

## Ted London

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Ross School of Business  
University of Michigan  
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### EDUCATION

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- Ph.D. University of North Carolina at Chapel Hill, Kenan-Flagler Business School, 2005  
Major: Strategic Management  
Dissertation: *How are Capabilities Created: A Process Study of New Market Entry*
- M.B.A. Peter Drucker School of Management, Claremont Graduate University, 1988  
Concentration: Marketing and Finance
- B.S. Lehigh University, 1985  
Major: Mechanical Engineering

### ACADEMIC EXPERIENCE

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- 2005-Present Senior Research Fellow & Director, Base of the Pyramid Research Initiative  
William Davidson Institute, University of Michigan
- 2005-Present Adjunct Assistant Professor  
Ross School of Business, University of Michigan
- 2003-2005 Assistant Professor  
Kenan-Flagler Business School, University of North Carolina
- 2001-2005 Director, Base of the Pyramid Learning Laboratory  
Kenan-Flagler Business School, University of North Carolina
- 1999-2000 Instructor, Undergraduate Program  
Kenan-Flagler Business School, University of North Carolina

### PROFESSIONAL EXPERIENCE

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- 1996-1999 Executive Director  
Loudoun County Small Business Development Center – Sterling/Dulles, Virginia
- 1993-1996 Director, Enterprise Development, Asia/Pacific Region  
Conservation International – Washington, DC

1992-1993      General Manager  
PT. Sumatra Tropical Spices (joint venture, McCormick, Inc.) – Sumatra, Indonesia

1989-1991      Regional Operations Manager  
Development of Malawian Traders Trust (Peace Corps) – Blantyre, Malawi

1988-1989      Senior Consultant  
Deloitte, Haskins & Sells – Los Angeles, CA

1985-1986      Design Engineer  
General Motors – Warren, Ohio

## **HONORS**

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Dexter Award Finalist, Best International Paper, Academy of Management, 2009

Best Teaching Case, Oikos Sustainability Case Writing Competition. 2008.

MBA Top Faculty Picks, GBR, Ross School of Business, University of Michigan. 2007.

Richman Award Finalist, Best Dissertation in International Management, Academy of Management. 2006.

Best Reviewer, Academy of Management, International Management Division. 2006.

Best Teaching Case, Oikos Sustainability Case Writing Competition. 2005.

MBA Teaching Excellence Award, Kenan-Flagler Business School. 2004.

Hubert H. Humphrey Award for Teaching Excellence, University of North Carolina. 2004.

Best Conference Paper, Finalist – Second Place, Strategic Management Society Conference. 2003.

Best Ph.D. Paper Finalist, Runner-up, Strategic Management Society Conference. 2002.

Outstanding Ph.D. President Service Award, Kenan-Flagler Business School. 2002.

Best Ph.D. Paper Prize, Strategic Management Society Conference. 2001.

Wood Memorial Fellowship, Outstanding Incoming Ph.D. Student, Kenan-Flagler Business School. 2000.

## **DOMAIN DEVELOPMENT**

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Founder, Base of the Pyramid Impact Assessment Workshop, 2½ day Action-Based Learning Program for Practitioners Developing BoP Ventures.

Conference Co-Chair, *Creating a Shared Roadmap: Collaborative Advancing the Base of the Pyramid Community*, Ann Arbor, MI, October, 2009.

Conference Chair, *Business with Four Billion: Creating Mutual Value at the Base of the Pyramid*, Ann Arbor, MI, September, 2007.

Conference Co-Chair, *Research at the Base of the Pyramid: Developing a New Perspective*, Ann Arbor, MI, May 2006.

## **PUBLICATIONS**

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London, T. & Hart, S. (Editors). 2011. *Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value*. Upper Saddle River, NJ: FT Press (forthcoming). (Co-authors include Hammond, Kennedy, Novogratz, Simanis, Viswanathan, and Whitney).

London, T. 2011. Building better venture with the base of the pyramid. In London, T. & Hart, S. (Eds). *Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value*. Upper Saddle River, NJ: FT Press (forthcoming).

London, T., Anupindi, R. & Sheth, S. 2010. Creating mutual value: Lessons learned from serving base of the pyramid producers. *Journal of Business Research*. 63(6): 582-594.

London, T. 2010. Business model development for base-of-the-pyramid market entry. In G. T. Solomon (Ed.), *Academy of Management Best Paper Proceedings (CD)*.

London, T. 2009. Making better investments at the base of the pyramid. *Harvard Business Review*. 87(5): 106-113.

London, T., Anupindi, R. & Sheth, S. 2009. Creating mutual value with base of the pyramid producers. In G. T. Solomon (Ed.), *Academy of Management Best Paper Proceedings (CD)*.

London, T. & Vakil, M. 2008. Shakti: Unilever collaborates with women entrepreneurs in rural India. In M. W. Peng, *Global Business*. Mason, OH: South-Western Cengage Learning, pp. 524-529.

London, T. 2008. The base-of-the-pyramid perspective: A new approach to poverty alleviation. In G. T. Solomon (Ed.), *Academy of Management Best Paper Proceedings (CD)*.

Milstein, M. B., London, T. & Hart, S. L. 2007. Revolutionary routines: Capturing the opportunity for creating a more inclusive capitalism. *Handbook of Transformative Cooperation*. Stanford University Press, pp. 84-103.

London, T. 2007. *A Base-of-the-Pyramid Perspective on Poverty Alleviation*. Washington, DC: United Nations Development Program. *Growing Inclusive Markets Working Paper Series*.

London, T., Janiga, K., and Valente, M. 2007. *The Base of the Pyramid Perspective and the Social Enterprise Methodology: Understanding the Facilitating Role for Development Agencies*. Washington, DC: US Agency for International Development. *Office of Poverty Reduction Report*.

Buffington, J. and London, T. 2007. Building a sustainable venture: The Mountain Institute's earth brick machine. In J. Hamschmidt (Ed.), *Case Studies in Sustainability Management and Strategy: The Oikos Collection*. Sheffield, UK: Greenleaf Publishing, pp. 162-184.

Mugica, Y. and London, T. 2007. A development bank's success with microfinance: Banco do Nordeste's CrediAmigo. In S. Rajagopalan (Ed.), *Microfinance in Latin America*. Gujarat, India: ICFAI, pp. 192-205.

London, T. & Hart, S. L. 2006. Emerging market strategy. *World Business*. 6: 88.

Hart, S. L. & London, T. 2006. Do's and Don'ts in Emerging Markets. *Notes on Globalization and Strategy*. Barcelona: IESE, University of Navarra, 2(4): 2-4.

London, T., Rondinelli, D. A., & O'Neill, H. 2005. Strange bedfellows: Alliances between corporations and non-profits. In Shenkar, O. & J. Reuer (Eds.), *Handbook of Strategic Alliances*. Thousand Oaks, CA: Sage Publication, pp. 353-366.

Hart, S. L. & London, T. 2005. Developing native capability: What multinational corporations can learn from the base of the pyramid. *Stanford Social Innovation Review*, 3(2): 28-33.

London, T. & Hart, S. L. 2004. Reinventing strategies for emerging markets: Beyond the transnational model. *Journal of International Business Studies*, 35(5): 350-370.

London, T., Rondinelli, D. A. & O'Neill, H. 2004. Exploring uneasy learning alliances between corporations and non-profit organizations. In D.H. Nagao (Ed.), *Academy of Management Best Paper Proceedings (CD)*.

Mugica, Y. & London, T. 2004. Banco de Nordeste's CrediAmigo: A development banks' success with micro-finance. Geneva, Switzerland: World Business Council on Sustainable Development.

Mugica, Y., Moura, F. & London, T. 2004. ABN AMRO's Real Microcredito: A multinational bank's entry into the micro-credit market. Geneva, Switzerland: World Business Council for Sustainable Development.

Mugica, Y. & London, T. 2004. Distributed energy in Brazil: Fabio Rosa's approach to social entrepreneurship. Geneva, Switzerland: World Business Council on Sustainable Development.

London, T. & Rondinelli, D. A. 2003. Partnerships for learning: Managing tensions in nonprofit organizations' alliances with corporations, *Stanford Social Innovation Review*, 1(3): 28-35.

Rondinelli, D. A. & London, T. 2003. How corporations and environmental groups collaborate: Assessing cross-sector alliances and collaborations. *Academy of Management Executive*, 17(1): 61-76.

Rondinelli, D. A., & London, T. 2002. Stakeholder and corporate responsibilities in cross-sectoral environmental collaborations: Building value, legitimacy and trust. In J. Andriof, S. Waddock, B. Husted & S. Rahman (Eds.), *Unfolding Stakeholder Thinking*. Sheffield, UK: Greenleaf Publishing, pp. 201-215.

Rondinelli, D. A. & London, T. 2001. Making corporate and stakeholder environmental partnerships work. *EM: Environmental Manager*, November: 16-22.

Rondinelli, D. A. & London, T. 2001. *Partnering for sustainability: Managing NPO-Corporate environmental alliances*. Working Paper Series, Washington, D.C.: The Aspen Institute.

London, T. & LaRocco Associates. 1998. *Renewable energy in Brazil: A guide for entrepreneurs*. Washington, D.C.: World Resources Institute.

## **WORK IN PROGRESS**

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London, T. and Anupindi, R. 2010. The base-of-the-pyramid perspective: Poverty alleviation through collaborative interdependence.

London, T. 2010. Business model R&D for new market entry (under review at Strategic Management Journal).

London, T., Esper, H. & Grogan-Kaylor, A. 2010. Will you be my customer? Hearing the voices of the base of the pyramid.

London, T., Grogan-Kaylor, A. & Esper, H. 2010. Poverty alleviation with the base of the pyramid: Assessing venture impacts.

London, T. 2010. Bringing the base of the pyramid into the classroom: Teaching at the intersection of business strategy and poverty alleviation.

## **TEACHING CASES, NOTES, AND VIDEOS**

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Lee, M. & London, T. Acumen Fund: How to Make the Greatest Impact. Ann Arbor, MI: William Davidson Institute/Ross School of Business GlobalLens Case GL1-428-592D.

London, T. & Lee, M. Acumen Fund: How to Make the Greatest Impact (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business GlobalLens Teaching Note GL1-428-592T.

London, T. Acumen Fund Video: Interview with Brian Telstad. Ann Arbor, MI: William Davidson Institute/Ross School of Business GlobalLens Video GL1-428-838.

Buffington, J. & London, T. Building a Sustainable Venture from the Ground Up: The Mountain Institute's Earth Brick Machine. Ann Arbor, MI: William Davidson Institute/Ross School of Business GlobalLens Case GL1-428-611D.

London, T. Building a Sustainable Venture from the Ground Up: The Mountain Institute's Earth Brick Machine (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business GlobalLens Teaching Note GL1-428-611T.

London, T. & Lee, M. CARE: Making Markets Work for the Poor? Ann Arbor, MI: William Davidson Institute/Ross School of Business GlobalLens Case GL1-428-645D.

London, T. & Lee, M. CARE: Making Markets Work for the Poor? (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business GlobalLens Teaching Note GL1-428-645T.

London, T. CARE Video: Interview with Late Lawson. Ann Arbor, MI: William Davidson Institute/Ross School of Business GlobalLens Video GL1-428-839.

London, T. & Kotek, M. CEMEX's Patrimonio Hoy: At the Tipping Point? Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL1-428-606D.

London, T. & Lee M. CEMEX's Patrimonio Hoy: At the Tipping Point? (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Teaching Note GL1-428-606T.

London, T. CEMEX's Patrimonio Hoy Video: Co-Inventing and Co-Designing with the Base of the Pyramid. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens.

London, T. & Garg, A. Connecting the Rural Poor to the World: Grameen's Village Phone in Bangladesh. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL1-428-608D.

London, T. Connecting the Rural Poor to the World: Grameen's Village Phone in Bangladesh (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Teaching Note GL1-428-608T.

Rao, S. & London, T. Global Seeds to Village Farmers: Hearing the Voices at the BoP. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL1-428-608D.

London, T. Global Seeds to Village Farmers: Hearing the Voices at the BoP (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL1-428-608T.

London, T. Global Seeds to Village Farmers Video: Voices of the BoP – CARE (India) & Peace. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Video GL1-428-841.

McDonald, H., London, T. & Hart S. Expanding the Playing Field: Nike's World Shoe Project (A). Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL1-428-673D.

McDonald, H., London, T. & Hart S. Expanding the Playing Field: Nike's World Shoe Project (B). Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL1-428-674D.

McDonald, H., London, T. & Hart S. Expanding the Playing Field: Nike's World Shoe Project (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Teaching Note GL1-428-673T.

London, T. El Canadá: The Integration of Carbon Finance in an IFC-funded Power Project. Washington, D.C.: International Finance Corporation Case.

London, T. El Canadá: The Integration of Carbon Finance in an IFC-funded Power Project (Teaching Note). Washington, D.C.: International Finance Corporation Case.

Vakil, M & London, T. Hindustan Lever at the Base of the Pyramid: Growth for the 21<sup>st</sup> Century. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL1-428-604D.

London, T. Hindustan Lever at the Base of the Pyramid: Growth for the 21<sup>st</sup> Century (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Teaching Note GL1-428-604T.

London, T. Hindustan Lever Video: Interview with Vijay Sharma. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Video GL1-428-765.

Lee, M. & London, T. Subsidies in Base-of-the-Pyramid Venture Development. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL1-428-767D.

London, T., Augustine, G., & Lee, M. Targeting Malaria: Comparing Charity- and Social Marketing-Based Approaches. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Simulation GL1-428-642D.

London, T., Augustine, G., & Lee, M. Targeting Malaria: Comparing Charity- and Social Marketing-Based Approaches (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Teaching Note GL1-428-642D.

London, T. Targeting Malaria Video: Presentation by Jacqueline Novogratz. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Video GL1-428-842.

London, T. The Chad-Cameroon Pipeline Project: Catalyzing Economic and Social Development. Washington, D.C.: International Finance Corporation Case.

London, T. The Chad-Cameroon Pipeline Project: Catalyzing Economic and Social Development (Teaching Note). Washington, D.C.: International Finance Corporation Case.

Lee, M. & London, T. The Role of Subsidies in a Market Economy. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL 1-428-648D.

Christiansen, M. & London, T. VisionSpring: A Lens for Growth at the Base of the Pyramid. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Case GL1-428-610D.

London, T. VisionSpring: A Lens for Growth at the Base of the Pyramid (Teaching Note). Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Teaching Note GL1-428-610T.

London, T. VisionSpring Video: Interview with Arunesh Singh. Ann Arbor, MI: William Davidson Institute/Ross School of Business Globalens Video GL1-428-840.

## **CONFERENCE PRESENTATIONS**

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London, T. 2010. Business model development for base-of-the-pyramid market entry. To be presented at the Academy of Management Meeting, Montréal, Canada.

London, T. 2010. Building better ventures for the base of the pyramid. To be presented at the Academy of Management Meeting, Montréal, Canada.

London, T. 2010. Assessing poverty alleviation impacts on local communities (symposium). To be presented at the Academy of Management Meeting, Montréal, Canada.

London, T. 2009. Business model R&D for new market entry. Management Innovation Conference, Copenhagen Business School, Denmark.

London, T. 2009. Social repair: The base of the pyramid. Academy of Management Meeting, Chicago, IL.

London, T. 2009. Poverty alleviation as interdependence: A review of the base of the pyramid literature. Academy of Management Meeting, Chicago, IL.

London, T. 2009. Bringing the base of the pyramid to the classroom (symposium). Academy of Management Meeting, Chicago, IL.

London, T., Anupindi, R. & Sheth, S. 2009. Creating mutual value with base of the pyramid producers. Academy of Management Meeting, Chicago, IL.

London, T. 2009. Sustainable Business Solutions for Poverty Alleviation: Innovations in Management Education. American Marketing Association, Chicago, IL.

Eide, E. & London, T. 2009. Predicting business success in informal economies: An analysis of microfinance in India. American Sociological Association. San Francisco, CA.

London, T. 2008. The base-of-the-pyramid perspective: A new approach to poverty alleviation. Academy of Management Meeting, Anaheim, CA.

London, T. 2008. The base-of-the-pyramid perspective: A new approach to poverty alleviation. Academy of Management Meeting, Anaheim, CA.

London, T. 2008. The base of the pyramid impact assessment framework: Enhancing mutual value creation. Academy of Management Meeting, Anaheim, CA.

London, T. 2008. A survey of "BoP as producer" ventures. Academy of Management Meeting, Anaheim, CA.

London, T. 2008. Producers in subsistence marketplaces. University of Illinois, Sustainable Consumption and Commerce for a Better World Conference, Chicago, IL.

London, T. 2007. Assessing the impact of base-of-the-pyramid enterprises on poverty alleviation. Academy of Management Meeting, Philadelphia, PA.

London, T. 2007. Business model R&D for new market entry. Academy of Management Meeting, Philadelphia, PA.

London, T. 2007. Evaluating local impact: A study of "BoP as producer" ventures. Greening of Industry Network Conference, Waterloo, Ontario.

London, T. 2006. Path Beyond "stepping stone" growth: Exploring new market entry at the base of the pyramid. Academy of Management Meeting, Atlanta, GA.

Milstein, M. B., London, T. & Hart, S. L. 2006. Revolutionary routines: Capturing the opportunity for creating a more inclusive capitalism. Academy of Management Meeting, Atlanta, GA.

London, T. 2005. Path breaking growth: Opening the capabilities "black box." Strategic Management Society Conference, Orlando, FL.

- London, T., 2005. Creating Capabilities for New Market Entry. Academy of Management Meeting, Honolulu, HI.
- London, T. 2004. Dynamic capabilities and global strategy: Building capabilities to enter new markets. Strategic Management Society Conference, San Juan, Puerto Rico.
- London, T., Rondinelli, D. & O'Neill, H. 2004. Exploring uneasy learning alliances between corporations and non-profit organizations. Academy of Management Meeting, New Orleans, LA.
- London, T. & Hart, S. L. 2003. Reconsidering strategies in emerging economies. Strategic Management Society Conference, Baltimore, MD.
- Hart, S.L. & London, T. 2003. The role of corporations at the base of the economic pyramid. Sustainable Resources Conference, Boulder, CO.
- London, T. 2003. Entrepreneurship in emerging economies: Entry strategies for low income markets. Academy of Management Meeting, Seattle, WA.
- London, T. & Rondinelli, D. 2003. Alliances between corporations and environmental nonprofit organizations: Managing tensions to facilitate success. Academy of Management Meeting, Seattle, WA.
- London, T., Rondinelli, D. & O'Neill, H. 2003. Creating legitimacy and trust in knowledge-based international cross-sector alliances. Academy of International Business Conference, Monterey, CA.
- London, T. 2002. Innovation without boundaries: Creating alliances and enabling entrepreneurship at the periphery. Strategic Management Society Conference, Paris, France.
- London, T., Rondinelli, D. & O'Neill, H. 2002. Leading change through inter-sectoral alliance building. Strategic Management Society Conference, Paris, France.
- London, T. 2002. Creating a global innovation portfolio: A contingent resource-based view. Academy of Management Meeting, Denver, CO.
- London, T., Rondinelli, D. & O'Neill, H. 2002. Differences in inter-sectoral alliances between corporation and environmental non-profit organizations. Academy of Management Meeting, Denver, CO.
- London, T. & Rondinelli D. 2002. Building value, trust, and legitimacy in environmental collaborations: Creating capabilities to transcend organizational boundaries. Greening of Industry Network Conference, Goteborg, Sweden.
- London, T., Hart, S., & Wedel P. 2002. International collaboration in curriculum development: US-Thailand business school competitiveness and sustainable enterprise program. CIBER Conference, Chapel Hill, NC.
- London, T., Rondinelli, D., & O'Neill, H. 2001. From disparity to synthesis: How do inter-sectoral alliances between corporations and non-profit organizations work? Strategic Management Society Conference, San Francisco, CA.

London, T. & Rondinelli, D. 2001. Environmental collaborations for profit and protection: A framework for assessing corporate and non-profit group alliances. Greening of Industry Network Conference, Bangkok, Thailand.

## **INVITED PRESENTATIONS**

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“Comparing Donor-Driven Value Chain Programs and Enterprise-Led Initiatives (keynote).” FIELD-Support Consortium, Academy for Educational Development, Washington, DC, May 2010.

“Creating Viable Enterprises for the Base of the Pyramid.” 7<sup>th</sup> Annual Global Health and Innovation Summit, Unite for Sight, New Haven, CT, April 2010.

“Ideas to Action: Creating Viable Enterprises for the Base of the Pyramid (workshop).” 7<sup>th</sup> Annual Global Health and Innovation Summit, Unite for Sight, New Haven, CT, April 2010.

“Assessing and Enhancing Impacts.” ANDE/GBF Metrics Webinar, April 2010.

“Taking Base-of-the-Pyramid Opportunities for Design to Scale.” World Bank Forum, Financial & Private Sector Development, Washington, DC, March 2010.

“Base of the Pyramid Impact Assessment (keynote).” Base of the Pyramid Impact Assessment Workshop, University of Michigan, February 2010.

“Base of the Pyramid: Creating Mutual Value (keynote).” Delft University, Impact of Base of the Pyramid Ventures. Delft, The Netherlands, November 2009.

“Building a Strategy for Base-of-the-Pyramid Ventures (keynote).” Emerging Markets Customer Advisor Board Meeting, Pfizer, Shanghai, China, November 2009.

“The Base of the Pyramid: Ten Years After and Beyond (keynote).” University of Michigan, Creating a Shared Roadmap: Collaborative Advancing the Base of the Pyramid Community Conference, Ann Arbor, MI, October, 2009.

“A Roadmap for Venture Development in Base-of-the-Pyramid Markets,” McKinsey Consulting, Chicago, IL.

“Building Better Base-of-the-Pyramid Ventures.” 2009. Future Trends Forum, Madrid, Spain.

Assessing and Enhancing Poverty Alleviation Outcomes: Building Better Business Models.” 2009. Duke University, Research Colloquium on Social Enterprise.

“Building Better Ventures.” 2009. GBI/ANDE Metrics from the Ground Up Workshop. Washington, DC.

“Building a Foundation for the Base of the Pyramid.” 2009. Alleviating Poverty Through Entrepreneurship Summit, Ohio State University.

“Poverty Alleviation as Interdependence.” 2009. Fisher School of Business, Ohio State University, Research Speaker Series.

“An Introduction to the Base of the Pyramid.” 2009. College of Engineering, University of Michigan.

“The Base of the Pyramid Perspective on Poverty Alleviation.” 2008. Richard Ivey School of Business, University of Western Ontario, Ivey Research Talk Series.

“The Intersection of Business Strategy and Poverty Alleviation.” 2008. Richard Ivey School of Business, University of Western Ontario, Building Sustainable Value Centre Speaker Series.

“Value Creation for the Poor (keynote).” 2008. Federal Ministry for Cooperation and Development (BMZ), Poverty Reduction through Innovative Business Cases at the Base of the Pyramid Conference, Berlin, Germany.

“BoP as a Development Strategy (keynote).” 2008. Third Sector Innovations: Sustainability and Social Impact, Sao Paulo, Brazil.

“Understanding and Assessing the Impacts of Base-of-the-Pyramid Ventures (keynote).” 2008. Instituto De Estudios Para La Sustentabilidad Corporativa, Buenos Aires, Argentina.

“Business and Markets for World Change (keynote).” 2008. University of San Diego, Peace and Prosperity through Trade and Commerce, San Diego, CA.

“Commentary: Science and Technology Policy for Development.” 2008. Ford School of Public Policy, University of Michigan, Science, Technology, and Public Policy Lecture Series, Ann Arbor, MI.

“Innovations to Improve Health Care: Reaching the Base of the Pyramid (keynote).” 2007. AED Knowledge Management Workshop, Washington, DC.

“The Base-of-the-Pyramid Perspective: A New Approach to Business Strategy and Poverty Alleviation.” 2007. University of Michigan, Erb Institute Colloquium, Ann Arbor, MI.

“State of the Field: The Base-of-the-Pyramid Perspective on Poverty Alleviation (keynote).” 2007. University of Michigan, Business with Four Billion: Creating Mutual Value at the Base of the Pyramid Conference, Ann Arbor, MI.

“The Development Perspective: Setting the Agenda (keynote).” 2007. University of Michigan, Business with Four Billion: Creating Mutual Value at the Base of the Pyramid Conference, Ann Arbor, MI.

“A Base-of-the-Pyramid Perspective on Poverty Alleviation.” 2007. World Resources Institute, Business and Poverty Discussion Series, Washington, DC.

“Business Model R&D for New Market Entry. 2007. Wilfrid Laurier University, CMA Centre for Responsible Organizations Seminar Series, Waterloo, Ontario.

“Doing Business at the Base of the Pyramid: Poverty Alleviation and Business Development.” 2007. University of Michigan, Institute for the Humanities, Poorest of the Poor Conference, Ann Arbor, MI.

“Developing an Enterprise Network in India.” 2006. Academy of Management Meeting, Enterprise Networks: The Fabric of Socially-Sustainable Value Creation (Professional Development Workshop), Atlanta, GA.

“The BoP: Navigating the Terrain (keynote).” 2006. University of Michigan, Research at the Base of the Pyramid: Developing a New Perspective, Ann Arbor, MI.

“The Base of the Pyramid: Theoretical and Practical Implications.” 2006. University of Michigan, The Interdisciplinary Committee on Organizational Studies (ICOS), Ann Arbor, MI.

“The Base of the Pyramid: Bottom-Up Development.” 2006. Emerging Markets Group Seminar, Washington, DC.

“The Base of the Pyramid: Harnessing the Private Sector’s Contribution to Achieving Development (keynote).” 2005. Department for International Development (DFID), Enterprise Development Advisors Retreat, London, England.

“Raising the Base of the Pyramid.” 2005. University of Michigan, Erb Institute for Global Sustainable Enterprise Seminar Series, Ann Arbor, MI.

“Business Strategy and Poverty Alleviation.” 2005. University of Michigan, The Global Corporation and Human Well-Being Seminar, Ann Arbor, MI.

“Designing BOP Business Models.” 2005. Cornell University, Base of the Pyramid Learning Lab Meeting, Ithaca, NY.

“Cross-Sector Alliances: What is ‘New’ Here.” 2005. Academy of Management Meeting, Collaboration or Conflict? A Dialogue on International Corporate-NGO Relations (Professional Development Workshop), Honolulu, HI.

“Research at the Base of the Pyramid: Current and Future Opportunities.” 2005. Academy of Management Meeting, Bottom of the Pyramid Research Workshop (Professional Development Workshop), Honolulu, HI.

“Strategies for the Base of the Pyramid (keynote).” 2004. Graduate School of Business Administration and Leadership (EGADE), Tecnologico de Monterrey, Mexico City, Mexico, February 2004.

“Strategies and Solutions for Base of the Pyramid Success: A Workshop with MNCs.” 2004. World Resources Institute Conference, Eradicating Poverty through Profit: Making Business Work for the Poor, San Francisco, CA.

“New markets, partnerships, and business models: Another view of emerging economies.” 2004. United Nations Workshop, New York, NY.

“Opportunities at the Base of the Pyramid: Entry Strategies for Low Income Markets (keynote).” 2003. Universidad Iberoamericana, Mexico City, Mexico.

“How to Teach Sustainable Management.” 2003. Thammasat University, Bangkok, Thailand.

“Global Sustainable Enterprise.” 2003. Kenan Institute-Asia, Bangkok, Thailand.

“Revolutionary routines: Corporate capabilities for a more inclusive capitalism.” 2003. Case Western Reserve University, Cleveland, Ohio.

“The Base of the Pyramid: Opportunities and Challenges.” 2003. Institute for the Future, San Francisco, CA.

“Reinventing Strategies for Emerging Economies,” Consortium on Competitiveness & Cooperation (CCC), U. of Toronto, Toronto, Canada, 2003

“Learnings and Lessons from the Base of the Pyramid Laboratory.” 2002. World Summit on Sustainable Development, Johannesburg, South Africa.

“Sustainability in Business Schools.” 2002. World Summit on Sustainable Development, Johannesburg, South Africa.

“Understanding cross-sectoral alliances: Using qualitative research to explore corporate and environmental non-profit collaboration.” 2002. Center for Sustainable Enterprise Advisory Board, Chapel Hill, NC.

“Conservation-Based Enterprises: Business Development and Product Marketing.” 1994. USAID Conference, Port Vila, Vanuatu.

“Economic Growth and the Environment (keynote).” 1994. Japanese Junior Chamber, Bali, Indonesia.

“Planning and Business Development.” 1992. United Nations Development Programme, West Sumatra, Indonesia.

“Objective Setting and Corporate Planning.” 1991. Polytechnic University, Blantyre, Malawi.

## **GRANTS AND COMPANY-SPONSORED RESEARCH**

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US Agency for International Development. 2009. Comparing Base of the Pyramid and Value Chain Approaches to Poverty Alleviation (\$102,782 with R. Anupindi).

Inter-American Development Bank. 2008. Review of the Opportunity for the Majority Initiative’s Evaluation Framework and Strategy: Comments and Recommendations (\$5,000)

United Nations Development Programme. 2007. Growing Inclusive Markets: Survey of Base of the Pyramid Literature and Initiatives (\$8,000).

CARE Enterprise Partners. 2007. BoP as Producers (\$5,000)

CARE Central America. 2007. Creating a Holding-Company Business Model (\$14,000).

Unilever. 2006. Exploring the Local Impact of a BoP Strategy (\$3,500)

Scojo Vision. 2006. Local Community-Level Impact Assessment (\$2,700)

CARE Central America. 2006. Designing Revenue-Generating Pilot Enterprises (\$32,000).

US Agency for International Development. 2006. The Base of the Pyramid Perspective and the Social Enterprise Methodology: Understanding the Facilitating Role for Development Agencies (\$113,267, with K. Janiga & M. Valente).

CARE USA. 2005. Examining the Use of Revenue-Generating Enterprises by Non-Profits (\$20,000).

DuPont. 2003. Affordable Housing for Mexico's Base of the Pyramid Market (\$7,500).

CIBER. 2003. Entrepreneurship in Emerging Economies (\$2,500).

Coca-Cola. 2002. Opportunity Assessment for the Base of the Economic Pyramid (\$15,000).

Graduate Mentor Support Grant. 2002. Frances C. and William P. Smallwood Foundation (\$1,000).

US-Asia Environmental Partnership. 2001. Follow-on funding for collaborative curriculum development and research project with Thailand business schools (\$100,000, several individuals involved in the grant proposal).

US-Asia Environmental Partnership. 2000. Seed funding for collaborative curriculum development and research project with Thailand business schools (\$75,000 with several individuals).

Aspen Institute's Nonprofit Sector Research Fund. 2000. Nonprofit and corporate partnerships for sustainable development: Alliances for environmental management (\$40,000, with D. Rondinelli).

## **TEACHING EXPERIENCE**

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- MBA Business Strategies for the Base of the Pyramid (BA612), University of Michigan, 2005-present
- Fall 2009 (Section 002) – Course rating: 4.49/5.0
  - Fall 2009 (Section 001) – Course rating: 4.57/5.0
  - Fall 2008 (Section 002) – Course rating: 4.75/5.0
  - Fall 2008 (Section 001) – Course rating: 4.20/5.0
  - Fall 2007 – Course rating: 4.32/5.0
  - Fall 2006 – Course rating: 4.80/5.0
  - Fall 2005 – Course rating: 4.60/5.0
- Multidisciplinary Action Projects (BA 553), Univ. of Michigan, 2006-present  
Location of projects include: Bangladesh, El Salvador, Ghana, Honduras, India, Mexico, South Africa, Uganda
- Business Strategies for the Base of the Pyramid, Univ. of North Carolina, 2004-2005
- Rated in the top 5% of all MBA classes in 2003-2004
  - Selected as a optional capstone course for Hubert H. Humphrey Fellowship Program
- Spring 2005, Section 2 - Course rating: 4.54/5.0, Instructor rating: 4.71/5.0
  - Spring 2005, Section 1 - Course rating: 4.64/5.0, Instructor rating: 4.74/5.0
  - Spring 2004, Section 2 - Course rating: 4.80/5.0, Instructor rating: 4.80/5.0
  - Spring 2004, Section 1 - Course rating: 4.71/5.0, Instructor rating: 4.68/5.0

	Business Strategy for a Sustainable World (co-taught with Hart), Univ. of North Carolina, 2003 Spring 2003, Section 2 - Course rating: 4.45/5.0, Instructor rating: 4.67/5.0. Spring 2003, Section 1 - Course rating: 4.42/5.0, Instructor rating: 4.73/5.0.
EMBA	Sustainable Enterprise (co-taught with Segars & Johnson), University of North Carolina, 2005 Course rating: 4.36/5.0, Instructor rating: 4.24/5.0.
Undergraduate	Strategic Management (capstone strategy course), University of North Carolina, 1999 Fall 1999, Section 2 - Course rating: 4.50/5.0, Instructor rating: 4.66/5.0. Fall 1999, Section 1 - Course rating: 4.24/5.0, Instructor rating: 4.53/5.0.
Faculty Advisor	Emerging Markets Club, University of Michigan, 2007-present MBA Practicum Teams and Independent Studies, Univ. of North Carolina, 2002-2005 Independent Studies, University of Michigan, 2008
Thesis Advisor	Committee Member, Senior Honors Thesis, "Impact of Microfinance Initiatives on the Macroeconomic Climate of Samoa," (Allyson B. Lippert), 2003.
Exec Ed	University of North Carolina, OneMBA Program, 2009 Pfizer, Custom Program, 2008 & 2009 Technoserve, Custom Program, 2008 University of Michigan, Executive Program, 2006-present Emerging Markets Group, Custom Program, 2006 Wachovia, Custom Program/University of North Carolina, 2005 Altria, Custom Program, 2005 Summer Program for ITESM Visiting Faculty, University of North Carolina, 2002 Sustainable Enterprise Academy, York University, 2002, 2005 Chulalongkorn University (Thailand), Executive Program, 2002-2003 Khon-Kaen University (Thailand), Executive Program, 2003 New Entrepreneur Program, Small Business Dev. Ctr. (Northern Virginia), 1996-1999 Entrepreneurship & Community Development Training, Conversation International (Solomon Islands, Indonesia & the Philippines), 1993-1996 DEMATT (Malawi, Africa), New Consultant Training Program, 1990-1991 DEMATT (Malawi, Africa), Motorcycle Operation and Maintenance, 1990-1991

## **SERVICE**

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### Reviewing

Ad Hoc Reviewer: *Strategic Management Journal*, *Academy of Management Journal*, *Organization Science*, *Management Science*, *Academy of Management Executive*, *Academy of Management Perspectives*, *Journal of International Management*, *Journal of Business Research*, *Journal of Management Education*, *Human Ecology Review*, *South-Western Cengage Learning*.

Conference Reviewer, Academy of Management: BPS, IM, TIM, ONE, CMS, 2000-2010.

Scientific Committee, Gronen Research Conference, St. Gallen, Switzerland, 2006

Conference Reviewer, Academy of International Business, 2005.

Best Paper Reviewer, Organizations & the Natural Environment, Academy of Management, 2001-2002.

### Conference Service

Session Chair/Facilitator/Discussant: AOM, CIBER, Net Impact, BELL, GIN, U. of North Carolina & U. of Michigan Conferences, 2001- 20010.

Program Team (Elected), Organizations & the Natural Environment, Academy of Management, 2000-2002.

Track Co-Coordinator, Greening of Industry Network Conference, Chapel Hill, 1999.

### Leadership

NextBillion Advisory Board, 2009- present.

VisionSpring (formerly Scojo Foundation) Advisory Board, 2008-present.

UNDP Advisory Board, Growing Inclusive Markets Initiative, 2006-present.

Hewlett-Packard Global Advisory Board, E-Inclusion Program, 2004-2006.

Faculty Advisor, Emerging Markets Club, Ross School of Business, 2007-present.

President, Ph.D. Student Association, Kenan-Flagler Business School, 2001-2002.

President, Graduate Management Student Assoc., Drucker Center, Claremont Graduate Univ., 1987-1988.

### **CONSULTING AND MANAGEMENT ADVISOR**

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Abt Associates, Acumen Fund, AED, Altria, CARE, CEMEX, Coca-Cola, Department for International Development (DFID), Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), DuPont, GE Healthcare, Grassroots Business Fund, Hershey, Hewlett-Packard, Inter-American Development Bank (IBD), International Finance Corporation (IFC), Kumi Hospital, McKinsey Consulting, Microsoft, Pfizer, SC Johnson, Technoserve, Unilever, United Nations Development Programme (UNDP), U.S. Agency for International Development (USAID), U.S.-Asia Environmental Partnership, VisionSpring, Wachovia, World Vision, and the X-Prize.