> Shaping inclusive markets

21 Nov 2017



Harvey Koh FSG



Ahmed Irfan FSG







Market System Innovation (MSI) BEAM Exchange Webinar

NOVEMBER 2017



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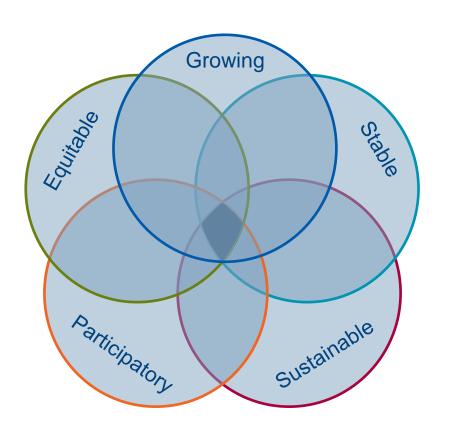
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How would we describe an inclusive economy?

A Framework for Inclusive **Economies (IE)**



An inclusive economy is one that expands opportunities for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being









Progress on multiple aspects of economic inclusion

Increased production and nutritional availability:

From 1.79¹ to 11.7² million tons of milk between 1971 and 2016

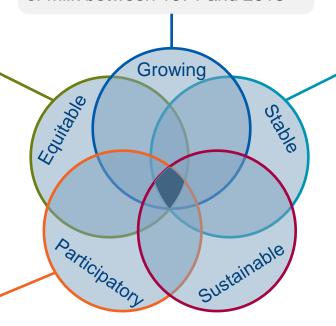
Increased farmer share of consumer price:

Small farmers facing exploitative prices in the 1940s now receive over **70**%³ of the market price

Spread of participation:

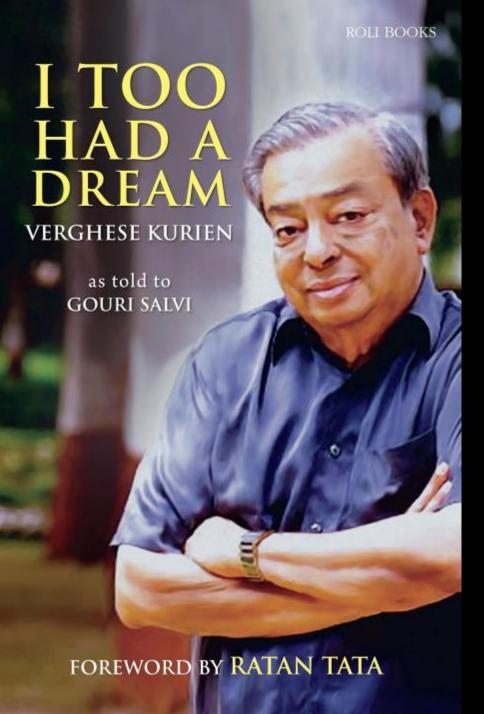
Districts practicing cooperative dairy farming increased from 2 districts in 1946, to 33 districts in 2016⁶

Progressive inclusion of excluded castes



Improved price stability:

Consistent increases in procurement price between 2002⁴ and 2015⁵, despite a fall in global prices











The Windustan Times

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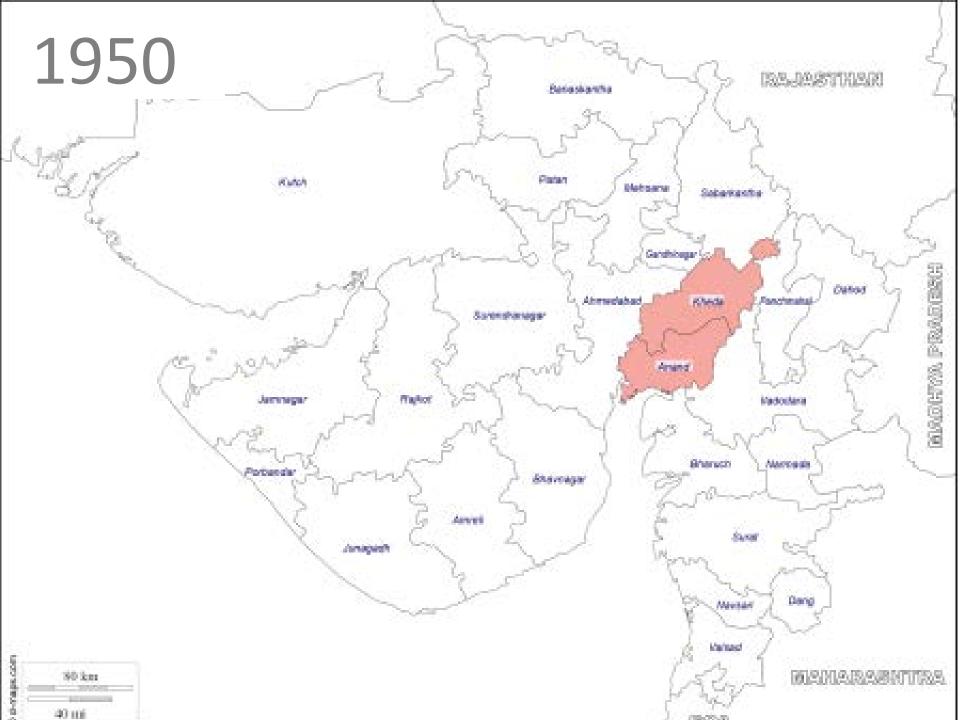


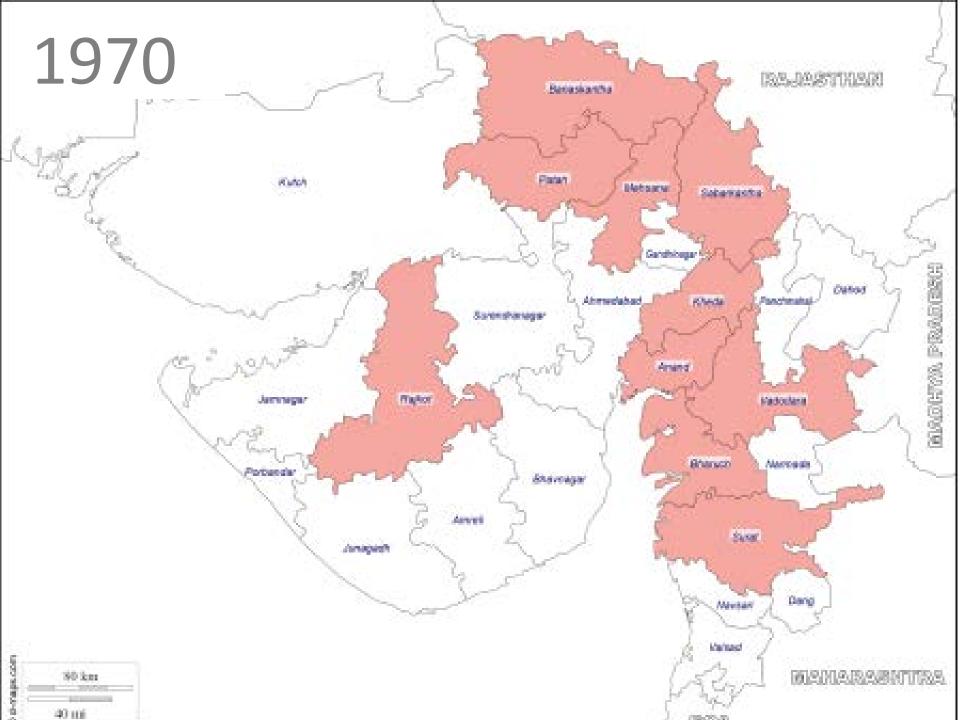


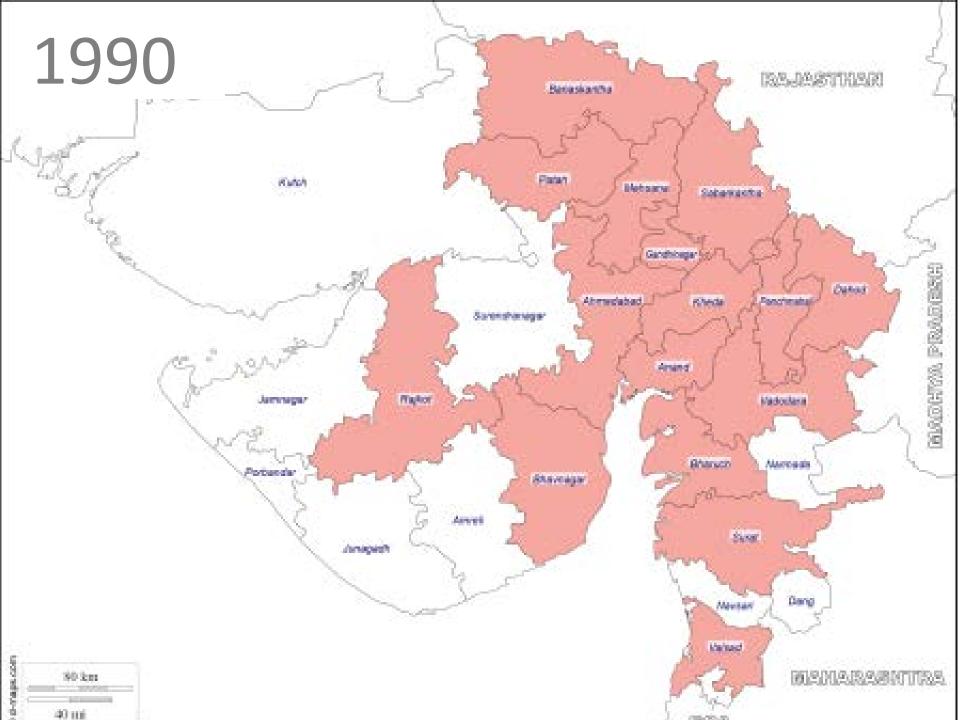
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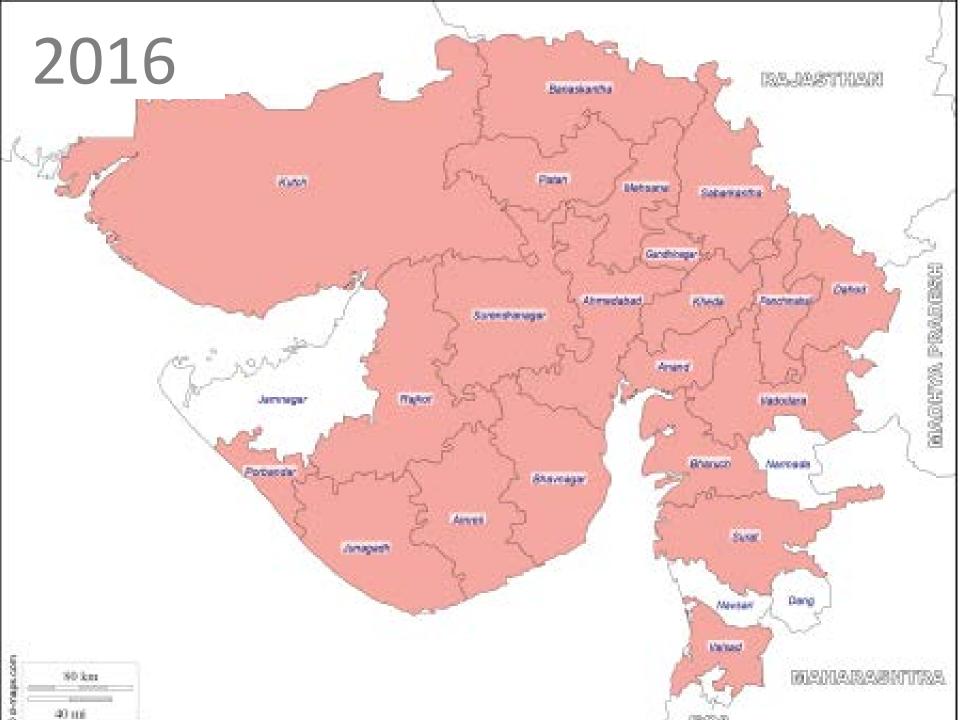


Gujarat Dairy
Development
Corporation

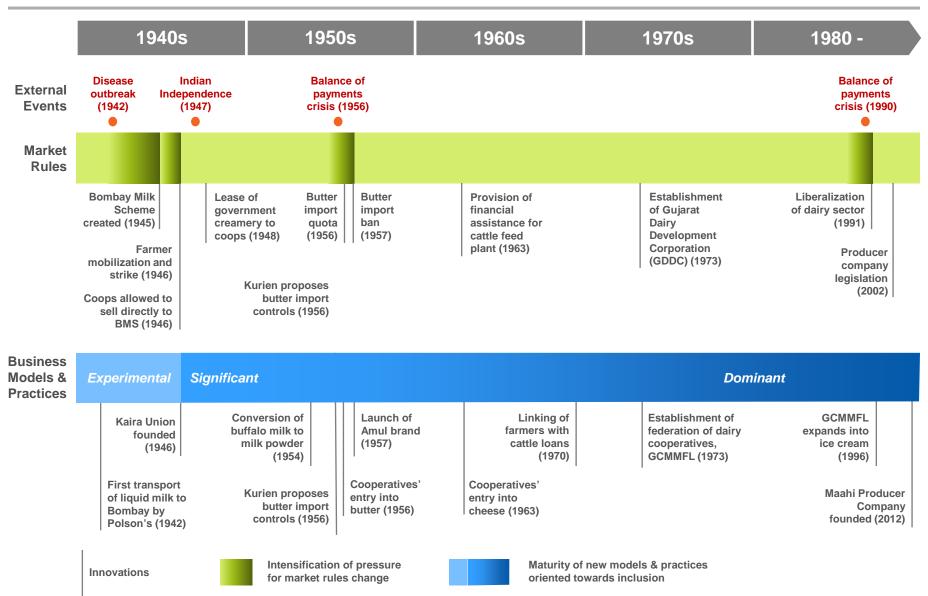




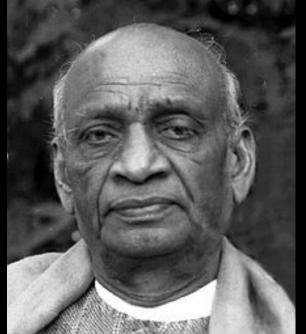


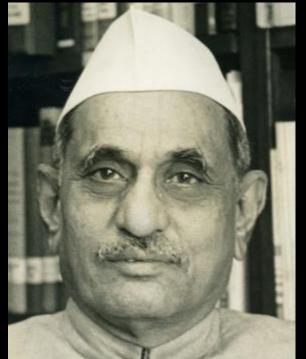


Importantly, it was innovations in market rules, as well as in business, that led to the overall shift



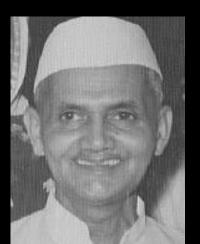












Key themes and implications

- Business models still matter how value is created
- Ownership and control matter how value is shared
- Critical impact of radical changes to market rules and state support
- Roles played by innovators and 'entrepreneurs' beyond the business sector alone
- Activating potentialities within the system
- "Never waste a good crisis"
- Leaders (and facilitators) able to navigate both business and political dynamics





Progress on multiple aspects of economic inclusion

Increased contribution to GDP:

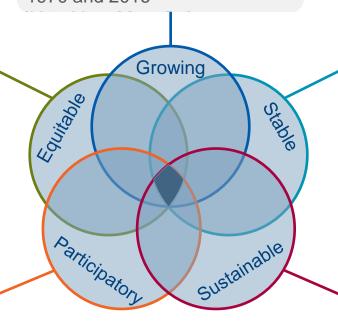
Increased from less than \$80 million¹ to \$3 billion² between 1970 and 2016

Reduction in poverty:

16% decrease in poverty levels^{a,3} in communities neighboring protected areas between the 1970s and 2000

Spread of tourism to new geographies:

Over 50% of all hotel rooms are outside the traditional tourist areas of Valle Central and Guanacaste4



Resilience to agricultural price volatility:

15x increase in the ratio of foreign earnings from tourism to earnings from agriculture between 1970 and 2010¹

Increased forest cover:

Land area under forest cover increased to over 50% by 2016 from a low of 21%⁵ in the 1980s

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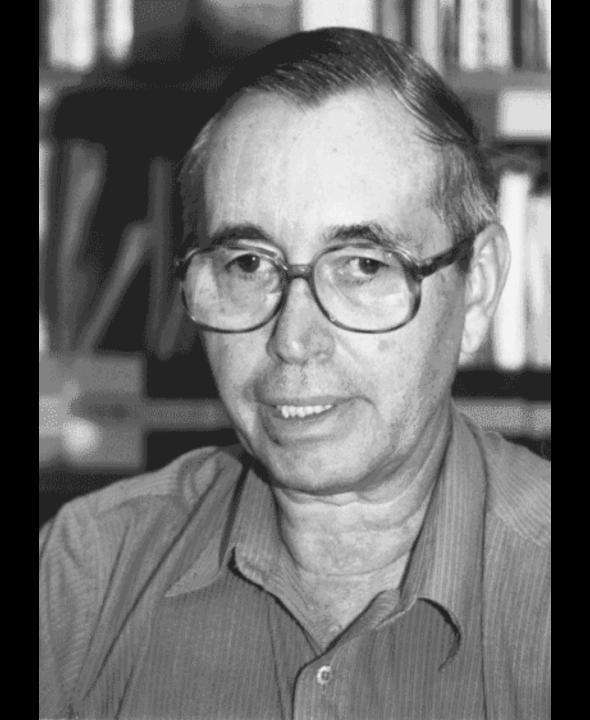
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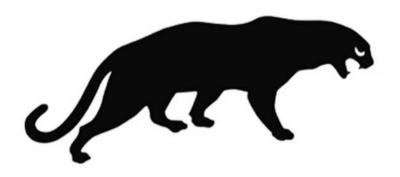








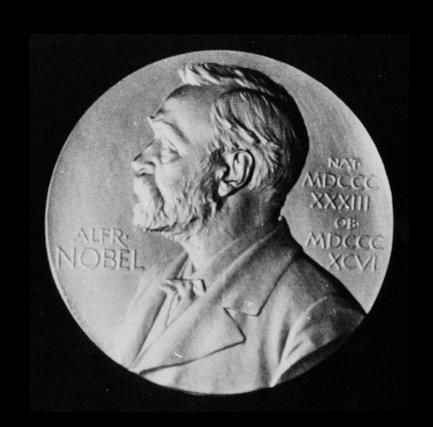
RAINFOREST ACTION NETWORK





























Key themes and implications revisited

- Business models still matter how value is created
- Ownership and control matter how value is shared
- Critical impact of radical changes to market rules and state support – plus societal norms and ethics
- Roles played by innovators and 'entrepreneurs' beyond the business sector alone
- Activating potentialities within the system
- "Never waste a good crisis"
- Leaders (and facilitators) able to navigate both business and political dynamics



Market systems are on a continuous journey – they have a history, and a spectrum of possible futures

