RESOURCE GUIDE FOR SCALING UP RESEARCH-BASED INNOVATIONS

Tools and Articles for Designing and Testing Business Cases and Business Models

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Table of Contents

How to use this Resource Guide

There are many resources available online for business cases, business models, and business plans. However not all are well suited to the research-for-development context, which involves partnerships between organizations, to tackle the complex challenges related to food security that are often systems level challenges. While the rigor of scientific research o

This resource guide is aimed for grantees and links with the document "**Business Cases: A Tool For Scaling Up Research-Based Innovations: A Framework for Researchers**". While the framework focuses on business cases, this Resource Guide includes resources that are useful for developing both business cases and business models. Indeed, the process of developing a business case will likely inform the business model for the deployment of the innovation, or vice versa. (See Business Cases: An Overview in the Framework for more information on the distinctions between business cases and business models).

The guide results from a year of research on approaches and components for building business cases for research-based solutions being developed by the Canadian International Food Security Research Fund (CIFSRF).

This document is not a comprehensive review of business-oriented approaches, but is meant to be a starting point for further investigation into developing business cases and business models to assist in the efforts to achieve impacts at scale.

This Resource Guide covers a wide variety of topics related to business cases and business models that are relevant in Research-for-Development. When you need to learn a new area of the business case and business model development process, this guide will direct you to where you want to go.

All online resources are included as links. **Saved versions are included when possible in the Dropbox Resources Folder.**

Outline

Part 1: Tools and Resources for developing business models and business cases
Part 2: Selected Articles for further reading on integrating business-oriented perspectives to increase the impact of development innovations. The list is organized by topics.

Part 1: Tools and Resources

If you are getting your solution to end users, whether selling it or delivering it free of charge, you are already developing your preliminary business model. The question is: is this the most efficient, sustainable and effective way to reach and impact the most people possible over the lifetime of your product/service?

Without a clear vision and strategy for the business model, it is easy to get mixed up in the many facets and simultaneous activities of deploying a new product, service or model. These resources can assist in defining and strategizing the best business model possible – a business model that can adapt to change and that is designed to grow.

This section offers several tools that can be used to deepen your understanding of various components of business cases and business models. It follows the four modules of the business case framework (the innovation, the market, the delivery mechanism and the cost-benefit analysis), with additional resources specifically for designing business models.

All links are up to date as of March 18, 2016. To report a broken link or suggest additional resources or articles to be added please contact afs@idrc.ca

Module 1: The Innovation

1. BOOTCAMP BOOTLEG

Type: Activity Toolkit
License: Creative Commons (attribution, noncommercial use)
Creator: d.School, Hasso Plattner Institute of Design at Stanford
In Dropbox: Yes
Link: https://dschool.stanford.edu/wp-content/uploads/2011/03/BootcampBootleg2010v2SLIM.pdf

This active toolkit supports design thinking practice. It explains the human-centered design process and specific methods to carry out design work. This tool can be applied to gain a deeper understanding of the innovation and how it can become a solution for end users.

More from this creator:
https://dschool.stanford.edu

2. HUMAN-CENTERED DESIGN TOOLKIT

Type: Activity Toolkit (Second edition)
License: Creative Commons (attribution, noncommercial use)
Creator: IDEO
In Dropbox: Yes
Link: N/A

Human-centered design (HCD) has become a movement for building products and services from a deep understanding of the end user. This toolkit provides an introduction to the concept and the process, as well as best practices for innovation. The toolkit guides the user through the process to Hear, Create, and Deliver an innovation, as well as a Field Guide

More from this creator:
http://www.designkit.org

3. USP ANALYSIS WORKSHEET

Type: Worksheet
License: MindTools Ltd, 2006-2015 (copy, noncommercial, no changes)
Creator: MindTools

In Dropbox: Yes
Link: www.mindtools.com/rs/USP

Develop a Unique Selling Properties statement for your innovation.

More from this creator:
https://www.mindtools.com

4. PRODUCT CANVAS™ AND PRODUCT CANVAS E-GUIDE

Type: Worksheet and e-Guide
License: Creative Commons (attribution, share alike)
Creator: Shardul Mehta
In Dropbox: Yes
Link: http://streetsmartproductmanager.com/product-canvas/

The Product Canvas™ is an adaptation of the Business Model Canvas specifically for product management. It can be used in research and development processes to gain a deeper understanding of the market, customer, product and business perspectives.

More from this creator:
http://streetsmartproductmanager.com

5. DESIGN SCOPE

Type: Worksheet
License: Creative Commons (attribution, share alike)
Creator: Service Design Toolkit
In Dropbox: Yes
Link: http://www.servicedesigntoolkit.org/assets2013/posters/EN/D4-design%20challenge-A1.pdf

The Service Design Toolkit is a series of worksheets to assist in designing a service. The Design Scope worksheet defines the design challenges and uses metaphors to identify the key measurements of success.

More from this creator:
http://www.servicedesigntoolkit.org/index.html

6. SWOT

Type: Work poster
License: Creative Commons (attribution, share alike)

Creator: Service Design Toolkit
In Dropbox: Yes
Link:
http://www.servicedesigntoolkit.org/assets/posters/workposter_swot_a1.pdf

A SWOT analysis is a classic tool for framing an innovation, whether it is a service (as is the case in this work poster), or a model, product or policy.

More from this creator:
http://www.servicedesigntoolkit.org/index.html

Module 2: Market and Potential Impacts at Scale

7. CRAFTING YOUR VALUE PROPOSITION

Type: Workbook
License: MaRS Discovery District 2012
Creator: MaRS
In Dropbox: Yes
Link: https://www.marsdd.com/mars-library/crafting-your-value-proposition/

This Entrepreneur Workbook is part of the MaRS Fundamentals of Entrepreneurial Management resources. It will help you define the value proposition for a validated innovation by testing your market, and is an important tool to use when before developing a business model.

More from this creator:
https://www.marsdd.com/mars-library/

8. GUIDEBOOK FOR IMPACT INVESTORS: IMPACT MEASUREMENT

Type: Guidebook
License: Venture Deli and Purpose Capital 2012
Creator: Venture Deli and Purpose Capital
In Dropbox: Yes
Link: http://www.purposecap.com/wp-content/uploads/Guidebook-for-Impact-Investors-Impact-Measurement.pdf

While this guidebook is directed toward impact investors, it offers useful exercises and methods for researchers to determine the potential impacts at scale of their innovation and market. It includes an overview of social metrics, existing measurement tools, and diagnostic tools and worksheets.

More from this creator:
http://purposecap.com

9. PERSONAS

Type: Work poster
License: Creative Commons (attribution, share alike)
Creator: Service Design Toolkit
In Dropbox: Yes

Link: http://www.servicedesigntoolkit.org/assets2013/posters/EN/P3-persona-A3.pdf

A Personals analysis is a tool for framing the key customers personas in your target market. It is used to build a detailed knowledge of the target customer groups, including attitudes and behaviours.

More from this creator:
http://www.servicedesigntoolkit.org/index.html

10. USERS' JOUNEYS

Type: Work poster
License: Creative Commons (attribution, share alike)
Creator: Service Design Toolkit
In Dropbox: Yes
Link: http://www.servicedesigntoolkit.org/assets2013/posters/EN/S6-users-journeys-A0.pdf

User's Journeys is a tool for mapping the pathway before, during and after using a service. It can also be applied to map the user journey for accessing a product or new practice. It is useful for considering the different ways that users will access the solution.

More from this creator:
http://www.servicedesigntoolkit.org/index.html

11. TOUCHPOINT DIAGRAM

Type: Work poster
License: Creative Commons (attribution, share alike)
Creator: Service Design Toolkit
In Dropbox: Yes
Link:
http://www.servicedesigntoolkit.org/assets/posters/workposter_touchpointdiagram_a1.pdf

The Touchpoint Diagram assists in mapping the different points of interaction with the customer. It can be used to design a new service by: attracting attention, informing, using, supporting and maintaining customer relationships.

Fill in this table with evidence about what is actually happening:
- **Attract attention:** How do you create awareness and attract attention to your product/service/model?

- **Inform:** How do you stimulate the customer to take action?
- **Use:** How does your customer access the product? How do you respond to customer needs with regard to the service provision? How is your model used?
- **Support:** How do you handle problems or questions about your product/service/model?
- **Maintain:** How do you enter into a relationship with the customer?

More from this creator:
http://www.servicedesigntoolkit.org/index.html

Module 3: Delivery Mechanism and Business Model

12. FOUR A'S OF ADOPTION AND REPEATABLE MODELS®

Type: Summary Checklist
License: Bain & Company 2014
Creator: Acumen and Bain & Company
In Dropbox: Yes
Link: http://acumen.org/content/uploads/2014/12/Growing-Prosperity-Four-As.pdf#page=6

This summary of the Growing Prosperity report uses the Four A's (awareness, advantage, affordability and access to understand how smallholders experience their products or services. Combined with the Repeatable Models® approach, this checklist will assist in gaining insights into the customer perspective and to designing business models for scaling.

More from this creator:
http://acumen.org/growing-prosperity/

13. TOOLS TO INNOVATE LIKE A STARTUP

Type: Slide deck
License: Board of Innovation 2014
Creator: Board of Innovation
In Dropbox: Yes
Link: N/A

This slide deck offers 52 tools for any company to innovate like a startup. It is intended to improve the entrepreneurial mindset at large companies, but can also be applied in the context of research institutions.

More from this creator:
http://www.boardofinnovation.com

14. BUSINESS MODEL CANVAS

Type: Canvas
License: Creative Commons (attribution, share alike)
Creator: Strategyzer AG

In Dropbox: Yes
Link: http://strategyzr.s3.amazonaws.com/assets/resources/the-business-model-canvas.pdf

A business model is the rational for how an organization creates, delivers and captures value. Osterwalder and Pigneur (2010) define a business model is a comprehensive description of the structure and rationale for a venture, including nine key elements, which they map onto a canvas.

This canvas works great for Products and Services – particularly when something is bought or sold (whether for-profit or not).

More from this creator:
http://www.businessmodelgeneration.com/canvas/bmc

Books:
Business Model Generation by Alexander Osterwalder and Yves Pigneur
Value Proposition Design by Alexander Osterwalder, Yves Pigneur, Greg Bernarda, and Alan Smith

15. BUSINESS MODEL DESIGN

Type: Workbook
License: MaRS Discovery District 2012
Creator: MaRS
In Dropbox: Yes
Link: https://www.marsdd.com/wp-content/uploads/2012/12/Business-Model-Design-WorkbookGuide.pdf

This Entrepreneur Workbook is part of the MaRS Fundamentals of Entrepreneurial Management resources. It will help you design a sustainable business model, particularly for innovative products that disrupt parts of the industry value chain. It is recommended that the MaRS Value Proposition Workbook be completed first before designing a business model.

More from this creator:
https://www.marsdd.com/mars-library/business-model-design/

16. DESIGN REQUIREMENTS

Type: Work poster
License: Creative Commons (attribution, share alike)
Creator: Service Design Toolkit
In Dropbox: Yes

Link: http://www.servicedesigntoolkit.org/assets2013/posters/EN/D4-design%20requirements-A1.pdf

This work posted outlines the "who, what, and why" requirements for users and assists to prioritize the most important requirements.

More from this creator:
http://www.servicedesigntoolkit.org/index.html

17. BLUEPRINT AND ROADMAP

Type: Work posters
License: Creative Commons (attribution, share alike)
Creator: Service Design Toolkit
In Dropbox: Yes
Links:
http://www.servicedesigntoolkit.org/assets2013/posters/EN/F8-blueprint-A0.pdf
http://www.servicedesigntoolkit.org/assets2013/posters/EN/F8-roadmap-A0.pdf

The Blueprint is used to make the activities and touch points with the customers when they use the service or access the product. The roadmap is useful for understanding the minimum viable solution, or what it takes to move a model from a prototype to a pilot project and then full implementation.

More from this creator:
http://www.servicedesigntoolkit.org/index.html

18. BLUEPRINT (ALTERNATIVE)

Type: Work posters
License: Creative Commons (attribution, share alike)
Creator: Service Design Toolkit
In Dropbox: Yes
Links:
http://www.servicedesigntoolkit.org/assets/posters/workposter_blueprint_a1.pdf

The Blueprint is used to make the activities and touch points with the customers when they use the service or access the product, both through direct contact and in the back office, through the customer lifecycle.

More from this creator:
http://www.servicedesigntoolkit.org/index.html

19. STAKEHOLDER MAPPING

Type: Work posters
License: Creative Commons (attribution, share alike)
Creator: Service Design Toolkit
In Dropbox: Yes
Links:
http://www.servicedesigntoolkit.org/assets/posters/workposter_stakeholdermapping_a1.pdf

Stakeholder mapping is useful in determining the customers and partner relationships in the business model. This work poster

More from this creator:
http://www.servicedesigntoolkit.org/index.html

20. SOCIAL BUSINESS MODEL CANVAS

Type: Canvas
License: Social Innovation Lab 2013
Creator: Social Innovation Lab
In Dropbox: Yes
Links: http://www.socialbusinessmodelcanvas.com/wp-content/uploads/Social-Business-Model-Canvas.png

With a few small adjustments the Business Model Canvas becomes a great tool for social enterprises or social businesses. The Social Business Model Canvas is a tool for creating a solid business model around your social enterprise. It's a collaborative tool that helps you communicate different business models with your stakeholders and brainstorm new ones.

More from this creator:
http://www.socialbusinessmodelcanvas.com
(High resolution downloads available here)

Module 4: Cost-Benefit Analysis and Financial Projections

21. BREAKEVEN ANALYSIS

Type: Template
License: Vertex24 2003-2016
Creator: John Wittwer
In Dropbox: Yes
Link: http://www.vertex42.com/ExcelTemplates/breakeven-analysis.html

The breakeven analysis is a tool to determine the link between sales and price that will enable the delivery of a product or service to be financially viable.

More from this creator:
http://www.vertex42.com

22. CASH FLOW MODEL

Type: Template
License: Vertex24 2003-2016
Creator: John Wittwer
In Dropbox: Yes
Link: http://www.vertex42.com/ExcelTemplates/breakeven-analysis.html

The breakeven analysis is a tool to determine the link between sales and price that will enable the delivery of a product or service to be financially viable.

More from this creator:
http://www.vertex42.com

23. COST-BENEFIT ANALYSIS TOOL

Type: Template
License: Copyright
Creator: Tertiary Education Commission
In Dropbox: Yes
Link: https://www.tec.govt.nz/Documents/.../Cost-Benefit-Analysis-Tool.xls

This is one example of a cost-benefit analysis is a tool to convert all costs and benefits into financial values that can be compared. It is useful to create several scenarios in order to determine a range of possible outcomes.

More from this creator: N/A

24. IDEAS FOR DEVELOPING FINANCIAL RESOURCES

Type: Guide
License: The New World Foundation 2008
Creator: Community Financial Resources
In Dropbox: Yes
Link: http://newwf.org/grantmaking-initiatives/resource-lab/

This idea guide outlines potential financing approaches for community-based organization to generate innovative means of fundraising and financing.

More from this creator:
http://newwf.org/grantmaking-initiatives/resource-lab/

25. FINANCIAL WORKBOOK

Type: Template
License: None
Creator: Laura Husak
In Dropbox: Yes
Link: N/A

This Excel workbook includes templates for several financial projection concepts including: cost per unit, fixed cost allocation, sales forecast, cash flow forecast, internal rate of return (IRR).

More from this creator: N/A

26. BPLANS

Type: Templates and Tools
License: Palo Alto Software Inc., 1996-2016
Creator: Bplans
In Dropbox: No
Link: http://articles.bplans.com/writing-a-business-plan/
http://www.bplans.com/members/downloads/business-plan-template/ (with free membership)

BPlans is a complete guide to business planning, offering free templates and samples as resources to help entrepreneurs start and run better businesses. Financial tools for business analysis are available, including:

- Business planning
- Elevator pitches
- How to start a business
- Funding a business
- Business management

More from this creator:
http://www.bplans.com

27. MASTERING DISTRIBUTION CHANNELS

Type: Guide
License: Unreasonable.is
Creator: Tom Chi
In Dropbox: No
Link: http://unreasonable.is/four-step-experiment-to-master-distribution-channels/

A "Four-Step Experiment to Master Distribution Channels" is an example of how to integrate rapid prototyping into a delivery mechanism.

More from this creator:
http://unreasonable.is/category/type/article/

28. FINANCIAL MODELING FOR THE SOCIAL SECTOR

Type: Open Online Source Playbooks
License: Philanthropy University
Creator: Erik Simanis and Acumen
In Dropbox: Yes
Link: https://philanthropyuniversity.novoed.com/financial-modeling-2016-1
(Course is offered at varying times in the year through Philanthropy University)

This course teaches nonprofit organizations and social entrepreneurs how to use financial modeling to scale the impacts of their work. It distinguishes between an operational unit and a head office; it shows how to model the steady state of the venture. Course requires approximately 4-5 hours per module.

More from this creator:
http://unreasonable.is/category/type/article/

Additional Resources

29. FIELD GUIDE TO HUMAN CENTERED DESIGN

Type: Field Guide
License: Creative Commons (attribution, noncommercial, no derivatives)
Creator: IDEO and DesignKit
In Dropbox: Yes
Link:
http://d1r3w4d5z5a88i.cloudfront.net/assets/guide/Field%20Guide%20to%20Human-Centered%20Design_IDEOorg_English-a91845bb340ad2dff5f1a66259789e06.pdf

The Field Guide to Human-Centered Design is a step-by-step guide to get you solving problems like a designer. The Field Guide reveals mindsets that underpin how and why we think about design for the social sector, 57 clear-to-use design methods for new and experienced practitioners, and from-the-field case studies of human-centered design in action.

More from this creator:
http://www.designkit.org/resources/

30. LEADERSHIP IN SOCIAL ENTERPRISE

Type: Manual
License: World Economic Forum 2014
Creator: Schwab Foundation for Social Entrepreneurship and World Economic Forum
In Dropbox: Yes
Link:
http://www.schwabfound.org/sites/default/files/file_uploads/leadership_in_social_enterprise_2014.pdf

Leadership is an important skill in managing research and innovation processes. This guide discusses leadership within a social enterprise and offers tools and advice for leaders in facing the key challenges of: building and managing a team; delegation and succession; balancing and integrating; and personal and professional development.

More from this creator:
http://www.schwabfound.org/content/publications

31. LIBERATING STRUCTURES

Type: Guide, Methods
License: Creative Commons (attribution, noncommercial)
Creator: Liberating Structures
In Dropbox: No
Link: http://www.liberatingstructures.com/ls-menu/

Liberating Structures are easy-to-learn microstructures that enhance group coordination and trust. They can be used to foster participation in a group of any side and to unleash disruptive innovation.

More from this creator:
http://www.liberatingstructures.com

32. NESTA'S DIY TOOLKIT (DEVELOPMENT IMPACT AND YOU)

Type: Toolkit
License: Creative Commons (attribution, noncommercial, share alike)
Creator: Development Impact and You by Nesta
In Dropbox: Yes
Link: http://diytoolkit.org/tools/

The DIY (Development Impact and You) Toolkit is especially designed for development practitioners to invent, adopt, and adapt ideas that can deliver better results. It includes tools to: look ahead, develop a clear plan, clarify priorities, collect input from others, know the people you are working with, generate new ideas, test and improve, sustain and implement

More from this creator:
http://diytoolkit.org/

33. STARTUP STASH

Type: Directory
License: Startup Stash 2016
Creator: Startup Stash
In Dropbox: No
Link: http://startupstash.com

Startup Stash is a curated directory of resources and tools to help you build your Startup: from idea generation to development to marketing and finance.

More from this creator: N/A

34. THE INNOVATOR'S TOOLKIT

Type: Tools and Templates
License: BMGI
Creator: BMGI
In Dropbox: Yes
Link: http://acumen.org/wp-content/uploads/2015/11/Lean-Data-Field-Guide.pdf

The Innovator's Toolkit offers tools and templates for an innovator for each of the phases of innovation: Define, Discover, Develop, and Demonstrate.

More from this creator:
http://innovatorstoolkit.com

35. LEAN DATA FIELD GUIDE

Type: Tools and Templates
License: Acumen 2015
Creator: Acumen
In Dropbox: Yes
Link: http://innovatorstoolkit.com/downloads

Lean Data is the application of lean experimentation principles to the collection and use of social performance data. Shifting away from reporting, it moves toward creating value for companies and customers. This field guide discusses how to apply low-cost technologies to communicate directly with end customers to get high-quality data quickly and efficiently.

More from this creator:
http://acumen.org/ideas/lean-data/

36. MARKET SEGMENTATION: PROGRESS OUT OF POVERTY INDEX

Type: Tool
License: Grameen Foundation 2016
Creator: Grameen Foundation
In Dropbox: No
Links: http://www.progressoutofpoverty.org/learning-materials
https://opportunityspmhub.files.wordpress.com/2015/06/segmenting-with-the-ppi-v-1-0-1.pdf

The Progress out of Poverty Index is a tool for pro-poor organizations to use in order to improve the effectiveness of their product or service delivery.

More from this creator:
http://www.progressoutofpoverty.org

Part 2: Selected Articles

Agricultural Innovation Systems

Alliance for a Green Revolution in Africa
> 2014   Agricultural Policy and Regulatory Constraints to Agribusiness Investment in Burkina Faso, Ethiopia, Ghana, Nigeria and Tanzania. Micro Reforms for African Agribusiness (MIRA). Nairobi, Kenya: AGRA.

Future Agricultures Consortium
> 2011   Farmer First: Shifting Paradigms in Agricultural Technology Development. FAC CAADP Policy Brief, 04. London: DFID.

Gradl, Christina, Christina Kukenshoner, Juliane Schmidt, and Christiane Stroh de Martinez
> 2012   Growing Business with Smallholders: A Guide to Inclusive Agribusiness. Frankfurt: GIZ and German Federal Ministry for Economic Cooperation and Development (BMZ).

Root Capital
> 2015   Investing in Resilience: A Shared Value Approach to Agricultural Extension. Issue Brief No. 3. Root Capital.

Van Mele, Paul
> 2006   Zooming-in Zooming-out: A Novel Method to Scale up Local Innovations and Sustainable Technologies. International Journal of Agricultural Sustainability 4(2): 131–142.

Wiggins, Steve, and Sharada Keats
> 2013   Leaping and Learning: Linking Smallholders to Markets in Africa. London: Agriculture for Impact, Imperial College and Overseas Development Institute.

Business Models

Casadesus-Masanell, Ramon and Joan E. Ricart
> 2011   How to Design a Winning Business Model. Harvard Business Review (January-February).

Chesbrough, Henry
> 2010   Business Model Innovation: Opportunities and Barriers Long Range Planning 43: 364–363.

Eyring, Matthew J., Mark W. Johnson, and Hari Nair
    2011   New Business Models in Emerging Markets. Harvard Business Review.
    Cambridge, MA: Harvard Business School, Harvard University.

Osterwalder, Alexander, and Yves Pigneur
    2010   Business Model Generation: A Handbook for Visionaries, Game
    Changers, and Challengers. John Wiley and Sons Inc.

Simanis, Erik, and Duncan Duke
    2014   Profits at the Bottom of the Pyramid: A Tool for Assessing Your
    Opportunities. Harvard Business Review.

Funding Models

Bugg-Levine, Antony, Bruce Kogut, and Nalin Kulatilaka
    2012   A New Approach to Funding Social Enterprises: Unbundling Societal
    Benefits and Financial Returns Can Dramatically Increase Investment. Harvard
    Business Review (January-February).

Coates, Bethany, and Garth Saloner
    2009   The Profit in Nonprofit. Stanford Social Innovation Review (Summer).

Foster, William Landes, Peter Kim, and Barbara Christianson
    2009   Ten Nonprofit Funding Models. Stanford Social Innovation Review
    (Spring): 32–39.

Kim, Peter, Gail Perrault, and William Foster
    2011   Finding Your Funding Model. Stanford Social Innovation Review
    (Fall): 37–41.

Impact Investment

Koh, Harvey, Ashish Karamchandani, and Robert Katz
    2012   From Blueprint to Scale: The Case for Philanthropy in Impact
    Investing.

Social Impact Investment Taskforce
    2014   Impact Investment: The Invisible Heart of Markets: Harnessing the
    Power of Entrepreneurship, Innovation and Capital for Public Good.

Impact Measurement

Adams, Tom, Rohit Gawande, and Scott Overdyke
    N.d.   Innovations in Impact Measurement: Lessons Using Mobile
    Technology from Acumen's Lean Data Initiative and Root Capital's Client-
    Centric Mobile Measurement. Acumen and Root Capital.

Brest, Paul, Hal Harvey, and Kelvin Low
    2009   Calculated Impact. Stanford Social Innovation Review 7(1): 5057.

Scaling Innovations

Acumen, and Bain and Company
    2014   Growing Prosperity : Developing Repeatable Models to Scale the
    Adoption of Agricultural Innovations.

Bradach, Jeffrey
    2003   Going to Scale. The Challenge of Replicating Social Programs. Stanford
    Social Innovation Review 65: 19–25.

Gradl, Christina, and Beth Jenkins
    2011   Tackling Barriers to Scale: From Inclusive Business Models to
    Inclusive Business Ecosystems. C. S. R. Initiative. Cambridge, MA: Harvard
    Kennedy School.

Koh, Harvey, Nidhi Hegde, and Ashish Karamchandani
    2014   Beyond the Pioneer: Getting Inclusive Industries to Scale.

Wigboldus, Seerp, and Cees Leeuwis
    2013   Towards Responsible Scaling up and out in Agricultural Development.
    Centre for Development Innovation, Wageningen, UR.

Social Enterprise Leadership

Papi-Thornton, Daniela
    2016   Tackling Heropreneurship. London: Clore Social Leadership
    Programme and Skoll Centre for Social Entrepreneurship.

Value Propositions

Anderson, James C., James A. Narus, and Wouter Van Rossum
    2006   Customer Value Propositions in Business Markets. Harvard Business
    Review. Cambridge, MA: Harvard Business School, Harvard University.