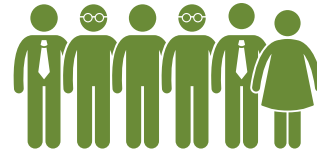
**3**  
online bootcamps  
organized

**500**  
people trained



## The business leaders of tomorrow

At BoP Innovation Center, we strongly believe that business schools have an important role to play in inclusive business, by training students on the subject of 'strategic innovation, inclusiveness and sustainability'. BoP Innovation Center is delighted to see that one of its employees is lecturing at the prominent business university Nyenrode - helping to create a new breed of entrepreneurs and business leaders.



**200**  
university students  
trained

## Publications

In addition to the various trainings BoP Innovation Center has offered, we also published various publications on inclusive business related matters. The publications we released in 2015 are:

- Scaling up inclusive business investments
- Scaling up inclusive business
- Insights Series 03: Partnerships for Inclusive Business Development
- Identifying opportunities for minimizing food losses in Rwanda
- The rise of quality and safety standards in food production: what impact does it have on inclusive growth in Bangladesh?



BoP Innovation Center training Vietnamese consultants  
Photo credit: BoP Innovation Center



# “We’ve redesigned our marketing channels after the online bootcamp”

**O**ne of the participants and winner of the Inclusive Business Accelerator Bootcamp (Marketing & Distribution) in 2015 was Derreck Hosea, founder and CEO of the Ugandese enterprise OneLamp. The company provides services for clean energy and it is 100% powered by USSD technology enabling millions of off-grid African households to order solar lights via mobile technology.

Derreck Hosea (founder OneLamp)



Photo credit: OneLamp

I participated in the bootcamp to strengthen OneLamp’s marketing and distribution strategies as we grow our operations and increase our impact in the coming years. The organizers of the bootcamp have an impressive track record of supporting entrepreneurs running businesses in emerging markets. The bootcamp also offered an opportunity to get expert feedback on our business model, process design and market positioning. I also wanted to join a global network of social innovators working on 21st century challenges including sustainable energy, water and sanitation, agriculture and food.

The most exciting aspects of the Bootcamp were the guest videos of industry influencers, module exercises and the timely feedback on assignments. There is really nothing more refreshing and invaluable than getting perfectly tailored support for scaling an inclusive business. I am so glad I attended the sessions. We have redesigned our marketing channels in a capital-efficient way following the ATEAR model and insights from Lulian Circo, co-founder of Movercado / Triggerise and Marens Beckers, the marketing manager of HERi Madagascar.

In the past 15 months, OneLamp has been able to reach over 4,000 households with clean energy solutions. Our target is to avert 600 million kg of CO2 by eliminating kerosene lanterns in 3 million households in East Africa by 2020. As a social enterprise selling clean energy solutions to low-income groups, our long term sustainability lies in unlocking the latent desire that BoP customers have to purchase and receive those products.



# Interview with Pierre Hupperts

“BoP Innovation Center has every reason to believe that their services address private sector needs”



Photo credit: Christiaan Krouwels,  
[www.krouwels.com](http://www.krouwels.com)

*As of July 2015, Pierre Hupperts replaced Jack van Ham as the chairman of BoP Innovation Center's Supervisory Board. Pierre is no stranger to BoP Innovation Center; in fact he was involved in the startup of this organization. He has more than twenty years of experience in CSR and sustainable growth at business and NGO level. Hupperts is the former Director of The Body Shop Benelux, former Campaign Director at Oxfam Novib and an author of multiple international publications.*

## What has driven you to be involved in BoP Innovation Center?

“I am the kind of person that gets intrigued by fascinating concepts such as ‘circular economy’ or ‘cradle to cradle’, because I am convinced that the world is in need of new paradigms. The idea that we can address social issues through new products and services has been my main driving force for over 25 years. Doing good and doing business, that is what will bring about the changes we need. That is why I enjoyed working for The Body Shop.”

## In 2015, we celebrated our fifth anniversary. You've been involved from the start. How do you look back at those five years?

“BoP Innovation Center's role has taken a clear shape. I have observed significant changes in the context in which BoP Innovation Center operates. Many organizations have actively elaborated the concept of inclusive business through research and concept development. The bottom line is to transform this into practical solutions. Most organizations are still looking for the ‘golden case’ in BoP business and I feel that BoP Innovation Center has found it through its service propositions in ‘marketing & distribution’ advisory services. BoP Innovation Center can

really add value by revealing the needs and aspirations of low-income consumers and by addressing those through the development of new business. The ‘marketing & distribution’ advisory services address a market niche: I am not aware of any other organization that can provide the same level of ‘marketing & distribution’ advice in low-income markets. Enterprises like Unilever acknowledge BoP Innovation Center as a partner in this field.”

“Most organizations are still looking for the ‘golden case’ in BoP business and I feel that BoP Innovation Center has found it through its service propositions in ‘marketing & distribution’ advisory services.”



“The majority of BoP Innovation Center staff has a commercial attitude and a private sector background. They know how entrepreneurs think and how to address consumer requirements.”

### BoP Innovation Center has supported many SMEs and corporations. Which results made a big impression on you?

“Looking at BoP Innovation Center’s work for Unilever in Nigeria and at the analysis of distribution systems in Bangladesh and how this can be applied in Africa, I feel that BoP Innovation Center has generated considerable impact by implementing tangible marketing and distribution models, thus creating best practice examples

for new business cases in different settings. This is how it will grow. The cycle from developing consumer insights and distribution systems, improving and then applying them in new situations will be an ongoing process and the outcome will keep getting better. BoP Innovation Center is doing really well in this respect, because the clients come back and wish to get more of BoP Innovation Center’s support.”

### Which aspirations should BoP Innovation Center have in its three services propositions (Inclusive Innovation, Marketing Distribution and Inclusive Business Empowerment)?

“I believe in organic development and if BoP Innovation Center delivers well in these three service areas, new propositions may come into existence. The main challenges are to keep focus and continue being a flexible organization. As long as you can add value in the three service areas, the organization will become even stronger in the next five years. Another important objective is to internationalize both in terms of clients and in terms of financiers.”

“The majority of BoP Innovation Center staff has a commercial attitude and a private sector background. They know how entrepreneurs think and how to address consumer requirements. This business DNA combined with the wish to do business that serves low income markets is crucial for BoP Innovation Center. BoP Innovation Center is an expert organization in developing innovative products and services for low income groups. They have every reason to believe that their services address private sector needs.”

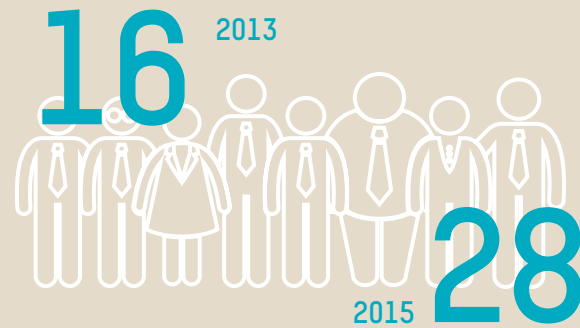


Photo credit: PROOFS consortium

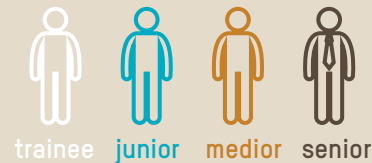


# The organization in 2015

## Staff



Over the last three years, the BoP Innovation Center staff has grown significantly. From 16 employees in 2013 to 28 employees in 2015.



We have strengthened our team with expertise in marketing & distribution, business development and inclusive innovation. A large part of the BoP Innovation Center teams consists of professionals with a background in the private sector. Some of the staff members are entrepreneurs themselves and have a commercial mindset. We know what it takes to develop commercially and socially viable business.

## In 2015 we expanded to

In Ghana we have a local 'marketing & distribution expert' to strengthen our capacity and operations in West-Africa.

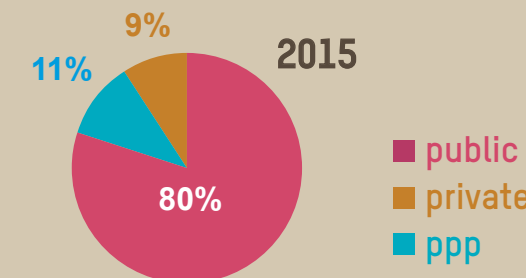
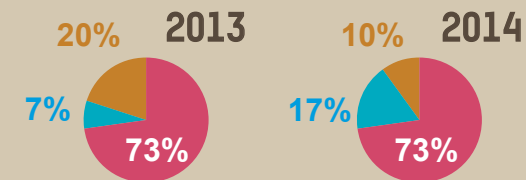


## Bangladesh

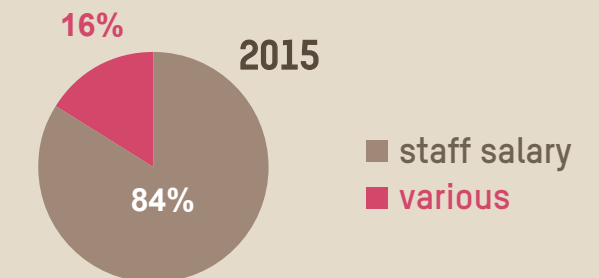
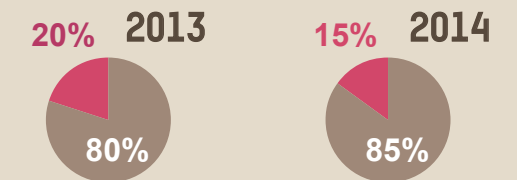
In Bangladesh we have an associate with expertise in agribusiness and supply chain management.



## Revenue by source



## Expenses by purpose





# Communications in 2015

## Twitter

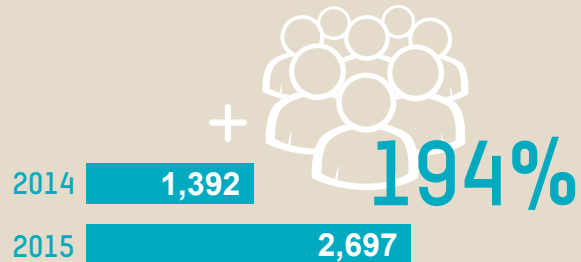
293,002



We've reached 293,002 people with our Tweets.

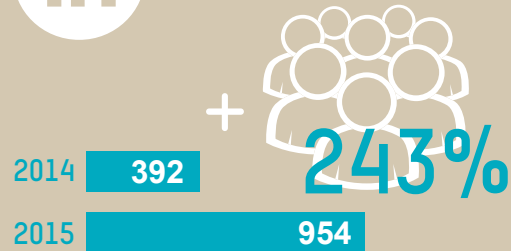


That's an increase of 388% compared to the 75,516 people in 2014.



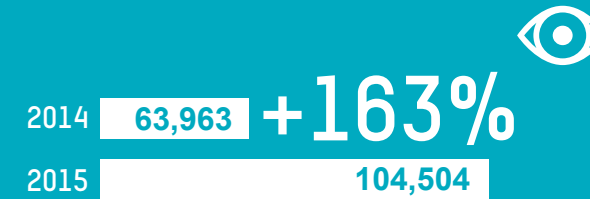
By the end of 2014 we had 1,392 followers on Twitter. By the end of 2015 this number increased by 194% to 2,697 followers.

## LinkedIn

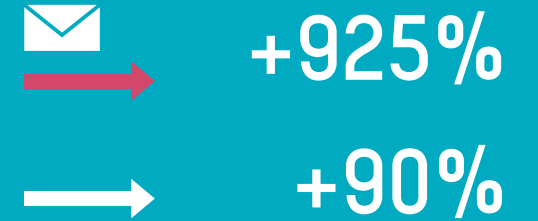


Our LinkedIn followers' base grew by 243%, from 392 to 954 followers.

## Where does our audience come from?



In 2015 we've had 104,504 page views on our website. An increase of 163% compared to the 63,963 page views in 2014.



The traffic we generated to our website via email campaigns has grown spectacularly by 925%. The traffic to our website via social media has grown by 90%.





# BoP Innovation Center participates in\*

\*This overview is non-exhaustive

## Inclusive Business Accelerator



The Inclusive Business Accelerator is a 'one-stop-shop' connecting entrepreneurs to investors and advisory services, enabling them to find the right local business partners, identify feasible opportunities and acquire finance and market information.

**Objective of the program:** create a one-stop-shop for inclusive entrepreneurs, enabling them to scale up their business.

**Role of BoP Innovation Center:** the overall management of the Inclusive Business Accelerator program, knowledge management, reach-out to customers and the development of services and tools.

**Partners:** VC4Africa, SNV and Nyenrode Business University.

**Donor:** Ministry of Foreign Affairs of the Netherlands.

## 2SCALE



This program aims to build networks that connect (smallholder) farmers, buyers and intermediaries, enabling them to create and grow new businesses. This is done by enabling private firms to find business opportunities for sourcing products from, or selling agro-inputs to smallholder farmers in Africa.

**Objective of the program:** improve rural livelihoods and food security in eight countries in sub-Saharan Africa by developing competitive agro-food industries.

**Role BoP Innovation Center:** develop public-private partnerships that enable the (Dutch) private sector to engage into agribusiness clusters.

**Partners:** IFDC and ICRA.

**Donor:** Ministry of Foreign Affairs of the Netherlands.

## PROOFS



The aim of this program is to improve food security for farmers' households in rural Bangladesh. Bangladeshi farmers are trained, organized and linked to actors who influence their capability to produce sufficient and nutritious food.

**Objective of the program:** include 80,000 farmers in market-driven value chains, reaching more than 450,000 people with nutritious food initiatives to increase food security and prevent malnutrition.

**Role BoP Innovation Center:** identify opportunities for engaging the Dutch private sector and designing behavioral change interventions towards increased nutritious food consumption.

**Partners:** IDE and ICCO Cooperation.

**Donor:** Ministry of Foreign Affairs of the Netherlands.

Photo credit: BoP Innovation Center



## Smart Adaptive Sustainable Horticulture (SMART)



SMART is a public-private partnership between Dutch leading horticulture companies, African companies, knowledge institutions and civil society organizations. In this program, the partners aim to make horticulture technologies affordable and adaptable for small-scale farmers in Rwanda and South Africa.

**Objective of the program:** improve productivity in the horticultural sector in Rwanda and South Africa along the entire value chain.

**Role of BoP Innovation Center:** build market intelligence, develop business plans and create access to affordable post-harvest technologies.

**Partners:** Dutch Horticultural Trade Board, TNO, Wageningen University, Rwanda Best Company and Klein Karoo Seed Marketing.

**Donor:** Ministry of Foreign Affairs of the Netherlands.

## Transform



This program aims to identify and develop social business models that serve the BoP and contribute to the evidence base around behavior change, with a focus on digital and mobile. This program will use market-based approaches to meet low-income household needs around water, sanitation, hygiene and energy.

**Objective of the program:** create jobs and increase incomes, eventually leading to improved health and well-being of 100 million people by 2025.

**Role of BoP Innovation Center:** source ideas for innovation and engage the local private sector for sustainable business development.

**Partners:** Unilever and the Clinton Giustra Enterprise Partnership

**Donor:** Unilever.

## Flying Foods



Flying Foods aspires to increase availability of tasty and nutritious food for low-income consumers in Uganda by developing a sustainable value chain for edible insects. Part of the Ugandan population has a shortage on proteins, vitamins and minerals. Eating insects, such as crickets, provides a solution.

**Objective of the program:** set-up a complete value chain for edible insects to combat malnutrition and improve the livelihoods of people in Uganda.

**Role of BoP Innovation Center:** identify market opportunities and develop and implement marketing plans for value chain development.

**Partners:** TTNO, ICCO Cooperation and various Dutch and African companies.

**Donor:** Ministry of Foreign Affairs of the Netherlands.

## Better access to water and sanitation in Mozambique / AIAS



In 2009, the Government of Mozambique created AIAS, an asset manager responsible for water, sanitation and waste water treatment. Its goal is to improve access to water and sanitation. A Dutch consortium supports AIAS in its mission by strengthening both its capacity, as well as the operators of water and sanitation services.

**Objective of the program:** support AIAS in improving access to water and sanitation services in at least 15 peri-urban project towns with a population of over 700,000.

**Role of BoP Innovation Center:** increase involvement of the private sector and develop and pilot innovative business models.

**Partners:** AIAS, Vitens Evides International, World Water Net and SNV.

**Donor:** Embassy of the Netherlands in Mozambique and private sector funding.

Photo credit: BoP Innovation Center



## Women as inclusive business partners



This program is built on the recognition that there is a business case for the private sector to engage women as producers, employees, distributors or consumers. This initiative seeks the strength of the private sector, from SMEs to multinational companies, to drive change that recognizes the potential of women.

**Objective of the program:** stimulate the private sector to actively engage women in inclusive business models and value chains.

**Role of BoP Innovation Center:** create awareness and interest by providing evidence of the business case and support development of a pilot project in the food sector.

**Partners:** ICCO Cooperation.

**Donor:** ICCO Cooperation.

## Nwash / BOMBA



Nwash aims to set up a sustainable business model for delivering safe water to rural communities in the Mara region of Tanzania. To realize this ambition, the parties in this project started a social enterprise by means of an independent water operator called 'Bomba Maji'. BoP Innovation Center is one of the stakeholders in this enterprise.

**Objective of the program:** provide 230,000 people in the Mara region of Tanzania with safe water within the coming five years.

**Role of BoP Innovation Center:** develop an inclusive strategy for Bomba Maji to scale-up access to safe water.

**Partners:** SNV, Dunea, TNO and Hatendo.

**Donor:** Ministry of Foreign Affairs of the Netherlands.

## Rural Retail Hubs / AIM



In rural South Africa, a large percentage of local vegetables is unlikely to arrive on supermarket shelves as the frequency, quality and variety of local produce is not sufficient. This project aims to transform local retail stores into community hubs with a supermarket, fresh produce distribution center, small health center and pharmacy.

**Objective of the program:** improve local food grown by emerging small scale farmers in South Africa.

**Role of BoP Innovation Center:** provide technical advice on inclusive business modelling and finance.

**Partners:** SPAR, Wageningen UR, Rijk Zwaan and GAIN

**Donor:** Ministry of Foreign Affairs of the Netherlands, SPAR and GAIN.

Photo credit: PROOFS consortium





Photo credit: Christiaan Krouwels,  
[www.krouwels.com](http://www.krouwels.com)

## Our team

In order of appearance from right to left:

Henk van Duijn - CEO  
Desire Falade  
Frank Kitonga  
Benjamin van der Hilst  
Emile Schmitz  
Steven Trijsburg  
Marjolein Koornstra  
Mariska Kools  
Mayke Harding  
Taco de Nies  
Kwame Pipim  
Rosanna Martucci  
Hiwot Shimeles  
Nelleke van der Vleuten  
Gerwin Jansen  
Nicolas Chevrollier  
Nick van der Velde  
Marjan Vochteloo  
Cees Peter van der Brink  
Nico Verzijden  
Rachid Belkhir  
Aart van den Bos

(Absent: Niek van Dijk, Irmgard Janssen, Wendy van der Klein,  
Lydia Krijnen, Jorrit Reintjes and Gijs Herpers)





Photo credit: PROOFS consortium