An ESW Learning Platform — On the Ground Tools

Co-creating Business at the Base of the Pyramid (BoP)
Embedding your BoP and Green Leap projects to make them a profitable reality

A growing chorus of voices now raises the concern that corporate strategies to serve the poor at the base of the income pyramid (BoP) represent nothing more then veiled attempts to “sell to the poor,” as though simply turning the poor into consumers will address the fundamental challenges of poverty and sustainable development. If companies are to thrive in the 21st century, they must broaden their base and expand the pie for everyone. They must come to understand and nurture local markets and cultures, leverage local solutions, and generate wealth at the lowest points on the pyramid. To do this, companies must combine their advanced technology and global reach with deep, local understanding of BoP communities. Companies must come to view the poor and underserved more as partners and colleagues, rather than merely clients or consumers.

Co-creating the future
ESW has been centrally involved in the development and application of a new approach to BoP business co-creation that provides a foundation for embedding innovation in the local context—The BoP Protocol (see exhibit). The structured process shows companies how to first become immersed in an underserved community to build trust and engage prospective local partners. Next, the Protocol process focuses on co-developing a new business concept that combines the technologies and capabilities of the company with the local knowledge and resources of the community. Finally, the aim is to build and scale a business partnership with BoP entrepreneurs and communities in way that builds mutual value. Using the BoP Protocol, ESW will show companies how to:

• Become embedded in underserved communities so as to generate truly “indigenous” innovations.
• Co-develop sustainable business opportunities and models that will create new market space.
• Create and launch new businesses that generate mutual value for all partners.
• Build the capabilities of corporate team members to realize the vast potential of the BoP.

ESW provides a series of sustainability learning platforms—Sustainability Strategy Assessment, BoP Readiness Assessment, The Survey of Sustainability (SOS), Sustainable Value Lab, and On-The-Ground Tools.

The BoP Protocol: An Overview

Co-Generated Business Concept Model

Opening Up
Immerse in the community
Attract community partners
Create an open value proposition
Synergize resources

Building the Ecosystem
Establish the “Intel Inside”
Teach and learn
Fail small, learn big
Create market base

Enterprise Creation
Complete the unfinished symphony
Reframe the category
Propagate the sprout
Transplant and spread

Locally-Embedded Business Model

Co-Developed Business Prototype

How do you begin?
It can be a challenging task knowing where and how to begin. Let us help you. Visit our website at e4sw.org or call us at 734-369-8060.

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