TACKLING TODAY’S CHALLENGES

CHARTING TOMORROW’S PATH

Kennedy to Leave WDI to Become Dean at Ivey

WDI Executive Director Robert Kennedy, who has been at the helm of the Institute since 2004, announced in April that he is leaving to become the new dean of the Ivey Business School at the University of Western Ontario. His last day at WDI will be Aug. 31.

Kennedy joined WDI in September 2003 as associate director and became executive director in May 2004. He said the opportunity to lead Ivey – a top-rated international business school – was too good to pass up. But he admitted that it was hard to leave “an organization that I love.”

“This is my 10th year at WDI and I am really proud of the organization we have created,” he said. “I believe the Institute is having the impact that Bill Davidson envisioned when he established it in 1992. We have had a large effect on various communities with an interest in emerging market economies— including academics, business practitioners, policymakers, development agencies, students, and many others.”

One of the first things Kennedy did after becoming executive director was shift the Institute’s research focus from transition economies to economic development in emerging markets. He also changed the philosophy of WDI’s research activities—the Institute’s core work—to focus on bridging theory and practice instead of academic articles. Kennedy saw WDI research as a link between academics and practitioners on the ground.

WDI Summit Looks to Improve, Grow BoP Domain

The development of the BoP domain may be at a crucial stage.

Over the past decade, strong evidence exists that there is great potential for economically viable ventures to generate positive poverty alleviation outcomes. Yet, there are opportunities to do even more.

“It is time to push the boundaries of our thinking on strategies for both building more successful BoP enterprises of today, and co-creating a stronger and healthier BoP community of tomorrow,” said WDI Senior Research Fellow Ted London.

With that in mind, London and some of the leading BoP practitioners and thinkers have organized the “BoP Summit 2013: Creating an Action Agenda for the Next Decade.” The summit is sponsored in part by the Sasakawa Peace Foundation.

The summit, Oct. 21-23 at Michigan’s Ross School of Business, is the fourth major BoP event hosted by WDI. (You can register here: bop2013.org/registration/. Attendance is limited to 200 guests.)

“At WDI, we strive to be at the forefront of the evolution of the BoP field,” London said. “We see the missing BoP community and the lack of a roadmap for the domain’s development as key gaps that need to be addressed.”

As such, people coming to the BoP Summit 2013 should not expect to hear a bunch of “feel good” stories from speakers. “This isn’t a motivational conference,” London said.

Instead, the summit is designed to generate objective, forward-looking conversations.

“We’ve developed a set of sessions that are not focused on people telling us how great they are, but rather focused on getting leaders in their sectors talking about where they’ve had success and where they’ve encountered challenges,” he said. “If we want to move the BoP domain forward, we really need to have these honest conversations.”

Unlike other conferences at which participants might listen to a set of speakers trying to impress the audience, exchange a few
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The William Davidson Institute (WDI) is an independent, non-profit education, research and applied practice organization established at the University of Michigan in 1992. Through a unique structure that integrates research, educational outreach, field-based collaborations, and development consulting services, WDI works with businesses, universities, development organizations, and governments in emerging economies to implement sound business practices and speed the transition to global engagement. WDI also provides a forum for academics, policy makers, business leaders, and development experts to enhance their understanding of these economies. WDI is the leading U.S. institution of higher learning fully dedicated to understanding and promoting actionable business and public policy approaches to addressing the challenges and opportunities in emerging market economies.
From the William Davidson Institute at the University of Michigan. As you can tell from the cover article, this will be my 18th and final “Letter from the Executive Director.” It is with mixed emotions that I am leaving WDI after 10 years to become dean at the Ivey Business School in London, Ontario (Canada).

Ivey has traditionally been the best business school in Canada, and is generally ranked as a top 20 global business school (ranked #7 in *BusinessWeek*’s most recent International MBA ranking). The school has some similarities to WDI—a commitment to practical research, a focus on case development and teaching, and a focus on international business issues. So this is a natural fit, and an exciting move for me.

But I am quite sad to leave this organization behind. WDI is a special place. We create cutting-edge knowledge, we engage innovative organizations in the field, and we provide singular opportunities for the U-M community. WDI has a unique mix of capabilities that has drawn the interest of development agencies and development-focused foundations. The Institute is well positioned for growth in the years ahead, and I look forward to seeing what the new director and the WDI team will accomplish.

I believe the WDI leadership team has built the impactful institute that Bill Davidson originally envisioned back in 1992 when he founded this unique organization. He was a joy to work for—encouraging when it was needed, probing when it was called for, and an advocate when it was required. He also was relentlessly supportive. I’m proud of what we have created in his name.

I have worked at a number of places and in a variety of positions in academia and the private sector over the years. Leading WDI has been my most fulfilling leadership experience, at least so far. With the help of the leadership team, we shifted WDI’s research focus, changed how we interacted with outside organizations, altered the business model, and improved our impact.

The next leader of WDI will inherit a strong institution with plenty of room to grow. The Institute’s research initiatives, Development Consulting Services, Executive Education, GlobaLens case writing operation, and support of international activities all have clear strategies, strong leadership, and solid forward momentum.

I see some commonalities in the global focus of WDI and Ivey. I look forward to finding ways for the two institutions to collaborate.

Until then, best wishes, and please stay in touch.

Sincerely,

Robert E. Kennedy
Executive Director

Left to right: WDI summer 2004 newsletter; with Rwanda President Paul Kagame and family; with then-U-M Provost Teresa Sullivan, WDI speaker Tachi Yamada of the Gates Foundation, U-M President Mary Sue Coleman, and then-Ross Dean Bob Dolan; speaking at a WDI conference.
The Base of the Pyramid (BoP) Research Initiative, under the direction of Dr. Ted London, has continued to expand its impact and influence by implementing field-based projects, hosting cutting-edge workshops, and generating new intellectual capital. We are engaged in Africa, Asia, and Latin America, working with companies, non-profits, development organizations, and foundations to enhance the development of specific BoP enterprises and to support the growth of the overall BoP domain. We also continue to support University of Michigan graduate students through organizing Multidisciplinary Action Projects and summer internships with our partner organizations. (Read more about these projects on pages 30-34).

The research team consisted of: WDI Senior Research Fellow Ted London; WDI Program Manager for Impact Assessment Heather Esper; WDI Manager of Research Implementation Sateen Sheth; WDI Research Associate Yaguta Kanchwala; University of Illinois Professor Madhu Viswanathan; and York University Professor Geoff Kistruck. A seventh member of the team, University of Michigan Professor Andy Grogan-Kaylor, did not travel to Mexico.

The information collected also will be used to develop a tool that WDI will use to collect survey data from the entrepreneurs, with the first round of data collection scheduled for later in the year when the team will again return to Mexico.

WDI Launches 3-Year Impact Assessment Project in Mexico

WDI’s Base of the Pyramid research team kicked off a three-year impact assessment project of a social venture, Semilla, supported by the Danone Ecosystem Fund.

WDI’s team will perform a strategic analysis, develop a research design, and collect data to assess and enhance the impact that Semilla is having on women selling the company’s yogurt door to door in Mexico City. The company recruits women who are affected by poverty, have little or no education, and have difficulty finding employment. With the support of a local NGO and Ashoka’s Social Entrepreneurs Network, Semilla also provides life skills, sales, and marketing training to the women.

The WDI team of six researchers spent about two weeks in Mexico in May interviewing Semilla’s sales team, its supervisors, and Semilla customers. They captured detailed qualitative data from those groups that will be used to generate a holistic assessment of potential impacts on Semilla stakeholders.

The research team will utilize the BoP Impact Assessment Framework developed by London and featured in the *Harvard Business Review*. The framework provides venture leaders with a structured process to assess venture impacts, enhance positive impacts, and mitigate negative impacts so they can improve their businesses.

By accurately measuring poverty-related impacts, social ventures can maximize mutual value creation and develop more sustainable and scalable business models.

Rockefeller Foundation Continues Partnership on Impact Sourcing

WDI, based on its successful work for the Rockefeller Foundation assessing the emerging Impact Sourcing space, has been asked by the foundation to coordinate and facilitate a conference with thought leaders in this sector at its Bellagio, Italy conference center in September.

The convening is part of the kickoff of the Rockefeller Foundation’s seven-year, $100 million Digital Jobs initiative, which aims to build on its efforts in the Impact Sourcing space.

WDI partnered with the Rockefeller Foundation in 2012 to assess the potential of the emerging Impact Sourcing (IS) sector to leverage business process outsourcing (BPO) as a means of enhancing the livelihoods of those living in base of the pyramid communities.

WDI developed a report that provided a summary of the IS and BPO industries, shared key findings from interviews with experts in these sectors as well as from field visits with IS providers in Kenya, and explored the existing and potential IS opportunities across 20 outsourcing countries. The report also gave the foundation strategic recommendations and an actionable template to enhance job creation opportunities for BoP communities.

The final report, “Impact Sourcing: Assessing the Opportunity for Building a Thriving Industry,” was submitted to the Rockefeller Foundation in December 2012. The foundation will publish the report this summer.

Part of the intent of the Digital Jobs initiative is to have global buyers and providers in the BPO sector, which have been successful at generating employment for well-educated people in developing countries, partnering with Impact Sourcing Service Providers (ISSPs) to generate employment and sustainable livelihoods in poor and vulnerable communities.

The Rockefeller Foundation came to WDI because of the Institute’s expertise in the BPO sector and in doing business at the base of the pyramid. Specifically, WDI Executive Director Robert Kennedy’s research on offshoring, his 2009 managerial book on the topic, and his advisory role to leading firms such as Genpact, Perot Systems, and Spectramind. Also, Ted London has extensive expertise in BoP research and data collection.
**WDI Delivers Two Impact Assessment Workshops**

Nearly two-dozen organizations participated in one of two workshops — either in New York City or Johannesburg — delivered by WDI’s Impact Assessment program.

Both workshops were funded through a Capacity Development Fund grant from the Aspen Network of Development Entrepreneurs (ANDE). The workshops were designed for organizations - nonprofits, NGOs, development agencies, social ventures, corporations, and small and growing businesses - interested in collecting outcome data but unsure how to do so in a systematic and cost-effective way.

The workshop guided attendees in building an action plan customized to their organization to measure their impact. Each session was built on the prior, and after each session attendees applied the lessons they learned with guidance from the WDI team in order to develop a customized actionable plan for how their organization can collect outcome metrics. On the last day of the workshop, participants presented their impact assessment action plans and received feedback from the WDI team and other attendees.

Attendees at the New York City workshop, which was held in April and hosted by the Citi Foundation, included representatives from TechnoServe, International Finance Corporation (IFC), Dalberg Global Development Advisors, BPeace and World Wide Hearing. Key takeaways from the New York workshop can be found on NextBillion here: [nextbillion.net/Re-evaluating-Impact-Evaluation](http://nextbillion.net/Re-evaluating-Impact-Evaluation)

Heather Esper, WDI program manager for Impact Assessment, said the New York workshop was very successful. She said the participants were “further along in thinking about collecting data so we were able to apply the lessons much quicker.”

Sixteen people participated in the May workshop hosted by the University of Johannesburg. Attendees included representatives from the Africa Leadership Academy and the Africa Health Fund.

Esper said she and her co-presenters, Ted London and University of Michigan School of Social Work Professor Andy Grogan-Kaylor “were impressed with the questions attendees asked” at the workshops. She said that the types of questions asked indicated that the adoption of outcome metrics has greatly increased since the last time WDI offered the workshop in October 2010.

The workshops were centered on the BoP Impact Assessment Framework developed by London and featured in the Harvard Business Review. The framework provides venture leaders with a structured process to assess venture impacts, enhance positive impacts, and mitigate negative impacts so they can improve their businesses.

By accurately measuring poverty-related impacts, workshop participants maximized mutual value creation and developed more sustainable and scalable business models. Attendees learned how to identify, collect, analyze, interpret and share their organization’s outcome metrics. Participants also learned from a unique mix of case studies, and engaged in discussion-based lectures to gain a better understanding of what is involved in measuring impact.

Esper gathered the best practices from the two workshops and presented them at the 2013 ANDE Metrics Conference in June.

WDI has hosted two other impact assessment workshops in recent years in Ann Arbor.

ANDE is a global network of organizations that invest money and expertise to spur entrepreneurship in emerging markets. Started in 2009, it is a member-driven organization that is part of the Aspen Institute, an international non-profit that promotes leadership.

**Impact Enterprises Project Comes to Successful Conclusion**

*WDI* successfully completed a research project on Impact Enterprises for the Rockefeller Foundation.

WDI had two roles in the project. The Institute served as the coordinating partner on behalf of the Rockefeller Foundation for the entire project. In this role, WDI coordinated two meetings with research grantees in order to share the findings and lessons learned. WDI also synthesized the findings across all the grantees into a report that provided a roadmap for future engagement in the Impact Enterprise sector.

Among the key findings were that for the Impact Enterprise space to thrive, multiple levels of support need to be addressed. Also, while the Impact Enterprise space shows promise, several challenges — such as a nascent field, unclear social impact, and uneven economic performance - have constrained success to date.

WDI also conducted the largest piece of the work on the Impact Enterprise project. WDI researchers visited 15 organizations — nine in Kenya, six in India — over a four-week period in November 2012 to conduct field research. The WDI team toured the operations of each venture, met with the management teams, and interviewed employees and other stakeholders to better understand impacts on the base of the pyramid. The team also wanted to know the key influence factors that both limit and enable enterprise success.

A final report on WDI’s activities also was submitted by the Institute in March. The report provided the Rockefeller Foundation with a clearer definition of impact enterprise, a comprehensive assessment of the key factors that can enhance or constrain the growth of impact enterprises, and a better understanding of high potential sectors, geographies, and business models. The report also gave strategic recommendations on how the Rockefeller Foundation can accelerate the development of the Impact Enterprise sector going forward.

These include:

- Improve and standardize how Impact Enterprises understand, measure, and enhance their social impacts
- Create mechanisms to understand and share Impact Enterprise best practices
- Invest in developing a more robust Impact Enterprise ecosystem
- Build a better pipeline of Impact Enterprises

The goal of the project was to evaluate the Impact Enterprise sector in the developing world in order to give the Rockefeller Foundation insights into how they can accelerate the development of the sector going forward.
Case Studies for Van Leer Project Written

WDI’s six in-depth case studies that explore how six selected social ventures directly and indirectly impact children eight years of age and younger, part of a research project with the Bernard van Leer Foundation, have been written. The cases are currently in the editing and final production stages.

One has also been developed into a teaching case. This case, on Honey Care Africa—a Kenyan venture that produces and sells honey—has already been published by Globalens. Read a preview here: globalens.com/casedetail.aspx?cid=1429313

Also, WDI Senior Research Fellow Ted London and WDI Impact Assessment Manager Heather Esper will conduct a detailed analysis of the results from this fieldwork and develop a summary article highlighting the key findings. In addition to HoneyCare, the other five ventures are: Sanergy, a Kenyan venture that features low-cost sanitation franchises that turn waste into electricity and fertilizer; SolarAid, a Tanzania firm that sells solar lamps; Patrimonio Hoy, a Mexican initiative that provides low-income families living in urban and semi-urban areas with a 70-week saving program to build a home room-by-room; Villa Andina, a Peruvian company that buys organic aguaymanto and mango from small-scale farmers and then sells the dried fruit in export markets; and Penda Health, an organization in Kenya that provides affordable, accessible health services for women and children.

WDI researchers, led by London and Esper, conducted field visits to each of the ventures. They used the Base of the Pyramid Impact Assessment Framework developed by London, and then customized it to focus on identifying both direct and indirect impacts on young children.

Each case assessed the venture’s impact on the economic, capability, and relationship well-being of young children, and explored ways the ventures can further enhance these outcomes. The cases also included information on how the ventures can more effectively measure their impact on children over time.

The summary article and case studies demonstrate the value of measuring and understanding impacts on children, and support the Van Leer Foundation’s efforts to create a young-child venture fund.

TALKS, PAPERS, AND AWARDS

London Gives A Series of Talks In Japan; Joins Advisory Board

Ted London visited Japan in early March to deliver the keynote address at a BoP symposium hosted by the Sasakawa Peace Foundation and the United Nations Development Programme (UNDP).

London spoke about the current base of the pyramid (BoP) market and the next generation of business strategies for the BoP. After his keynote address, London participated in a panel discussion on the BoP market and the existing barriers to bring Japanese technologies to developing countries.

While in Japan, London also gave a talk to the Japan External Trade Organization (JETRO), a government-related organization that works to promote mutual trade and investment between Japan and the rest of the world.

He also discussed WDI’s successful impact assessment work for officials from the Japan International Cooperation Agency (JICA), which looks to promote development and poverty alleviation, among other goals. And London also met with officials from NGOs, social entrepreneurs, and students who are interested in the BoP.

In April, London accepted an advisory board appointment to the Sasakawa Peace Foundation “BoP Technology Innovation and Products Incubation” project.

London said interest in the base of the pyramid (BoP) is growing in Japan. One sign of that is the foundation’s project, which it is doing along with the United Nations Development Programme (UNDP).

The three-year project was started in 2012 to identify technologies in clean energy, water, and agriculture; conduct technology testing; get feedback in selected communities; and incubate promising technologies by matching corporations in developed countries and entrepreneur/corporations in the BoP.

London is on the advisory board along with a top official from the UNDP; a professor from a Japanese university, and a senior official from the Asian Development Bank.

London Delivers Keynote Address

The scale-up of financing for the base of the pyramid (BoP) was the topic of a keynote address by Ted London at the G20 Inclusive Business Workshop in Latin America. London’s talk discussed new perspectives on the scale-up and replication of inclusive business models, and urged new thinking and innovation in the domain.

The June conference, held in Medellin, Colombia, explored innovative financing solutions to enable the inclusion of low-income people into the value chain, and thus supporting the growth of inclusive business models. About 50 business leaders and experts in the field of finance and inclusive business models attended the conference.

Panel Debate Focuses on Africa Economy

Ted London was a guest on a Japanese television show to discuss Africa’s future economy, including the sustainability of base of the pyramid (BoP) businesses. London participated in the discussion on the international program “Global Debate WISDOM” on Japan’s public television network NHK. He discussed the topic with a panel of fellow academics as well as authors and businesspeople.

London Participates in Two Teaching-Oriented Webinars

In April, Ted London collaborated with WDI case publisher GlobaLens to host the webinar “Insights on Teaching Base-of-the-Pyramid Strategies.” Nearly 70 faculty members from around the world attended the webinar, which provided insights on the best techniques for teaching management strategies aimed at creating scalable business ventures that also alleviate poverty. The webinar also helped faculty explore effective methods of exposing undergraduate or graduate students to the opportunities and challenges associated with serving BoP markets.

In July, London was one of three speakers for an interactive webinar on how to teach sustainability in strategy. London and colleagues from the University of Quebec at Montreal and York University talked about specific activities they have used — including newly developed case studies, in-class action-based learning and integrative student assignments — to teach sustainability in their strategy courses. The webinar was hosted by the global Network for Business Sustainability, and is part of a series on teaching sustainability in college courses.

BoP Case Wins Award

A case study by Ted London and WDI research associates John L. Parker and Jenn Korona was awarded third place in the University of Michigan’s Erb Institute for Global Sustainable Enterprise case study competition. The case, “Constructing a Base-of-the-Pyramid Business in a Multinational Corporation: CEMEX’s Patrimonio Hoy Looks to Grow,” explores CEMEX’s efforts to meet the consumer needs of low-income families building cement homes. (Read the case summary at: globalens.com/casedetail.aspx?cid=1429202)
The Healthcare Research initiative uses research and business knowledge to help increase access to essential medicines, vaccines, and other health technologies in developing countries. Our research looks to better understand key levers in global drug markets to lower prices and increase supply reliability, design better supply chains, and identify factors that will increase adoption and uptake of new medicines and vaccines. We are engaged in several research projects around the world, partnering with large philanthropic agencies, multilateral and bilateral development aid agencies, developing country governments, and private companies. We also collaborate with other WDI initiatives, including Base of the Pyramid Research, Educational Outreach, and Development Consulting Services, on various projects.

Market Dynamics

WDI’s Healthcare Research Initiative focuses much of its core work on making global and local markets for medicines, vaccines and other health technologies function better. It analyzes and identifies innovative market interventions to improve access to medicines, vaccines, and other health technologies.

WDI Research to Help API Market Dynamics

There is limited information available to global policy makers and donors about the market structure, capacity, and prices—among other things—of key active pharmaceutical ingredients (API) markets.

APIs, along with a few other elements, make up the finished pharmaceutical product. Therefore, APIs are important because if a sufficient supply, reasonable prices, and the high quality of these components can’t be assured, then the finished product sold to countries and eventually patients may not be consistently available, affordable and of the best quality.

UNITAID is a global health organization that uses market-based approaches to improve the markets for life-saving products for malaria, tuberculosis, and HIV/AIDS in developing countries.

Under a three-year grant from UNITAID, WDI will be the lead partner in a project to systematically collect, synthesize and share comprehensive information on the different aspects of producing medicines for malaria, tuberculosis and HIV/AIDS therapeutic markets. The project is called the API Market Dynamics Information Services (API MDIS).

The new insights generated by this research will assist UNITAID and its partners as they design market interventions to ensure supply stability, reduced prices and improved quality. It will also give UNITAID and other donors’ knowledge of the market dynamic complexities within API markets, allowing them to better define current and future intervention priorities.

Convention on Pharmaceutical Ingredients

To introduce the API MDIS project to the manufacturing community and other relevant stakeholders, three members of WDI’s Healthcare Research initiative attended the Convention on Pharmaceutical Ingredients (CPhI), the world’s leading conference on active pharmaceutical ingredients, in Shanghai.

Research director Prashant Yadav, and WDI research specialists Lisa Smith and Sarah Alphs met with the manufacturers engaged in key product markets, including products for malaria, TB and HIV/AIDS. The healthcare research initiative maintains active working relationships with these groups in order to better understand current product information, future plans for growth, and key constraints in manufacturing for each therapeutic market. The WDI team also helps share global market information in order to improve global manufacturing and supply planning.
Policy Influence

The WDI Healthcare Research Initiative utilizes new evidence to develop innovative ways to analyze problems and formulate new policy advice that influences global health stakeholders and the healthcare domain at large. Here are a couple of recent examples of how WDI is influencing the healthcare research field.

Distribution Costs Model Being Developed

Malaria causes up to 500 million cases of acute illness resulting in more than 800,000 deaths annually worldwide — 90 percent of which occur in Sub Saharan Africa. The availability of effective preventive tools such as long lasting insecticide treated bed nets (LLINs), effective malaria medicines, and diagnostics kits for malaria treatments is essential to prevent and control the acute health and economic burden of malaria. Bed nets, diagnostics kits and malaria medicines for countries in sub-Saharan Africa are financed primarily using international donor funds through the Global Fund, President’s Malaria Initiative and the World Bank’s Malaria Booster Program.

Distribution costs are a significant expense in a supply system, but there is little information on the actual financial and non-financial costs of distributing the commodities to the service delivery point. Not having the appropriate budget for the distribution of malaria commodities results in products stocking up in central warehouses but not reaching the clinics where people access them. It is necessary to obtain robust estimates of direct and indirect distribution costs in order to adequately plan for the budgetary implications of scaled up implementation.

To achieve this, WDI — in partnership with Management Sciences for Health (MSH) — is developing a costing model and methodology to estimate the price for the public sector to get malaria products from the central to the peripheral levels. WDI is one of the six specialized resource partner organizations for the project — Systems for Improved Access to Pharmaceuticals and Services (SIAPS) — which is funded by the U.S. Agency for International Development.

The proposed costing model will allow countries to adequately budget for this in their country roadmaps and requests to donors to ensure availability at the end user level. The study creates estimates for the costs associated with procurement, quality assurance and control, and distribution activities for key malaria commodities (i.e., artemisinin combination therapies (ACTs), rapid diagnostic tests (RDTs) and long lasting insecticide-treated nets (LLINs)) in MSH SIAPS countries.

WDI is preparing the costing study for fieldwork in Kenya and Benin in early fall 2013. Ross School of Business Professor Ravi Anupindi is a technical advisor on this project.

Global Meeting Takes Stock of Project

As part of the SIAPS project, WDI participated in a global meeting in June with the project’s core partners and specialized resources partners to review progress so far. WDI participated in a panel at the meeting that included a review of the Institute’s core areas of expertise, current initiative activities, current or planned SIAPS activities, and opportunities for future collaboration.

In all, the global meeting in Uganda hosted 122 participants — including representatives from the MSH headquarters in Virginia, MSH staff from each of the active SIAPS countries, SIAPS core partner organizations, SIAPS specialized resource partners, USAID and the World Health Organization.
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Research Collaboration

In its endeavor to help create healthier global markets for medicines, vaccines, and other health technologies, WDI’s Healthcare Research Initiative collaborates with leading researchers from across the world. Here are a couple recent WDI Healthcare Research collaborations.

WDI, U-M Colleagues Awarded Grant from University’s Global Initiative

WDI Director of Healthcare Research Prashant Yadav, along with colleagues from the University of Michigan’s College of Engineering and Medical School, have been awarded a grant to build a prototype of a portable diagnostic system that is affordable, easy to use in various resource-limited settings, and small enough to fit on a laboratory workbench.

The funding comes from U-M’s Third Century Initiative, a $50 million fund established by the university’s president and provost to develop innovative, multi-disciplinary approaches to teaching and addressing global challenges.

Collaborate @ U-MICH

WDI is working with the government of Mozambique’s Ministry of Health and VillageReach to establish better ways to measure performance at all levels of the vaccine supply chain and create better accountability structures.

Vaccines save millions of lives annually and are among the most cost-effective health interventions available. But immunization coverage has stalled at about 80 percent, leaving one in five children susceptible to permanent disabilities from vaccine-preventable diseases such as diarrhea and pneumonia.

Improving access to lifesaving vaccines begins with a well-functioning supply chain. In Mozambique, VillageReach has deployed a streamlined logistics system called the Dedicated Logistics System, or DLS. The system consolidates logistics tasks to two to four dedicated field coordinators for each province, integrating supervision and data collection into a system design, and leveraging existing transport infrastructure. It has been successfully scaled in four provinces, but questions remain about its sustainability. It is believed a performance management system could create better accountability and increased scrutiny within the DLS, leading to better outcomes.

The study team of WDI, VillageReach and Ministry of Health researchers is designing a performance measurement framework for the vaccine supply chain. The performance management and accountability structure will link all levels of the supply chain and will include simple, measurable, trackable time-bound metrics or targets. Most importantly, the framework will include non-monetary performance incentives when targets are reached, and a corrective plan when targets are not achieved. The study team will implement this performance measurement and accountability mechanism in the intervention provinces and will examine its impact on the performance of the DLS.

In resource-constrained settings around the globe, access to high-quality health care is limited. If a health facility is available, it often has no ability to accurately diagnose common health conditions such as malaria, tuberculosis or other common infectious diseases.

When medical providers have limited access to accurate diagnostic testing, they are forced to provide empiric therapies that may not accurately target the infection or underlying cause of disease. In the case of serious acute infections, empiric antibiotic therapy may inadvertently promote the spread of antimicrobial-resistant pathogens. The spread of such organisms is now a global problem that threatens to render antibiotic agents useless.

Recent estimates suggest that 15 million individuals die each year related to infectious diseases. In the United States and around the world, human populations continue to suffer from a wide range of bacterial, viral and parasitic diseases that spread in epidemic and pandemics across borders, hemispheres and socioeconomic strata. New pathogens with the potential to spread rapidly arise each year while well-recognized organisms such as tuberculosis continue to cause high death rates globally. Despite researchers’ best efforts, interventions that seek to reduce these diseases have strengthened organisms by hastening the emergence of multiply drug-resistant (MDR) bacteria that have spread globally.
Learning from Procurement Methods in Developed Countries

Too often, low-income countries and some global health agencies use archaic procurement methods such as avoiding long-term arrangements in favor of tendering each year or multiple times each year. The long lead times needed to prepare a tender, publish it, receive and evaluate bids drastically hurt the overall supply chain and limit consistent accessibility of key healthcare supplies. Logistics Management Institute (LMI) operates at the nexus of the international public health and supply chain management domains and has one simple premise: supply chains in the developing world may represent the weakest but most improvable part of the public health system.

WDI, with its vast experience in global healthcare supply chains, is partnering with LMI to review procurement methods through case studies of developing country procurement, U.S. federal procurement and other public sector procurement systems suitable for global health supply chains. By comparing existing public sector procurement systems, the project team will identify appropriate improvements and recommendations for developing country governments—especially in Sub-Saharan Africa—that meet the objectives of openness and transparency while also allowing better planning and performance in the purchase of vaccines and medicines.

Through an extensive review of existing literature and interviews with public procurement experts and procurement organizations, the research team will look at the benefits of each method and get an understanding of not only the controls and systems needed to implement and sustain each method, but the potential hurdles as well.

Ross School of Business supply chain faculty Ravi Anupindi and Damian Beil, with their extensive experience in innovative solutions to supply chain and procurement issues, will advise on the various procurement methods that exist, including framework contracts, vendor managed inventory and, pooled procurement mechanisms.

A final report and presentation that summarizes the project research and recommendations will be prepared in late fall 2013.

TALKS, PAPERS, AND AWARDS

Because of his expertise and experience in the pharmaceutical supply chain field, Prashant Yadav, director of WDI’s Healthcare Research Initiative, often is asked to deliver keynote addresses at conferences, serve on panels, moderate discussions, and give lectures. Here is a recap of some recent appearances by Yadav.

**Keynote Addresses**
- “Health Product Distribution Channels in Low Income Countries,” was the subject of a talk in May by Yadav at Stanford University’s Graduate School of Business conference, “Value Chain Innovations in Developing Economies.”
- Yadav was a speaker at the 12th annual LogiPharma, the world’s largest end-to-end supply chain management conference, in April in Geneva. Yadav gave a talk titled, “Growth in Emerging Markets: Pricing, Access and the Role of the Supply Chain.”
- The World Bank presented a conference in May, “Impact Evidence and Action to Save Lives in Uyo Nigeria.” Yadav gave a talk at the conference titled, “Improving the Supply Chains for Medicines and Health Products.”
- Yadav spoke at the Logistics Summit & Expo in April in Mexico. He spoke about supply chains designed to serve customers as a reason and starting point. He cited methodologies and examples of success in emerging markets like India, China and Latin America.
- Yadav was a guest speaker at Universidad Pablo de Olavide in Seville, Spain. He talked about designing supply chains to reach customers at the base of the pyramid.

**Papers**
- Yadav and two colleagues wrote the journal article, “Learning from Coca-Cola” for the Stanford Social Innovation Review. It discussed how there is much to be learned from Coca-Cola’s global-scale production and distribution model. Yadav wrote the article with Orla Stapleton, a PhD student at New York University, and Luk Van Wassenhove, the Henry Ford Chair Professor of Manufacturing and Operations Management at INSEAD.
- The tradeoff between risk of drug resistance and operational costs when using multiple drugs for a specific disease was the subject of an article written by Yadav and two others for the journal Socio-Economic Planning Sciences. Yadav wrote the paper with Eirini Spiliotopoulou, a PhD candidate in logistics and supply chain management at the MIT-Zaragoza International Logistics Program, and Maciej F. Boni, a researcher at the mathematical modeling and bioinformatics group at the Oxford University Clinical Research Unit (OUCRU) in Vietnam.
- Yadav was one of the authors of “The Imperative for Stronger Vaccine Supply and Logistics Systems” for the journal Vaccine. The article discussed how vaccine supply and logistics systems in nearly all developing countries will require significant investments of time and resources from global and national partners, donors, and governments during the next decade.

**Etcetera**
- Yadav has joined the board of advisors of Sproxil, a U.S.-based company that uses mobile phone technology to verify drug authenticity. Yadav serves as an advisor for multiple organizations in the area of pharmaceutical supply chains. Sproxil founder and CEO Ashifi Gogo visited WDI in 2011 for the Institute’s Healthcare Speaker Series, and he has served on conference panels with Yadav.
pleasantries and some business cards and go home, BoP Summit attendees will take a more functional role. Participants will play an important part in not only brainstorming solutions to the challenges facing BoP ventures today, but will actively help map the future path of this vital field that aims to lift people out of poverty.

Chris Jochnick, director of the private sector department at Oxfam America, said the BoP field is in an interesting place. With a decade plus of work, there is much to evaluate and learn from.

“The BoP Summit offers a chance to step back, look at what’s working – and what’s not – and strategize around ways forward,” said Jochnick, who also serves on the conference leadership team. “The panels are designed to tackle the major issues facing the BoP field and will create space for spurring new collaborations.”

London said it made sense for WDI to host the conference since the Institute and the University of Michigan both believe in an on-going challenges and explore how they can be overcome.

Throughout the Summit, attendees will participate in rich and robust conversations about successes, challenges, and lessons learned so far. They will engage in creating a roadmap for the future development of the domain, and build connections with colleagues from across the globe.

One of the unique plenary discussions planned for the summit’s final day will feature a panel of prominent funders who are very familiar with the BoP domain. The panelists, who will include Alonzo Fulgham, the former acting administrator of the U.S. Agency for International Development, will reflect on what they have heard at the conference, provide insight into what projects they think are fundable, and participate in shaping the roadmap.

London said the funders’ participation is vital because with the BoP roadmap, a commitment of leadership is needed but so is a commitment of financial resources. He said the purpose of having funders talk about projects that can work isn’t to throw cold water on plans or constrain possibilities, but rather to “funnel energies and frame ideas in a way to maximize success.”

A series of concurrent panel sessions will look at the issue of scale through three different lenses – from the startup entrepreneur, the large multinational, and the nonprofit.

Veglio, director of the World Business Council for Sustainable Development’s social capital focus area scale for many startups “has so far proven elusive.”

“This also holds true for ventures developed by large multinational corporations, which might have been considered the ideal vehicles given their vast resources, efficient systems, and global reach,” he said. “Here at the WBCSD we look forward to the BoP Summit to share some of our latest work on the internal organizational barriers to scale faced by companies, and how to overcome them.”

The summit comes at an important time, London said, because he thinks the BoP field is ready for the next major step forward. There have been successful enterprise developments that are playing an important role in alleviating poverty, to be sure. But there also is a lack of humility—few are openly discussing the lessons learned and the challenges ahead, London said.

“I am fairly confident in saying that we still have much more to learn,” he said. “I believe that it is time to start talking more about how we, as a sector, can collectively share and debate the lessons learned so far in order to better create the future path ahead of us. But in order to do that, we need to be more of a community.”

In addition to exploring today’s challenges, attendees will also craft a longer-term vision not only for specific enterprises but also for the BoP field as a whole.

Most of the conference’s last day will be devoted to building an agenda to move the BoP domain forward for the future. Under the direction of the summit leadership team, participants will be divided into 10 working groups to chart a roadmap for the field.

“We envision this as the beginning of a longer journey,” London said. “We are looking to build a community willing to dedicate leadership and resources to not only support their own initiatives, but also to share in the larger journey of co-creating a more robust domain.”

London is excited about the community building that is central to collaboration on this roadmap, which he said believes could be a “seminal contribution to the domain.”

“Years later, people may well look back and say, ‘I was at that conference. I was part of the development of that roadmap that has taken the BoP to a whole new level.’”
The Globalens catalogue added 47 new products this past fiscal year, including 21 case studies written by or with U-M’s Ross School of Business faculty. EO continues to make inroads into classrooms around the globe through aggressive marketing and attentive customer service. Sales to schools outside of the Ross School of Business continue to grow and currently account for about 25 percent of revenue. Sales to the Ross School also are increasing as Globalens materials are adopted in more core courses. EO continues to support the Ross School faculty by providing case writing instruction for students, and by formalizing and publishing their most recent research in the form of teaching materials used in their classrooms. As administrator and marketer for the 2013 NextBillon Case Competition, Globalens received entries from the largest group of students and professors to date, with more than 150 people entering individually or as part of a team. Entrants represented more than 50 universities and 11 countries, including India, Indonesia, Columbia, Brazil, Australia, Peru, Singapore, United Kingdom, USA, and Canada.

Globalens Publishes Student Cases

Graduate students in Professor Andrew Hoffman’s Competitive Environmental Strategy course in 2012 were required to write a case study. Globalens provided the students with case writing training, and the best cases were given to Globalens to edit, publish, and market.

The course deals with environmental issues from a strategic perspective. It focuses on how environmental pressures, such as sustainable development, and environmental problems, like global warming, air pollution, and waste disposal, impact corporate mission, competitive strategy, technology choices, product development decisions, and production processes.

“By assigning a case study as the final assignment for my class, I bring the students into the process of knowledge creation and create an incentive to do the best job they can,” said Hoffman, the Holcim (US) Professor of Sustainable Enterprise. “The carrot that their case might become a Globalens case for use at Ross and elsewhere produces some phenomenal work. It looks great on their resume and fills them with personal pride.

“Further, by building my course with case studies that were written by the student’s predecessors and branded under the Michigan logo tells them that they are learning from the source.”

Here are four of the best cases from Hoffman’s 2012 students.

Jamba Juice
globalens.com/casedetail.aspx?cid=1429298
This case looks at how Jamba Juice, a publicly-traded smoothie company, will respond to an online petition started by a young California girl who collected over 100,000 signatures asking the company to phase out its use of polystyrene foam cups, which she believes to be harmful to the environment. Jamba Juice must consider how phasing out foam cups would impact its core business, brand, and product delivery - as well as if it would attract or deter new customers and how it might affect shareholder value.

Blueprint for Ford’s Future
globalens.com/casedetail.aspx?cid=1429303
Ford Motor Co.’s social sustainability manager faces the challenge of positioning Ford on the forefront of the new global transportation industry in a sustainable way while leveraging Ford’s leadership in the automotive industry. This case takes a holistic look at the global transportation industry, but places emphasis on megacities in bustling emerging markets and their increasingly congested transportation systems. With the company’s strategic mobility initiative in place and Ford’s Blueprint for Mobility launched, the question of resource and technology allocation and strategic positioning among traditional and new (car-sharing, traffic data management) competitors becomes critical to success.

A123 Systems Powering a Sustainable Future
globalens.com/casedetail.aspx?cid=1429302
A123 Systems successfully went to market with new technologies that had the potential to revolutionize both the energy storage and electric battery industries. It had drawn critical acclaim from President Barack Obama and Secretary of Energy Steven Chu, the automotive industry, the environmental and scientific communities, and Wall Street investors. After opening the largest hybrid vehicle battery manufacturing facility in North America, the CEO needs to evaluate the road forward, which is fraught with uncertainty.

SC Johnson and the Greenlist Backlash
globalens.com/casedetail.aspx?cid=1429300
The case raises a discussion about green labeling, the nature of environmental certification, and the value of internal sustainability initiatives. SC Johnson developed the ingredient improvement process Greenlist™ to reduce the negative environmental impacts of its products, and developed a Greenlist™ label to demonstrate to consumers that the process had improved a product. Two lawsuits were filed accusing SC Johnson of deceptively marketing its products as “green”, as the Greenlist™ label led consumers to believe the products had been certified by an objective third party. The lawsuits were settled and the company was forced to remove the label.
Erb Institute Names Case Winners

The University of Michigan’s Erb Institute for Global Sustainable Enterprise launched a case study competition in 2013 to recognize and promote the creation of key teaching materials within the global sustainability and social impact topic areas that will help prepare future business leaders to develop strategies for organizational responses to global sustainability issues. The Institute’s Strategic Advisory Council, which sponsored the competition, also wanted to increase the amount of University of Michigan-branded sustainability teaching materials used in courses within the Ross School of Business, the School of Natural Resources and Environment, and at other universities.

Eligible entries must have been published on Globalens between Sept. 1, 2011 and Feb. 28, 2013 and listed in one of the following Globalens teaching disciplines: environmental sustainability, corporate social responsibility, base of the pyramid, social enterprise, public-private partnerships, and non-profit and non-governmental organizations.

Additionally, at least one author of each case had to be affiliated with U-M as a current undergraduate or graduate student, an alumnus that developed the case while enrolled, or a faculty member at the university.

Going forward, judging will be based on cases published on Globalens in the previous 12 months.

The deans of the Ross School of Business and the School of Natural Resources and Environment honored the winning cases and authors at an event in April. First place was awarded $1,500. Second place received $500, and third place $250. The winners were:

1. **REI Rentals**
   - globalens.com/casedetail.aspx?cid=1429292
   - REI Rentals written by Erb students Mary Fritz and Rich Grousset, under the direction of Ross faculty Wally Hopp and Damian Beil. The case emphasizes operations and management principles while asking students to determine whether renting recreational equipment is more sustainable than selling.

2. **Patagonia: Encouraging Customers to Buy Used Clothing (A) and (B)**
   - globalens.com/casedetail.aspx?cid=1429230
   - globalens.com/casedetail.aspx?cid=1429231
   - Patagonia: Encouraging Customers to Buy Used Clothing (A) and (B) written by graduate students Allyson Johnson, Courtney Lee, Steven Rippberger and Morgane Treanton, under the direction of Professor Andy Hoffman. The study leads students through an analysis of Patagonia’s decision to partner with eBay to launch the Common Threads Initiative, which promotes buying and selling second-hand Patagonia merchandise.

3. **Constructing a Base-of-the-Pyramid Business in a Multinational Corporation: CEMEX’s Patrimonio Hoy Looks to Grow**
   - globalens.com/casedetail.aspx?cid=1429202
   - Constructing a Base-of-the-Pyramid Business in a Multinational Corporation: CEMEX’s Patrimonio Hoy Looks to Grow written by WDI research associates John L. Parker and Jenn Korona, under the direction of WDI Senior Research Fellow Ted London. The case explores CEMEX’s efforts to meet the consumer needs of low-income families building cement homes.

In related news, the Erb Institute recently published a summary report that included an article focused on its case studies published on Globalens.com. The article said that students at U-M and other top universities, including Northwestern University, University of Virginia and University of California, Berkeley, are benefiting from a substantial and growing catalog of Erb-branded case studies available through Globalens.

Two-dozen educational institutions have adopted 16 Erb-branded case studies since Globalens began marketing them in 2012. A total of 33 Erb cases and one complete course are now available from the Globalens catalog.

Aramex Case Featured in Financial Times

A Globalens business case study featuring the first Arab-based firm ever listed on the U.S. stock exchange was featured in the print and online editions of the Feb. 5, 2013 *Financial Times*. It was the fourth time the *Financial Times* has featured a case from Globalens.

The case, written by WDI Executive Director Robert Kennedy, chronicles the situation facing Jordan-based entrepreneur Fadi Ghandour and his Aramex company.


An express and logistics company, Aramex has grown from a small regional firm to taking on global giants such as FedEx and DHL. Its management team now needs to decide what the company’s next steps should be in order to balance regional growth and its global ambitions.

The case presents the regional history, company history, and the steps that Aramex has taken to ensure its survival and growth. It asks students to assess Aramex’s position and determine its next strategic objectives.

Global readership of the *Financial Times* (online and print) tops 12 million.
New Cases Published on GlobaLens

GlobaLens has developed several new cases and notes in the past six months with faculty from both the University of Michigan and outside U-M, adding to its teaching materials catalogue that contains more than 450 pieces. Here are some of the new cases from University of Michigan faculty.

**Cisco SCRM in Action: Tohoku Earthquake**

Ravi Anupindi

[globalsens.com/casedetail.aspx?cid=1429284]

The Tohoku earthquake challenged Cisco’s operations in Japan, and tested the company’s business continuity plan and supply chain risk management capabilities. The Cisco team quickly developed a picture of what was at risk in Cisco operations as well as an understanding of the impacts to the hundreds of Cisco suppliers in Japan. Little did Cisco know in those early hours of the crisis that the initial earthquake would trigger a series of events that would cause the largest supply chain disruption in modern history.

**ABT Associates: Scaling Indoor Residual Spraying for Malaria**

Ravi Anupindi

[globalsens.com/casedetail.aspx?cid=1429272]

Based on a successful indoor residual spraying (IRS) program in Uganda, Abt Associates was awarded a contract in 2011 to do IRS in up to 17 countries in sub-Saharan Africa. Abt implemented a number of changes in supply chain management after the first spray round of the Uganda project, including getting community buy-in and involvement, as well as tracking of equipment and supplies. Abt had to figure out how to best apply lessons from the Uganda project on a larger scale.

**Building a Scalable Business with Smallholder Farmers in Kenya: Honey Care’s Beekeeping Model**

Ted London

[globalsens.com/casedetail.aspx?cid=1429313]

With a new CEO, Honey Care Africa (HCA) reworked its business model from obligating farmers to maintain their own hives to providing hive management services. The CEO believed that by taking the maintenance component out of the equation for many of its base of the pyramid producers, HCA could secure a stronger aggregate supply of honey, reduce side selling, and produce more income for each household. While the initial results were promising, the new strategy was not yet working quite as well as the CEO had hoped.

**Just Baked Inventory Management**

Eric Svaan

[globalsens.com/casedetail.aspx?cid=1429318]

What’s better than a Just Baked cupcake? Nothing really, especially when inventory decisions about the cupcakes are also so good that customers are satisfied, stores are profitable, and the company grows. This classroom exercise leads students through stepwise computations applying proven inventory management rules to make retail store stocking and material purchasing decisions effectively.

**The Dow Chemical Co. – The Inseparability of Safety and Business Success**

GlobaLens Research Staff

[globalsens.com/casedetail.aspx?cid=1429178]

In 1995, Dow developed its environment, health and safety (EH&S) goals for the next 10 years. In 2005, Dow attained nearly all its goals by integrating safety and sustainability into the very fabric of the organization. The EH&S initiative contributed billions to Dow’s bottom line, and improved employee morale, enhanced the company’s industry standing, and assisted it in attracting and retaining top talent around the globe. Senior Dow executives were now preparing for another 10-year period and wondered how it could raise the standard.

**Small Parts, Big Problems: Fastener Management at American Turbochargers**

Gunter Dufey and Albert Shih

[globalsens.com/casedetail.aspx?cid=1429290]

In an extremely competitive market, American Turbochargers Inc. (ATI) had to keep costs as low as possible to remain a global leader. ATI was heavily reliant on its procurement department to provide a competitive edge in a very price-driven market. Generally, it was easier to gain price reductions for large parts. Such reductions translated into huge cost savings. In contrast, it was much harder for ATI to negotiate significant reductions in piece prices for small parts.

**Zingerman’s (A): A Recipe for Building a Positive Business**

Wayne Baker

[globalsens.com/casedetail.aspx?cid=1428861]

This case shows how Zingerman’s went from a single delicatessen in 1982 to nine unique but complementary companies with combined revenues of $45 million in 2012. It details the novel methods Zingerman’s employs to create “a great place to eat and work” and touches on the challenges it faces moving forward.

**Sproxil**

Prashant Yadav

[globalsens.com/casedetail.aspx?cid=1429324]

Sproxil had a proven technology in place and founder Ashifi Gogo had identified the regions he would like to enter with his technology. But he was still reviewing data on national markets to determine which markets to enter, as well as the right business model to use: a pure for-profit model or a social enterprise. Sproxil had started making revenue in 2010, but now Gogo had to find sources of commercial investment to build the Sproxil brand and keep it sustainable.
Anagemen–B L I u ts
sR cademlobaLens had a booth at L Y I o eor
Image 35x446 to 158x476

staff studied the Indian market and learned
approach when it designed and marketed the
introductions in India, Gillette took a different
market. After moderate success with razor
The Guard became the market leader in only

Six months, moving Indian consumers away

from using low quality double-edge razors.
Gillette also developed an operations model to
efficiently produce these low cost razors in India,
and the entrepreneurs who run them. The
module provides students with several
perspectives from which to view social
innovation and entrepreneurship in a variety
of sectors – including financial services,
education, and community development.

Gillette: The 11-Cent Razor, India and Reverse Innovation
Ryan Atkins
University of Georgia
globalens.com/casedetail. aspx?cid=1429328
The case describes Gillette’s development of the low-cost Gillette Guard for the Indian market. After moderate success with razor introductions in India, Gillette took a different approach when it designed and marketed the Guard. Through market immersion, Gillette’s staff studied the Indian market and learned about the specific needs of Indian consumers. The Guard became the market leader in only six months, moving Indian consumers away from using low quality double-edge razors. Gillette also developed an operations model to efficiently produce these low cost razors in India, providing local jobs and ensuring stable costs.

C C I: Last Mile Distribution Challenge
Guda Sridhar
Indian Institute of Management – Kozhikode
globalens.com/casedetail. aspx?cid=1429325
In 2007, Candy and Chocolate India (CCI) was reconfigured to build an effective and efficient Route to Market, increase the availability of CCI brands, and improve customer service. By 2012, CCI realized its vision by significantly increasing the reach of its products as well as increasing the sales of the company over and above initial expectations. But the company’s future growth depended on its penetration of rural markets. Approximately 69% of India’s population lived in rural areas, but CCI had low representation in rural markets with populations of 10,000 or less.

Day One as CEO of Dover University Hospital: An In-Basket Case
Michael Provitera
Barry University
globalens.com/casedetail. aspx?cid=1429305
The new CEO of Dover University Hospital has two hours to sort through the former CEO’s in-basket of messages and voicemails before a business trip. He must decipher roles from an organizational chart to delegate tasks. He must triage which issues to address in this short period of time. Can these first hours as CEO allow him to begin laying the foundations for a sustainable hospital and place him in the driver seat to win the hearts and minds of his staff? This two-part case asks students to think outside the box, pay attention to detail, and use their imaginations as they complete the timed exercise and the case discussion that follows.

London Leads BoP Webinar
In April, GlobaLens hosted the webinar “Insights on Teaching Base-of-the-Pyramid Strategies”. Nearly 70 faculty members from around the world attended the webinar which provided insights on the best techniques for teaching management strategies aimed at creating scalable business ventures that also alleviate poverty. The webinar also helped faculty explore effective methods of exposing undergraduate or graduate students to the opportunities and challenges associated with serving BoP markets.

GlobaLens to be Exhibitor at AOM
For the second year in a row, GlobaLens had a booth at the Academy of Management (AOM) annual meeting in Orlando, Florida. GlobaLens was in corner Booth #405 for the Aug. 9-12 meeting, and will be sharing case studies and other teaching materials with AOM members. The theme of the 2013 meeting is “Capitalism in Question.”
NextBillion to Launch New Financial Innovation Blog

NextBillion plans to debut its second sponsored, topic-specific blog in mid-September.

Thanks to a grant from the Citi Foundation, NextBillion will launch a Financial Innovation blog that will tap a diverse collection of experts and practitioners to share their knowledge, research, and experiences in expanding financial access to low-income people. The blog will serve as a space for discussion and debate, where readers can go to find fresh approaches and unconventional thinking.

For NextBillion’s content partners, this stand-alone blog provides another venue within the NB community to showcase their work and perspectives.

“Expanding access to financial services, whether it’s through technology, education or market products, has long been a key interest area for NextBillion readers,” said Scott Anderson, managing editor for NextBillion. “Our goal is to bring forward some of the biggest thinkers and doers opening doors for low-income people to save, buy a home, start a business or get insurance for the first time.

“One of the leaders in this arena is the Citi Foundation. We thank them for supporting the new platform, which will provide a space for new ideas, discussion and sometimes debate.”

Some of the topics featured on NextBillion Financial Innovation will include:

- Advances in financial products to meet the needs of low-income people in the areas of microlending, microsavings, and microinsurance, among others
- Developments in research and real-world initiatives for improving financial education for underserved and unbanked customers, regardless of geography
- Models for harnessing cell phones and other mobile devices for branchless banking and other financial services
- From startups to large banks, profiling some of the innovators that are deploying new financial products to help low-income customers secure credit to purchase a home or start a business
- Debates on the effectiveness of specific private enterprise approaches as well as government/aid agency efforts to improve financial inclusion
- Coverage of conferences dedicated to financial inclusion dialogue and understanding

The Citi Foundation grant includes funding for a full-time editor, technical improvements associated with a new blog site, and conference travel for the editor to cover important conferences, promote the site, and develop relationships with content contributors.

James Militzer, currently editor of NextBillion Health Care, will become editor of the Financial Innovation site. An editor will be hired to replace Militzer at NextBillion Health Care, which debuted in December 2012.

It focuses on business approaches to health care in developing markets, and publishes a range of articles, such as features on innovative social companies, entrepreneurs, health care delivery systems, public-private partnerships, management best practices and other issues related to health care development and delivery to low-income people. The site now accounts for approximately 10-15 percent of NextBillion.net’s monthly traffic.

Enhancements on the Horizon

NextBillion is constantly working to improve the user experience for its readers. NextBillion recently completed a design upgrade for all three of its sites, giving each the same functionality and features and improving the reader experience — including navigation and usability.

A couple of upcoming upgrades will continue that trend of improving the site.

Work is being done on “My NextBillion,” which will allow readers to create individual profiles on NextBillion using their existing Facebook, Twitter, or Gmail accounts, and pre-select the types of articles and/or job listings of most interest to them. The “My NextBillion” service will then deliver appropriate articles, jobs, as well as most-viewed blog posts to these readers when they login. This function will help readers keep up with topics and job listings — including by sector and geographic location — that are most relevant to them. NextBillion is aiming to launch this new feature by September 2013.

Also, NextBillion is redesigning its mobile site for smart phone and tablet users. In addition to an engaging design and user-friendly interface, the enhanced mobile site will integrate the “My NextBillion” features as well. Approximately 85 percent of first-time visitors to NextBillion visit via mobile devices such as smart phones or tablets. The new mobile site also is scheduled to debut in September.

WWW.WDI.UMICH.EDU
2013 CASE COMPETITION WINNERS CROWNED

A case study about a successful Indonesian bank that also creates positive social change won first place in the 2013 NextBillion Case Writing Competition. A team from the University of Virginia’s McIntire School of Commerce wrote the winning case.

The competition is sponsored by the Citi Foundation and administered by GlobaLens, the publishing division of WDI. The Institute also operates the NextBillion network of websites.

The winning case, “BTPN: Banking for the Bottom of the Pyramid in Indonesia,” was written by R. Ryan Nelson, professor of commerce information technology; Carl Ziethaml, dean of the McIntire School; and alumnus Gardner Bell. The first place team received $3,500.

“When I first learned of the NextBillion competition I immediately knew that it would be a perfect fit for our case study,” Nelson said. “I have observed numerous microfinance operations in Africa, India, Asia, and South America, but the story that always seems to stick out in my mind is that of BTPN – the Indonesian bank that is at the center of our case.”

This is the third NextBillion Case Writing Competition, which recognizes and publishes the best-written case studies about business strategies aimed at alleviating poverty, especially in the developing world. This year’s competition attracted the largest group of students and professors to date, with more than 150 people entering individually or as part of a team. Many professors have entered their own cases, including two business school deans and the president of the North American Case Research Association.

Entrants represented more than 50 universities and 11 countries, including India, Indonesia, Columbia, Brazil, Australia, Peru, Singapore, United Kingdom, USA, and Canada.

Some of the schools represented include the Indian Institutes of Management (multiple locations), Indian Business School, Tata School, University of Singapore, Ivey School of Business, Brigham Young University, Queensland University of Australia, Purdue University, Texas A&M, University of Miami, University of Colorado, University of Virginia, Virginia Tech University and San Francisco State University.

The case writing competition engages students and faculty on campuses all over the world in the emerging field of social ventures. Students and student teams, under the supervision of a university faculty member, submit original cases that describe a challenge faced by a company or organization as it tries to create a sustainable, scalable business venture aimed at alleviating poverty, especially in the developing world.

The contest’s primary goal is to generate, publish, and disseminate the latest and most compelling case studies about positive social impact. By doing so, students who will be the business leaders of tomorrow will be better prepared to bring about improved economic well-being for the billions of people at the base of the pyramid.

Scott Anderson, managing editor of the NextBillion network, said the announcement of the 2013 call for entries was one of the most-read posts on NextBillion.net in 2012.

“Clearly there is widespread demand from professors and their students for rigorous case studies and research that pulls the curtain back on what it takes to build and sustain a successful social enterprise,” Anderson said. “I’m proud NextBillion, in concert with the Citi Foundation and GlobaLens, can help to serve as a platform for sharing this knowledge.”

Judges for this year’s competition included: Robert Kennedy, executive director, William Davidson Institute at the University of Michigan; Hui Wen Chan, impact analytics and planning officer at Citi Foundation; M.S. Krishnan, Accenture Professor of Computer and Information Systems, University of Michigan — Ross School of Business; and Stuart Hart, Samuel C. Johnson Chair in Sustainable Global Enterprise and professor of management, Cornell University — Johnson School of Management.

The University of Virginia’s case and the other 2013 winning cases have been edited and published by GlobaLens, and are now available at the links included in the descriptions below. In addition to first place prize money, second place was awarded $2,500, and third place received $1,000. Two honorable mention cases, also have been published by GlobaLens.

All 2013 winning cases have been added to GlobaLens’ Base of the Pyramid Collection, one of the largest available from any publisher. Each will be marketed to top business schools worldwide for adoption in business courses.

Ziethaml, dean of the McIntire School and an author of the winning case, said BTPN is a great organization for students to study. It offered critical services to help small business people who typically did not have access to reputable financial services, and has since expanded those opportunities to the productive poor.

BTPN President Jerry Ng “and his leadership team continue to develop innovative approaches that are changing the banking industry,” Ziethaml said. “We believe that it is essential to expose our students to these new strategies and models as an example of great business practice, and to demonstrate ways to apply business skills for a variety of positive outcomes.”
1. **BTPN: Banking for the Bottom of the Pyramid in Indonesia**
   - **SCHOOL**: University of Virginia McIntire School of Commerce
   - **AUTHORS**: R. Ryan Nelson // Director-Center of the Management of Information Technology; Professor of Commerce Information Technology
   - **CASE SUMMARY**: BTPN is a mid-size bank in Indonesia with a successful business model that also creates positive social change (following its mission to “Do Good and Do Well”). Bank President Jery Ng is faced with the dilemma of how to grow the business; e.g., whether or not BTPN should expand its microlending to include the productive poor (bottom of the pyramid). The decision should be based on a comprehensive understanding of BTPN’s environment, business model, strategy, and systems; while also considering feasibility of execution.

2. **Hydraid: Safe Water for the Base of the Pyramid**
   - **SCHOOL**: Grand Valley State University/Seidman College of Business, Grand Rapids, MI
   - **AUTHORS**: Paul Mudde // Associate Professor-Management
     Eric Grossnickle // MBA Student
     Doug Huesdash // MBA Student
     Yvette Iyiguhaye // MBA Student
   - **CASE SUMMARY**: Triple Quest, a joint venture between a manufacturing company and a private investment company, is experimenting with a number of different business models to distribute its proprietary Hydraid® water filtration system. Although they have used both nonprofit and for-profit business models, the company’s preference would be to develop a for-profit model that would support entrepreneurial activity within the base of the pyramid (BoP) markets. The case discusses the worldwide water crisis and the international organizations involved in addressing this crisis. The case narrows its focus to examine the conditions in Ghana, both in terms of the need for clean water and the entrepreneurial environment.

3. **ayzh at a Crossroad: Maternal Health for Whom?**
   - **SCHOOL**: Colorado State University/College of Business, Ft. Collins, CO
   - **AUTHORS**: Asad Aziz // Clinical Professor of Management
     Yolanda Sarason // Associate Professor of Entrepreneurship and Strategic Management
     Grace Hanley // MBA Student
   - **CASE SUMMARY**: The case outlines decisions on how and where to grow for a social venture focused on improving maternal health in developing countries. With backgrounds in engineering and science, Zubaida Bai and her husband, Habib, came from India to Colorado State University’s MBA program. Their goal was to develop a social venture that would provide poverty alleviation through job creation for impoverished women in India. Zubaida and Habib believed that job creation would lead to prosperity, and hence to better health, education and basic human rights for women. Their vision led them to maternal health and the development of a sterile birthing kit that reduced the risk of maternal mortality, while contributing to economic prosperity. This meant developing a venture around a business model that created jobs in assembling and distributing sterile birth kits, designed to lower the incidence of infection and therefore complications during childbirth.

**HONORABLE MENTION**

**Community Enterprise Solutions: Replicating the Microconsignment Model**
   - **SCHOOL**: Brigham Young University/Marriott School, Provo, UT
   - **AUTHORS**: Paul C. Godfrey // Professor of Strategy
   - **CASE SUMMARY**: The case describes the founding and growth of Community Enterprise Solutions (CE Solutions), an NGO working at the base of the pyramid in Guatemala. The case opens with background information and some history on the founder, Greg Van Kirk. Van Kirk’s experiences as a Peace Corps volunteer in Guatemala helped him identify several opportunities for entrepreneurial businesses designed to employ local workers, attract more tourist dollars into the Ixil region, and eventually work toward community development within the region.

**HONORABLE MENTION**

**Mushrooms as a Viable Product for Poverty Alleviation in Tanzania**
   - **SCHOOL**: Royal Roads University/School of Business, Victoria, British Columbia, Canada
   - **AUTHORS**: Geoffrey R. Archer // Associate Professor; Director-Douglass Centre for Entrepreneurial Studies
     Jennifer Vagg // 4th year Bachelor of Commerce student
     Sarah Proctor // 4th year Bachelor of Commerce student
   - **CASE SUMMARY**: Simon Mkao, a part-time accountant and part-time mushroom supplier, is acutely aware of the issues surrounding mushroom production in Tanzania. His dream is to create a social enterprise with large economies of scale for farmers. Mkao has one month to write a proposal to the Ministry of Agriculture and Food Security of Tanzania to secure funding for moving forward. With more than 200 farmers dispersed across 15 villages in the Kilimanjaro region, he faces the challenge of individual versus collective action. Cultural implications are also constraining Simon’s ability to choose the most effective business model for the smallholder farmers.
Recent Big Idea Series Highlights Important Issues and Trends

NextBillion occasionally hosts a series of blog posts highlighting an important topic or trend in the development through enterprise community. In the past several months, NextBillion has hosted three of these Big Idea series. (Read all Big Idea series at: www.nextbillion.net/subblog.aspx?sbid=12)

Due to the significant churn in the impact investing sector, most notably with the wind down of social investing fund E+Co, NextBillion hosted the series, “What’s Next for Impact Investing.” The series featured several blog posts over more than a month in which fund managers and other practitioners discussed how they are building and evolving business models to achieve both maximum social impact and solid returns.

NextBillion also featured a six-part Big Idea series on the potential of Impact Sourcing to create new jobs and reduce poverty. The series was based on the work of WDI Manager of Research Project Implementation Sateen Sheth and his team, which conducted in-depth research into the emerging Impact Sourcing space in a project funded by the Rockefeller Foundation.

NextBillion’s Impact Measurement Series was inspired by key points and current challenges discussed in the WDI Impact Assessment Workshop sponsored by the Aspen Network of Development Entrepreneurs in New York. The series included some of the leading voices in the field. It examined issues such as thinking beyond financial outcomes, tools and best practices for collecting accurate and useful data to improve operations, ways to share data with external stakeholders, and how the metrics field can move forward.

Enter the 2014 NextBillion Case Writing Competition

Planning for the 2014 NextBillion Case Writing Competition has already begun. The Citi Foundation returns as the competition sponsor and the prize money stays the same. For requirement details, entry forms, submission forms, judging criteria, case writing resources, legal documents, webinars on writing strong cases and links to previous winning cases, go to www.globalens.com/NB2014. Here are some of the important dates and deadlines:

- Oct. 4, 2013 // Entry forms due
- Dec. 20, 2013 // Submissions due
- April 1, 2014 // Winners announced

Judges Named for the 2014 Competition

The four judges for the 2014 NextBillion Case Writing Competition have been named. They are: Hui Wen Chan, impact analytics and planning officer at the Citi Foundation; Álvaro Rodríguez Arregui, co-founder and managing partner of Monterrey, Mexico-based IGNIA, the largest base-of-the-pyramid (BoP) impact venture capital fund in the world; William N. Lanen, associate dean of global initiatives at the University of Michigan’s Ross School of Business and interim director of WDI; and Paul Godfrey, professor of strategy in the Department of Organizational Leadership and Strategy at Brigham Young University’s Marriott School.
Business Environment for Agile Markets (BEAM) // Global
PARTNER: Carana Corp.
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Improve the enabling environments in building trade capacity, improving enterprise growth and competitiveness, and creating sound financial systems.

Economic Growth for Poverty Reduction (EG4PR) IDIQC // Global
PARTNER: Abt Associates
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Promote economic development while also addressing challenging issues such as climate change, conflict, and food insecurity.

Broader MENA – U.S. Community College Entrepreneurship Program // Jordan
PARTNER: Washtenaw Community College, Al Quds College
FUNDING AGENCY: Higher Education for Development (HED) and the U.S. Agency for International Development (USAID)
GOAL: Develop an entrepreneurial mindset among the students at Al Quds College by infusing entrepreneurial concepts, business skills and practical experience into the vocational and technical coursework, and creating a business incubator.

Danone Ecosystem Fund // Mexico
PARTNER: Danone
FUNDING AGENCY: Danone Ecosystem Fund
GOAL: Conduct impact assessment to better understand the type of impacts the fund’s Semilla project is having on its salespeople and other stakeholders.

EG4PR IDIQC Small Business Set Aside // Global
PARTNER: Bankworld, Inc.
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Promote economic development while also addressing challenging issues such as climate change, conflict, and food insecurity.

Public Financial Management (PFM) IDIQC // Global
PARTNER: Crown Agents USA
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Support public sector reform in developing countries by providing technical assistance in fiscal policy, public finance, monetary policy, and trade and exchange rate policy.
Systems for Improved Access to Pharmaceuticals and Services (SIAPS)  // Global
PARTNER: Management Sciences for Health
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Ensure availability of quality pharmaceutical products and effective pharmaceutical services to achieve desired health outcomes.

Public-Private Partnership Development Program  // Ukraine
PARTNER: FHI Development 360 LLC
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Promote public-private partnerships by reforming legal and institutional issues, serving as a bridge between government and private sector interests, establishing a capacity building communications program, and creating a project development facility to build and finance a pipeline of public-private partnership projects.

Office of Financial Management Training Workshop  // Pakistan
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Deliver a management, team building and leadership training workshop at the Accounting & Payment Division of the Office of Financial Management at the USAID Pakistan Mission.

Goldman Sachs BBA Scholarship  // Kigali, Rwanda
PARTNER: School of Finance and Banking
FUNDING AGENCY: Goldman Sachs
GOAL: Manage successful Goldman Sachs Scholarship program for underprivileged and disadvantaged undergraduate women business students in Kigali, Rwanda.

Active Pharmaceutical Ingredient Market Dynamics Information Services Project  // India, China & Switzerland
PARTNER: Howard University
FUNDING AGENCY: UNITAID
GOAL: Systematically collect, synthesize and share comprehensive information on API and raw material markets for HIV/AIDS, TB and malaria. Enhanced information resources will generate new insights around API markets to enable UNITAID and its partners to design market interventions to ensure supply stability, reduced prices and improved quality.

Focus on Results: Enhancing Capacity Across Sectors in Transition II – Participant Training (FORECAST II-PT) IDIQC  // Global
PARTNER: Dexis Consulting Group
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Provide technical training, exchange visitor and education interventions, workforce development, youth program services, and leadership development.

Asia and Middle East Economic Growth (AMEG)  // Asia and Middle East
PARTNERS: Chemonics
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Aggregate best practices in economic growth, business reform, and trade and investment support to promote economic growth and reduce poverty so developing countries can integrate into the global economy.

Mobile Solutions Technical Assistance & Research Program (mSTAR)  // Global
PARTNER: FHI360
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Promote the adoption and scale-up of mobile money, mobile technologies and mobile data solutions in developing countries.

Science, Technology, Research and Innovation for Development (STRIDE)  // Philippines
PARTNER: RTI International
FUNDING AGENCY: U.S. Agency for International Development (USAID)
GOAL: Promote the adoption and scale-up of mobile money, mobile technologies and mobile data solutions in developing countries.
The DCS portfolio is comprised of 15 ongoing projects operating in 12 different emerging market countries, as well as globally, and cuts across nine different sectors. More than half the projects involve collaboration with one or more WDI initiatives. DCS also provides project management and administration of grant-funded work involving WDI’s research initiatives.

Higher Education Improvements Goal of Project in Philippines

WDI’s Development Consulting Services, in partnership with RTI International, was recently awarded a major U.S. Agency for International Development (USAID) grant in the Philippines.

The Science, Technology, Research and Innovation for Development (STRIDE) project is a five-year grant designed by USAID to strengthen the science, technology, research, and innovation capacity of higher education in the Philippines - with a focus on disciplines that contribute to high-growth economic sectors as a means of stimulating and accelerating broad-based economic growth.

STRIDE is designed to improve research capacity and output, as well as boost the qualifications of faculty and staff in select programs at universities in the Philippines. The program aims to strengthen linkages between industry and academia in high-growth economic sectors, such as manufacturing and information technology, and strengthen or establish partnerships between U.S. and Philippine universities.

WDI will play a major role in achieving these objectives by coaching Philippine faculty on business case writing and teaching methodologies. Several career centers will be established at universities to link their graduates with business in high-growth economic sectors. WDI will also deploy experts to provide research training, necessary to establish a sustainable impact on higher education.

“STRIDE is Development Consulting Services’ newest major development project in the Asia Pacific Region, which continues to be an engine of global growth,” said DCS Director Khalid Al-Naif. “WDI is pleased to add this project to our portfolio, which shows a strong presence in several of the world’s fastest growing economies.”

STRIDE is a direct response to USAID’s medium- to long-term strategic investments in higher education in the Philippines. Its goal is to make higher education institutions in the country regionally competitive, create robust international linkages to facilitate transfer of technology and expertise, and, most importantly, build sustained, vibrant collaboration with the private sector.

Institutionalizing such collaboration will ensure the relevance and quality of university research, extension services, training, and teaching. It will also enable the joint pursuit of valuable applied research, and create a set of self-sustaining university-business working relationships that foster innovation and growth on an ongoing basis.

“Development Consulting Services will deploy experts to the Philippines to help improve research capacity in the science, technology, and innovation fields,” Al-Naif said. “This will include strengthening partnerships by way of career centers, increasing collaboration between academia and industry for applied research, upgrading technology at firms, and improving the quality of graduates.”

Increased Use of Mobile Technologies Focus of New Global Project

WDI’s Development Consulting Services (DCS) has partnered with FHI360, a major Washington, D.C. consulting firm, on a five-year project to increase access and use of mobile technologies by the poor, civil society, local government institutions and private sector stakeholders.

The Mobile Solutions Technical Assistance and Research (mSTAR) program is a broad, flexible, and responsive technical assistance and action-learning program that will promote the adoption and scale-up of mobile money, mobile technologies and mobile data solutions in developing countries. The project is funded by the U.S. Agency for International Development (USAID).

WDI has developed a project factsheet with FHI360 and distributed it to USAID missions worldwide to introduce the funding mechanism. The release of multiple task orders is anticipated. It is expected that WDI will participate in task orders involving the Institute’s healthcare and BoP research initiatives. The first task order will likely deploy WDI experts to Kenya.

This is the second project on which FHI360 and WDI have partnered. The two also are collaborating on the Ukraine Public-Private Partnership Development Program. (Read the latest on this project on Page 24.)

New Project Administrator Joins the DCS Team

Meghan Thatcher joined the DCS staff in June as a projects administrator.

Thatcher comes to WDI from the Peace Corps headquarters in Washington, D.C. where she was involved in the management, evaluation and analysis of international programs.

Before that, she assisted in the coordination and facilitation of international programs that involved more than 120 consultants, faculty and international students from more than 30 countries at Grand Valley State University’s Padnos International Center. As a peer advisor for the study abroad program at the university, she led many projects increasing the efficiency and improving the processes of the Study Abroad Office.

She also was selected to participate in the STAIR (Studies in Trans-Atlantic International Relations) program funded through the EU-US Atlantis program. STAIR is a program among Grand Valley State University, Krakow University of Economics in Poland, and the University of Debrecen in Hungary that fosters intercultural exchange, dialogue, and research in the field of international relations.

Thatcher has studied multiple languages, including Polish, Mandarin, and Russian. She has lived abroad in Egypt, England, Hungary, and Poland, and traveled extensively to over 20 different countries including Romania, Peru, Germany, Jordan, Israel, and Slovakia.

Thatcher holds a bachelor's degree in international economics from Krakow University of Economics in Poland. She also holds a bachelor’s degree in international relations with a minor in nonprofit administration from Grand Valley State University.
Jordan // Broader MENA //
U.S. Community College Entrepreneurship Program

When Nadia Kashour enrolled at Al Quds College’s School of Tourism in Jordan, she thought you had to be an Oprah Winfrey or a Mark Zuckerberg before you could become an entrepreneur.

“That’s what my parents and friends told me,” Kashour told Khalid Al-Naif, director of WDI’s Development Consulting Services. “Every time I talked to anyone about starting my own business, they say you needed money to make money.”

Al-Naif said unfortunately Kashour’s way of thinking is all too common among youth in Jordan and the MENA region. He was at Al-Quds College to conduct a mid-project evaluation of the Community College Entrepreneurship: Integration to Incubation Project – known locally as Lumina Zone Entrepreneurship Project.

He said this not only limits the potential and aspirations of millions of young Arabs, but also prevents the economies of the region from reaping economic rewards from one of the most educated and vibrant young populations in the world.

Kashour, 23, is a good example of an Arab woman with tremendous entrepreneurship potential. But her low high school test scores kept her from considering every possible university in the Jordanian capital of Amman that her middle-class family could afford.

“I had two choices,” Kashour told Al-Naif. “Get married and stay at home and raise children, or enroll in a community college and focus on a more hands-on learning for a profession. I chose the latter.”

In 2012, Kashour enrolled at Al Quds College, a leading private community college in Jordan, and within days joined the Community College Entrepreneurship program that was jointly designed and developed by WDI and Washenaw Community College in Ann Arbor, Michigan.

The project is funded by the United States Agency for International Development (USAID) and Higher Education for Development (HED). It aims to develop an entrepreneurial mindset among the students at Al Quds College by infusing business skills and practical experience into the college’s vocational coursework, and by creating a business incubator identified as a priority both by the students and the school.

Soon after enrolling in the Lumina Zone Entrepreneurship Project, Kashour used the entrepreneurship skills that she learned to invest what little time and savings that she had in a small children’s clothing store. Kashour’s clients loved the children’s clothing line and the store was an overnight success. Sales skyrocketed and profits soon followed.

Through the entrepreneurship project, Kashour knew that her potential was much bigger than a small children’s store. Within two months, Kashour traded her investment in the store for a new business partnership in a chocolaterie. The chocolaterie also was a huge success and is bringing in substantial profit for Kashour. Her newly learned entrepreneurship skills are serving her well.

Asked about the most important thing she learned from the entrepreneurship project, Kashour’s reply was immediate.

“The most important thing the project taught me is adaptability,” she said.

Al-Naif agreed, saying that often what young entrepreneurs start out to do will not be exactly what they will be doing when they are ultimately successful.

“As you roll out your enterprise, you’ll discover that things you expected to work well don’t,” he said. “You’ll also stumble into things that you didn’t expect to work that will. But in short, you must be able to adapt, and this is the attitude that we’re planting in Jordan’s young entrepreneurs.”

In October, Kashour will attend WDI’s five-day entrepreneurship boot camp at Al Quds College. It will be a unique one-week program designed for Jordanian entrepreneurs who seek to create new opportunities in the form of a startup.

The program will feature several accomplished professors of entrepreneurship from the region who will collaborate to create a transformational learning and development experience. The program will provide potential entrepreneurs with the tools, strategies, and confidence needed to assess, determine the feasibility of, and launch new businesses.

“We’re very excited about this program,” Al-Naif said. “Students who complete the boot camp will proceed on to the project’s business incubator to actually start their own businesses.”

Asia and Middle East // AMEG //
Asia and Middle East Economic Growth

WDI consultant and senior tourism expert Michael Fox traveled to Kyrgyzstan from April 3-18 to assess the tourism sector as part of the Asia and Middle East Economic Growth (AMEG) Best Practices project.

WDI is part of a business consortium led by Chemonics International that is identifying and aggregating best practices in economic growth, business reform, and trade and investment support. This will help the U.S. Agency for International Development (USAID), which is funding the project, formulate strategies to promote economic growth and reduce poverty so developing countries can be integrated into the global economy.

Tourism is the world’s largest industry and provides the opportunity to create jobs, protect and preserve culture and wildlife, increase foreign exchange, and become an economic engine for many sectors of the economy. In Kyrgyzstan, tourism impacts most sectors of the country, and can be a good “entry-point” to numerous development agendas.

The potential sectors for economic growth in Kyrgyzstan include the handicrafts industry, cultural tourism, community-based tourism, and the ski industry. But challenges exist, including a lack of infrastructure, an inconsistent supply of electricity and gas, a poor network of roads, and bad security.

Among his recommendations, Fox said building capacity at the tourism ministry can be achieved by funding one key individual to support the ministry, coordinate donor support, and take leadership of the national tourism strategy. “This individual,” Fox wrote in his report, “would build capacity at the Ministry, aggressively manage donor participation to maximize return and avoid duplication, and gradually give way to public sector/private sector partnerships and NGOs. This individual could speak for government, be a point person for a national tourism website and tourism marketing materials, and generally listen for all private sector input, choosing the best way forward.”
Ukraine // P3DP //
Public Private Partnership Development Program

David Lawrence, who has more than 20 years of experience managing and advising on private sector development programs in the former Soviet Union and East Asia, is the new senior technical assistance coordinator for the Public-Private Partnership Development Program in Ukraine being run by WDI and its partner, FHI 360 LLC.

Lawrence will offer technical input and provide guidance for the five-year USAID-funded program to promote the use of public-private partnerships. The goal of the project is to promote public-private partnerships by reforming legal and institutional issues, serving as a bridge between government and private sector interests, establishing a capacity building communications program, and creating a project development facility to build and finance a pipeline of public-private partnership projects.

Lawrence has worked in the public-private partnership development section of the IFC, a member of the World Bank Group. He recently completed a one-year assignment with the World Bank in Jakarta focusing on post-disaster reconstruction in Indonesia.

Lawrence has managed IFC initiatives in Russia, Ukraine, Belarus, and Armenia, and has provided ongoing strategic support globally on operations, strategy, and program development. His experience includes project design, implementation and supervision, coordination with donors, human resources, compliance, knowledge management, and communications. He has worked closely with a wide range of donors including the United States, Canada, Australia, Sweden, and the Netherlands.

He played a key role in establishing IFC’s advisory services programs in the former Soviet Union, Mongolia, and Aceh, Indonesia, on topics such as corporate governance, leasing, agribusiness, and SME development.

As regional deputy head, Lawrence gained experience in all areas of managing large, technical assistance programs while overseeing more than 300 people in seven countries. This model was recognized as a best practice at the IFC-World Bank and was replicated in other technical assistance facilities throughout the world. More than 800 IFC staff, based in more than 40 countries, are engaged in this work today.

Lawrence has represented the IFC in Armenia, Georgia, Mongolia, and the Indonesian province of Aceh. Since 2010, he has worked as an independent consultant supporting the IFC’s global work on public private partnerships and World Bank Group knowledge management initiatives.

He holds an MBA from the University of Michigan.

Rwanda // GSSP //
Goldman Sachs Scholarship Program

The third and final cohort of 13 women graduated in June from the School of Finance and Banking (SFB) in Kigali, Rwanda as part of the Goldman Sachs Scholarship Program.

Forty-three scholars have participated in the scholarship program. Under the umbrella of Goldman Sachs’ 10,000 Women initiative, it provides scholarships for disadvantaged women to attend SFB as undergraduates in the four-year Bachelor of Business Administration (BBA) program. The scholarship covers tuition, room and board, meals, textbooks, and other academic fees. DCS manages the scholarship portion of the program in Rwanda.

Under a mentoring project instituted by WDI, the women receive about two hours of mentoring each month from SFB faculty members. The mentoring program has positively impacted the scholars’ performance, giving relatively underperforming students a chance to benefit from more focused attention, and enhancing the capabilities of high-performing students.

Mentoring has provided the scholars with the advice they need in multiple areas of studies, from time management skills and help with English to academic ethics and career planning.

At the OFM workshop’s conclusion in Pakistan, participants said the program was very valuable to the mission, and brought people together in a stronger and more energized team. Here are some of their comments.

“The objectives, as outlined, were greatly exceeded.”

“All aspects of this program were useful which can better reflect in our work environment and for the best satisfaction of our customers.”

“This program has energized the team and we will accomplish the projects prepared in the program.”

“The workshop invokes to revisit individual priorities and focus ourselves to perform better”

“The full team appears re-energized and motivated to put into practice the commitments made during the past few days.”
Kennedy also restructured existing initiatives and launched new ones to generate resources and disseminate the knowledge created by WDI researchers. He worked with Executive Education Director Amy Gillett to create a better business model that covered its costs, and launched Development Consulting Services that has delivered several high-profile projects in the past nine years.

To help bring the research of Ross School of Business professors into classrooms, Kennedy and WDI launched a case writing initiative – GlobaLens – in 2007. And last year, WDI took over management of the NextBillion network of websites that covers the “development through enterprise” sector and is complementary to the Institute’s activities.

WDI’s approach to knowledge creation and practitioner-oriented research under Kennedy has attracted the interest of funding and practitioner-oriented research under Kennedy has attracted the interest of funding organizations such as USAID, UNITAID, Citi Foundation, the World Bank, Higher Education for Development, the Rockefeller Foundation, and the Gates Foundation.

Kennedy credits the success of WDI to the “strong management team” at the Institute. “Ten years ago, I had to be involved in nearly every aspect of each initiative’s operations,” he said. “Now, our research initiatives, our executive education and DCS departments, our support for U-M students and faculty, and the Institute’s administration all have strong leadership. The Institute’s next director will inherit a strong team.”

Longtime WDI board member Ralph Gerson said Kennedy was a “particular favorite of Bill Davidson because he was a doer and not just a talker.” Gerson said he has “mixed emotions” about Kennedy’s departure. “We are thrilled for Bob as he moves on to serve as Dean of the Ivey School of Business,” Gerson said. “But we are sad to see him leave WDI where he has accomplished so much. However, Bob's legacy at WDI will be both the distinctive approach to knowledge creation he crafted, and the team he assembled that has helped him fulfill his goals.

“On behalf of the Davidson family, I want to thank Bob for all he has accomplished at WDI and wish him continued success and fulfillment in his new position.”

Kenneth Lieberthal, a WDI board member and the former William Davidson Professor of Business Administration at the Ross School, said Davidson envisioned WDI as a place that would combine theory with practice. He said at first the Institute focused primarily on scholarly analyses to facilitate market transitions in formerly socialist countries.

Kennedy, he said, had a major impact in moving WDI toward “full realization of Mr. Davidson’s passion for bringing high quality research into programs that impact lives.”

“In the process, he expanded the geographical reach of the Institute’s work to, especially, South Asia, the Middle East, and Africa,” said Lieberthal, a senior fellow at the Brookings Institution. “These efforts have effectively transformed WDI, making it a valuable player in creating human capital, institutional systems, and new insights into health care delivery and other critical issues in many developing countries.”

Prior to joining WDI, Kennedy was a faculty member at the Harvard Business School. He has a Ph.D. in business economics from Harvard University, a master’s degree in management from MIT’s Sloan School of Management, and two bachelor’s degrees, in political science and economics, from Stanford University.

An expert in the globalization of services, Kennedy is the author of the 2009 book, “The Services Shift: Seizing the Ultimate Offshore Opportunity.” “I am proud of the WDI team’s accomplishments during the past 10 years, and I’m optimistic that the momentum will continue,” Kennedy said. “I believe our operations and impact are much closer to Mr. Davidson’s original vision for the Institute than the organization that existed in 2003. The next director will have a solid foundation to build on, and to take WDI to new heights.”

Interim Leader Named for WDI
Bill Lanen, associate dean of global initiatives at the University of Michigan’s Ross School of Business, will serve as the interim director of WDI starting Sept. 1. Lanen will serve in this position until his retirement at the end of the 2013-14 academic year, or until a permanent director is hired — whichever comes first. Lanen will continue to serve as associate dean at Ross.

“The WDI board is thankful to have his leadership and experience during this transition,” said Ross Dean Alison Davis-Blake, who also serves as president of WDI.

A search committee made up of WDI board members will work with a national search firm to find the new leader of the Institute. The search committee will be chaired by Ross associate dean Wally Hopp and include board members Ralph Gerson and Kenneth Lieberthal, and WDI’s Chief Operating Officer Rosemary Harvey.
Twelve Executive MBA students and four faculty members from Bilkent University in Ankara, Turkey spent a week in June at the University of Michigan participating in WDI’s Executive Education Global Competitive Strategy program.

The dozen students—managers and senior managers from a variety of industries—and the professors spent the week of June 24-28 learning from four Ross School of Business faculty on the topics of advanced competitive strategy, competing globally, the global business environment, and negotiations.

In addition to the classroom sessions, the visitors from Turkey met with high-level, global executives from Ford Motor Co. in Dearborn and toured the company’s Rouge factory where F-150 pickup trucks are built. The group also toured the U-M campus, and visited such favorite student hangouts as Dominick’s bar and Cottage Inn Pizza.

WDI has a long history of working with Turkey—including previous executive education programs with Sabanci University and a custom program on marketing delivered earlier this year in Istanbul for Yapi Kredi bank.

“We were delighted to work with Bilkent University, one of Turkey’s top business schools, and the professors spent the week of June 24-28 learning from four Ross School of Business faculty on the topics of advanced competitive strategy, competing globally, the global business environment, and negotiations. In addition to the classroom sessions, the visitors from Turkey met with high-level, global executives from Ford Motor Co. in Dearborn and toured the company’s Rouge factory where...
In Her Own Words

Irem Ureten is the sales and marketing manager for her family’s business — a document security firm in Turkey. She was born in Ankara and graduated with honors from Bilkent University with a bachelor’s degree in management. She worked for Deloitte for two years. She then attended Alliance Française to become fluent in French (she also speaks English), before joining her family’s business in 2008. In 2011, she started the Executive MBA program in the University of Bilkent, where she expects to graduate this summer.

WDI: What type of things did you hope to learn?
URETEN: Attending this program at one of the best business schools in the U.S. was a priority. My goal was to gain a different and wider perspective about the competitive strategies in an interlinked world. It was very important to gain this perspective at a U.S. university, the country that created numerous global companies and brands emerging from a fierce competitive environment. It was a big opportunity to have these courses from lecturers who were all specialized with their studies in this area. I wanted to see how global U.S. companies act differently so that they become leaders in the global economy.

WDI: How did the experience at U-M change your thinking about your own business?
URETEN: The program helped me a lot gaining a different and wider perspective about the competitive strategies in the international business environment. There are many lessons taken from the courses and case studies that we’ve studied during the program. I’ve perceived how strategic decisions matter, and the importance of giving these decisions with a wide consideration of the competitive acts. There are many important points that I’ll keep in my mind related to the importance of negotiations in the business environment, and how cultural differences matter to us in the way of internationalization.

WDI: What were your impressions of the campus?
URETEN: The campus was very nice, located in a very lively and sympathetic environment. We’ve experienced how U-M changed the ambiance of Ann Arbor in a very positive way. The town was very convenient in terms of access to many restaurants, cafes and pubs - most of which were within walking distance. It was a very nice and relaxed environment. Ann Arbor will always stay in my mind as a very nice student city. Besides the campus, the Ross School was very modern and well equipped.
Social Media Program Debuts in Riga

The popular WDI Social Media Marketing program, which has run in Austria, South Africa and Mexico, was delivered for the first time in Riga, Latvia to 11 marketing managers and executives from the Baltics. WDI delivered the May 13-14 program with its longtime partner, the Stockholm School of Economics in Riga.

“Social Media Marketing is a hot topic around the world, and the Baltic region is no exception,” WDI Executive Education Director Amy Gillett said. “We’re thrilled with the positive reception this new program has gotten in Riga. Participants were really excited to learn fresh ways to approach their social media marketing strategy.”

Social media marketing refers to marketing activities conducted in online social communities, including social networks, social publishing, gaming, and social commerce. During the program, the participants were introduced to the zones of social media, and discussed how social media can be used as a valuable component of marketing strategies.

They applied the process of strategic planning to integrate social media into their existing marketing plans. Participants also learned the latest innovations in social media, and several metrics needed to assess the effectiveness of social media tactics.

Tracey Tuten, a WDI faculty affiliate and an associate professor of marketing at East Carolina University, led the program. She said the participants all came with the desire to develop or improve the social media marketing strategies in use by their respective brands.

Some, Tuten said, were in very challenging situations which wouldn’t seem to lend themselves to social media (such as a government body or regulated industry), but yet their organizations recognize that brands can’t opt out of social media in today’s digital environment. Others represented brands for which social media marketing is just ideal for developing more engaged brand fans, she said.

“Everyone there recognized that social media marketing shouldn’t be about publishing headlines on Facebook and Twitter — it must be about experiences that are worth participating in and sharing,” Tuten said. “That’s what we focused on. Everyone left with an action plan for how they could develop specific content and/or social experiences to meet their marketing objectives.”

The 11 participants were: an insurance company communications manager; a casino marketing director; a university public relations director; a photo studio owner; an electronics company digital content manager; a public relations agency creative director; a brewery communications director, a government treasury director; a web design firm board member, and an interior design marketing assistant.

Based on the success of this year’s program, WDI and SSE Riga have planned a second run for May 12-13, 2014.

Strategic HR Management Program

An innovative and popular executive education program designed for HR vice presidents, directors and managers from throughout Latin America was offered for the first time in Portuguese in response to growing demand from Brazilian executives.

The four-day Strategic HR Program, June 9-13 in Miami, Fla., was developed by WDI and its Latin American partner, Seminarium. It is designed exclusively for top Latin American area managers who serve strategic functions in the area of human resources management from the most important companies in the region.

“We have held this program since 2007 for a Spanish-speaking audience, and it has been one of our most popular HR programs,” said Amy Gillett, director of Executive Education at WDI. “We were excited to offer this program for a Brazilian audience and to give Brazilian executives this excellent opportunity to learn leading-edge HR practices.”

The program featured top HR faculty, including — for the first time — the world’s leading HR guru, Ross School of Business Professor Dave Ulrich. HR Magazine has named Ulrich the most influential person in HR the past three years.

Ross School of Business professors Lynn Wooten, Neil Sendelbach, and Abraham Horst joined Ulrich for the program.

The program gave human resource executives the opportunity to strengthen and renew their professional expertise. Participants explored the most relevant issues facing their organizations’ human resource areas, and developed cutting-edge approaches to problem solving. After developing as business leaders and establishing a network of senior-level colleagues, participants returned to work with new ideas and fresh perspectives for leading the HR activities of their firms.
Speaker Series New Addition to Entrepreneurship Program

WDI and the 10,000 Women program in Rwanda has partnered with Global Health Corps (GHC) for a speaker series for the women enrolled in the entrepreneurship certificate program.

Through its fellows program, GHC works with community organizations that are active in areas such as improving health through safer water, healthier food options, better access to healthcare, and more informed personal health decisions. The fellows in Rwanda have experience in HIV/AIDS awareness, social justice, leadership skills, vaccination programs, safe drinking water and sanitation, among other topics.

For the 10,000 Women program, the GHC fellows will be delivering a speaker series inspired by their previous and current field experience to current participants in the entrepreneurship program as well as graduates of the program.

Ninth Group Graduates; Tenth Nearing Commencement

Thirty-two women entrepreneurs graduated in January from the Goldman Sachs 10,000 Women Entrepreneur Certificate Program. It was the ninth group of women to complete the six-month program.

Another 32 women – Cohort 10 – are on track to graduate from the program this summer, which is designed and organized by WDI in cooperation with the School of Finance and Banking in Kigali, Rwanda.

Women in the ninth cohort operated a variety of businesses. These included: selling cassava flour; egg and milk distribution; selling Irish potato seeds; running a dance troupe; handicrafts sales; tailoring; operating a salon; selling rabbit and pig meat; owning a restaurant; owning a grocery store; maize milling; and growing and trading coffee.

The current group of women in the program also operate a variety of businesses. They include: fruit and vegetable sales; handicraft sales; making envelopes; brick making; growing and selling mushrooms; animal husbandry; selling art products; making pineapple wine; and selling charcoal.

The graduation of the ninth cohort brought the number of program graduates to 268.

Meet Our Award-Winning Graduates

Part of the graduation activities is a business plan competition among the graduates. During the six-month program, the women entrepreneurs are given help preparing a business plan. Before the commencement exercises, each program participant presents her business plan to a panel of judges. The five best business plans are awarded $1,000 from WDI. At the January 2013 graduation weekend, these women were voted as having the best business plans.

PEACE UWINEZA
Peace started a tailoring workshop in 2006. She has six employees, and makes different fashions of clothes and trains people in tailoring. She came to the program to learn how to establish a business network, apply for business financing, and learn about budgeting, marketing, accounting, and how to prepare a business plan.

EUPHRASIE MUKANYARWAYA
Euphrasie owns a handicrafts business where she knits sweaters, dyes clothes, and makes beads from papers. She employs eight people, two permanent and six temporary. In two years, she hopes to buy a machine to make sweaters, and a machine to make beads. She also wants to create a website to market her goods.

FRANCOISE UMUGIRANEZA
Francoise opened a restaurant in 2007, and employs eight people. She plans to start catering services. She joined the program to improve how she trains her workers. She would like to expand, and used the program module on how to obtain a loan to help her.

BEATRICE MUKAMURENZI
Beatrice sells potato seeds, and is president of a cooperative that started in 1999. There are 65 employees in her business - two permanent, three temporary, and 60 seasonal workers. She wants to expand her business during the next two years, and will apply for a loan to do that. She applied to the program to improve her training, and to learn about marketing, HR management, and how to establish a business network and apply for financing.

VESTINE UWAMARIYA
Vestine sells vegetables, a business she started in 2010 with a bank loan. The program helped her strengthen her business through training her employees. She also learned about budgeting, accounting, HR, financing, and growing a business network.
For companies or organizations interested in partnering with WDI on a Base of the Pyramid or a Healthcare project should contact wdi-mapinfo@umich.edu. Project proposals are accepted for consideration each September through early December. Projects take place during a seven-week period between early March and late April. Sponsors receive top-notch deliverables and data-driven recommendations from a team of MBA students with diverse skills, knowledge, backgrounds and work experience. More information can be found at: wdi.umich.edu/students/MAP/Info.

**STUDENT TEAMS PROVIDE SUPPLY CHAIN, MARKETING, STRATEGY EXPERTISE**

WDI sponsored five Multidisciplinary Action Project (MAP) teams in 2013 as part of its mission to support international activities at the University of Michigan. The projects, in conjunction with the Ross School of Business, allow MBA students to work with international organizations to create new business models, research new directions, and strategize for the future.

WDI identifies and develops international projects with host organizations to create impactful projects in emerging economies. The Institute also provides financial and faculty support.

The MAP team working for the Liberia Business Association (LIBA) generated media coverage during their time in the country.

The newspaper Front Page featured a group photo of the team under the headline, “Business Climate In Check: Four USA-based Graduate Students Arrive in Liberia on a Monthlong Research with Liba.” In the article, the LIBA president thanked WDI Senior Research Fellow Ted London, and asked him “to convey our deepest appreciation to the Ross School of Business of the University of Michigan in the US for this initiative.”

The same day, the New Democrat newspaper’s headline was, “Visit of Hope: LIBA Receives Four Students from USA.” The article featured five photos of the MAP team members. A month later the Liberia newspaper, the Daily Observer, did a follow-up article on the MAP team’s preliminary findings.

Here is a brief synopsis of each of this year’s projects.

**STUDENT TEAMS PROVIDE SUPPLY CHAIN, MARKETING, STRATEGY EXPERTISE**
Abt Associates
// Uganda

DIRECTED BY: Ted London, WDI and Ross School of Business; Paul Clyde, Ross School of Business
MAP TEAM: Robert Dirksen, Berry Kennedy, Ondrej Ledabyl, Erin Potocki

Abt Associates is a mission-driven, global leader in research and program implementation in the fields of health, social and economic policy, and international development. In Uganda, Abt Associates partnered with the Clinton Health Access Initiative (CHAI) to improve the availability of ORS/zinc, which is an effective treatment for water-borne illnesses, through private sector retail channels.

The MAP team studied the existing rural distribution network structure of competing wholesalers to gain an understanding of how these distribution networks overlap. This gave the team a better understanding of how the market is divided, and how to engage more effectively with these wholesalers. The team also examined the system of incentives that is in place within the supply chain at the wholesale level and below. This allowed them to advise Abt Associates and CHAI on how best to structure a system of performance-based financial incentives that promote increases in supply-side capacity.
ITC Limited
// India

DIRECTED BY: Ted London, WDI and Ross School of Business; Lynda Oswald, Ross School of Business
MAP TEAM: Shaily Bhargav, Samuel Krouse, Emily Taylor, Perry Teicher

ITC Limited has a multi-business portfolio focusing on fast-moving consumer goods which encompasses food, personal care, cigarettes, cigars, paper products – among other businesses. This project was involved with ITC’s spice business.

The MAP team developed a marketing and product portfolio strategy for India spices, based on the platform of food safety and sustainability, leveraging ITC’s core competencies and its linkages with the farmers (integrating ITC’s CSR into business plans for inclusive growth).

Riders for Health
// Zambia

DIRECTED BY: Ted London, WDI and Ross School of Business; Tom Buchmueller, Ross School of Business
MAP TEAM: Jasmine Khan, Sarah Miller, Tyrell Robertson, Jay Wei

Riders for Health is an award-winning social enterprise that solves one of the key barriers to development — reliable and predictable transport in the last mile. Riders’ solution not only delivers reliable and predictable health transport, but does so in a cost-effective and sustainable manner.

The student team was tasked to do a market scoping/landscaping exercise to develop a strategy roadmap for the Zambia country office that aligned with the new 2013-17, five-year strategy recently developed for Riders International. The students also analyzed and provided recommendations on Riders’ product offerings, pricing, etc.
Istanbul International Center for Private Sector in Development (IICPSD)/United Nations Development Programme (UNDP) Liberia/Chevron
// Liberia

**DIRECTED BY:** Ted London, WDI and Ross School of Business; Venkatram Ramaswamy, Ross School of Business

**MAP TEAM:** Qiwei Ge, Rory Maker, Walter Ruddy, Gregory Teich

The IICPSD is the UNDP’s global institution-building platform with the private sector for business-born solutions to development challenges.

IICPSD and UNDP, along with its corporate partners, are working on a procurement leveraging policy in Liberia. The goal is to ensure that revenues from the country’s natural wealth create local content and, through businesses and jobs, measurable dividends to a broad base of individuals and communities.

In this project, partnering companies were assisted by the MAP team students to explore how their local procurement strategies can be better centered on building local content, while assessing gaps that prevent local producers from entering supply chains.

Istanbul International Center for Private Sector in Development (IICPSD)/UNDP Liberia/ Business Association (LIBA) // Liberia

**DIRECTED BY:** Ted London, WDI and Ross School of Business; Venkatram Ramaswamy, Ross School of Business

**MAP TEAM:** Arinze Anyaechic, Lorpu Jones, Miranda Malkin, Brandon Tirrell

The LIBA comprises more than 1,000 indigenous companies that are formally established and operating in all sectors of the Liberian economy.

The student team helped IICPSD and LIBA identify and support opportunities to enable Liberian SMEs to boost their competitiveness by engaging in value chains and by supplying adequate inputs from both quality and quantity perspectives.
nineteen University of Michigan graduate students are working around the globe this summer as part of WDI’s Global Impact summer internship program. The students, from a variety of U-M colleges, schools and programs, are working with private sector companies, global NGOs, social enterprises, and start-ups on a number of different tasks, including developing business and marketing strategies, implementing impact assessments, and improving vaccine and medical care supply-chain challenges in emerging market countries. You can watch the interns describe their projects here: www.youtube.com/watch?v=MnFB8loMkQ0

The Inhangane Project at Ruli District Hospital in Kigali, Rwanda, has sponsored several summer interns and other student projects at the Ross School. Dr. Wendy Leonard, founder of the project, said she has been “continually impressed with the quality of the WDI Global Impact fellows.”

Last summer, WDI intern Daniel Bickley’s assignment for the Inhangane Project was to map out information flows between the rural health centers and the district hospital, as well as implement system efficiencies to improve communication specifically related to patient referrals.

“Dan worked diligently to accomplish his goal,” Dr. Leonard said. “Just as importantly, he engaged all stakeholders in this process, and empowered his Rwandan translator to actively participate in his research and implementation. We are confident that his recommendations will be implemented because of the way that he approached his project. We love working with WDI!”

This summer, Anna Chan from U-M’s Ford School of Public Policy is working with the Inhangane Project at Ruli Hospital. The interns are stationed in India, Mozambique, Rwanda, Indonesia, Vietnam, Cambodia, Uganda, Tanzania, Ghana, Burma, Mexico, and Bhutan. They come from the Ross School of Business, the Ford School of Public Policy, the School of Public Health, and the School of Natural Resources and the Environment. The interns have kept a blog of their work and adventures abroad. You can read it at: wdi2013.blogspot.com

Among the items on the blog is Jamison McLaughlin motorcycling to one of the highest points in Bhutan, Caitie Goddard playing pickup basketball with the locals in Uganda, Katy Newhouse attending a co-worker’s wedding in India, Annie Cronin climbing to the top of a volcano in Indonesia, and Sara Joseph buying mangoes from a street vendor in Ghana. Here are the interns and their projects.
Stephen Ahn  
ROSS SCHOOL/SCHOOL OF NATURAL RESOURCES & ENVIRONMENT  
Philips Ultrasound // India  
Royal Philips Electronics is a diversified health and well-being company, focused on improving people’s lives through timely innovations. Philips Ultrasound is a business unit of the Philips Healthcare sector, and has made and is marketing a low-cost ultrasound for the base of the pyramid (BoP).

Ahn is working with Philips to introduce an affordable ultrasound machine to the Indian market that will entail creating and identifying customer segmentation.

Zaina Awad  
SCHOOL OF PUBLIC HEALTH  
VillageReach // Mozambique  
VillageReach improves access to healthcare for remote, underserved communities around the world. It partners with governments, businesses, nonprofits, and other organizations to improve the performance and reliability of health systems in the most inaccessible and isolated communities.

Awad is laying the groundwork for a monitoring framework to help ensure the effective delivery of immunization services—including vaccines—throughout the country. If successful, the framework could be applied in other countries with similar challenges.

Anna Chan  
FORD SCHOOL OF PUBLIC POLICY  
Ruli Hospital & The Ihangane Project // Rwanda  
Ruli District Hospital is a 150-bed hospital with 8 physicians on staff about 50 miles from Kigali. The Rwanda government and user fees fund the hospital. The Ihangane Project empowers Rwandan communities to develop integrated approaches to the complex challenges of HIV by supporting community-driven projects that increase access to healthcare, improve healthcare quality, and foster long-term success through economic development.

Chan is looking at communication within the health system and at factors that influence patient empowerment.

Annie Cronin  
ROSS SCHOOL/SCHOOL OF NATURAL RESOURCES & ENVIRONMENT  
Mercy Corps // Indonesia  
Since 1979, Mercy Corps has helped people grappling with the toughest hardships survive—and then thrive through long-term economic development solutions. That’s the heart of Mercy Corps’ approach—helping communities turn crisis into opportunity by demonstrating innovation, timeliness, and the ability to adapt quickly to changing realities.

Cronin is working to identify a market demand for “higher quality” tempeh, a food product made from fermented soybeans, than that which is traditionally produced in Indonesia. Mercy Corps has helped build the first sustainable and hygienic tempe factory that produces clean, hygienic, and tasty tempeh using the highest quality equipment, soybeans and production standards.

Tae-Hwa Eo  
ROSS SCHOOL OF BUSINESS  
PATH-Malaria Project // Vietnam and Cambodia  
PATH is an international, nonprofit organization that creates sustainable, culturally relevant solutions, enabling communities worldwide to break longstanding cycles of poor health. Tae-Hwa is identifying the demand for point-of-care glucose-6-phosphate dehydrogenase deficiency testing in the context of malaria treatment in Vietnam and Cambodia, and developing a market introduction strategy for the testing.

Nancy Gephart  
ROSS SCHOOL/SCHOOL OF NATURAL RESOURCES & ENVIRONMENT  
Global Entrepreneurship Program // Mozambique  
The Global Entrepreneurship Program (GEP) is a U.S. State Department-led effort to promote and spur entrepreneurship around the world.

Gephart is supporting GEP’s small business incubator in Indonesia, and its venture capital arm.

Caitie Goddard  
FORD SCHOOL OF PUBLIC POLICY  
Global Alliance for Legal Aid (GALA) // Uganda  
GALA is an association of jurists who provide legal aid and advocate for the public interest in developing countries. GALA’s goal is to assist legal aid lawyers to help the poor to reclaim their rights and to promote public interest advocacy and litigation.

Goddard is developing a social impact assessment strategy and building GALA’s presence in the social media sphere.
Amy Hendricks
ROSS SCHOOL OF BUSINESS
**Clinton Health Access Initiative (CHAI) // Tanzania & Uganda**
The Clinton Health Access Initiative (CHAI) is a global health organization committed to strengthening integrated health systems in the developing world and expanding access to care and treatment for HIV/AIDS, malaria, and tuberculosis. CHAI’s solution-oriented approach focuses on improving market dynamics for medicines and diagnostics; lowering prices for treatment; accelerating access to life-saving technologies; and helping governments build the capacity required for high-quality care and treatment programs.

Hendricks is working with the global and country-based malaria teams to investigate whether limited access to capital affects mark-ups and other costs throughout the pharmaceutical supply chain.

Owen Henkel
ROSS SCHOOL OF BUSINESS
**Grassroots Business Fund // Mozambique**
The Washington, D.C.-based Grassroots Business Fund (GBF) is a not-for-profit organization that uses a venture capital approach to support businesses in developing countries that provide sustainable economic opportunities to thousands of people at the base of the economic pyramid.

Henkel is working with one of GBF’s portfolio companies—Corredor Agro—to do a cost-effectiveness analysis for a new capital expenditure, and also doing a baseline survey looking at crop yields.

Sara Joseph
ROSS SCHOOL OF BUSINESS
**Abt Associates // Ghana**
Abt Associates is a mission-driven, global leader in research and program implementation in the fields of health, social and economic policy, and international development.

Joseph is working with the Strengthening Health Outcomes through the Private Sector (SHOPS) project, helping identify a supply chain issue for pediatric diarrhea medication.

Jon Keesecker
FORD SCHOOL OF PUBLIC POLICY
**Village Capital // Burma**
Village Capital uses the power of peer support to build enterprises that change the world. Inspired by the concept of the “village bank” in microfinance and peer support groups, Village Capital puts the hard tasks of building companies—criticism, strategy, feedback, and legwork—in the hands of entrepreneurs themselves. Village Capital organizes cohorts worldwide and runs education programs focused on intensive peer review.

Keesecker is conducting a market analysis to answer several key questions: What are the major opportunities and risks that social enterprises face in Myanmar? How can challenges be overcome? How can investment capital have the greatest impact?

Sophia Kittler
ROSS SCHOOL OF BUSINESS & SCHOOL OF NATURAL RESOURCES & ENVIRONMENT
**Banorte Bank // Mexico**
Banorte is the primary subsidiary of Grupo Financiero Banorte, one of Mexico’s largest and oldest financial institutions, which has been present in Mexico since 1899.

Kittler is designing financial products for small and medium-sized enterprise owning women in the missing middle.

Yuchen Lu
FORD SCHOOL OF PUBLIC POLICY
**Vittana // Indonesia**
Vittana, the Seattle non-profit facilitating micro-loans to students in developing countries, aims to help students around the world attend post-secondary schools. Donors offer to pay for students’ tuition by lending them small amounts—typically $25-50. Student repayment rate is 99 percent.

In Indonesia, Vittana is partnering with the Putera Sampoerna Foundation has launched its first student loan program targeted at final year university students. Yuchen is building partnerships with the universities and reaching out to prospective applicants.

Jamison McLaughlin
ROSS SCHOOL OF BUSINESS
**Druk Holding & Investments // Bhutan**
Druk Holding & Investments (DHI), established by Royal Charter by the King of Bhutan, holds and manages commercial companies of the government, makes new investments, raises funds, and promotes private sector development.

McLaughlin is designing a corporate social responsibility (CSR) policy for DHI using the principles of Bhutan’s Gross National Happiness measurement to shape the policy. McLaughlin’s goal is to develop a framework that can be used by private companies in Bhutan to form their own CSR policies.

Andrew Murphy
SCHOOL OF PUBLIC HEALTH
**PharmaSecure // India**
PharmaSecure is a social enterprise founded in 2007 to address the problem of drug counterfeiting around the world. PharmaSecure features Unique Identification codes that can be printed or affixed onto every single unit of a medicine and verified by a consumer at the point of purchase via a text message or on the web. It also has communication modules that can be used by manufacturers to reach out to consumers who have purchased their medicines for the purpose of prescription refill notifications, information about new products, and reminders to take their medicines.

Murphy is conducting market research in India and Nigeria for a possible expansion of PharmaSecure services in mobile health in those countries.

Jordi Prat Tuca
FORD SCHOOL OF PUBLIC POLICY
**International Labour Organization, C-BED // Cambodia**
The ILO aims to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.

Tuca is working with ILO’s Community-Based Enterprise Development, which does business development entrepreneurship promotion, to launch its program in Cambodia by attracting some local and international partners.

Shu Wang
ROSS SCHOOL OF BUSINESS
**Wello // India**
Wello is a social venture with a mission to effectively deliver clean water. Wello has developed an innovative business model that empowers individuals to use the WaterWheel as an income-generating tool to lift their families out of poverty.

Wello is in the middle of completing pilot tests in several different locations in India. Wang is doing due diligence on Wello, clarifying its ad revenue idea, and diving deeper into its business and financial models—all with the aim of helping Wello grow in scale.
Clockwise from top left: Jamison McLaughlin in Bhutan; a health clinic in Cambodia; Jordi Prat Tuca; Tae-Hwa Eo with colleagues in Cambodia; interns Anna Chan and Caitie Goddard in Rwanda; Tae-Hwa Eo outside a clinic in Vietnam.
ROSS STUDENTS TRAVEL ABROAD TO STUDY HEALTHCARE DELIVERY

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Graduate students from the Ross School of Business at the University of Michigan participated in a travel-study course that examined healthcare delivery in Rwanda, Uganda, and India. WDI and the Ross Dean’s office jointly supported the course.

The course, BA 685 International Business Immersion — “Healthcare Delivery in Emerging Markets” — was open to MBA2, Evening MBA and Global MBA students. It is designed to enhance participants’ global leadership capabilities, increase awareness of diverse business issues on the current international landscape, and provide on-the-ground experience in a foreign country. The course also responds to the increasing need for managers to have an international business perspective that enhances their business and management knowledge.

Paul Clyde, academic director of the part-time programs at the Ross School and also a Business Economics faculty member, taught the course. “I love teaching this course because it gives us an opportunity to have a detailed conversation about some of the newer approaches to healthcare in emerging markets, and then gives the students the opportunity to experience some of those markets in person,” Clyde said. “No matter how much I discuss it in class, there is no way to convey all of the challenges and opportunities in these markets without having the students actually visit the locations.”

During the first seven weeks of the winter term, students researched and discussed the role of healthcare in emerging markets, the different approaches to providing healthcare in emerging markets, and the challenges facing these institutions. This included looking at business models that are in place or have been tried, and discussing the commonalities and differences. Guest speakers involved in global healthcare organizations also spoke to the class.

Students were then split into five different teams and delved more deeply into specific healthcare institutions within those three countries.

Here are descriptions of four of the projects. A fifth project, for Apollo Hospitals in India, had a confidentiality agreement and can’t be discussed.
Rwanda // Patient Care
The team assessed current practices for follow up of patients who were referred to the hospital from a health center, and identified ways to consistently exchange patient information between a health center and hospital. Any consistent system required a way to correctly identify patients at both levels of care.

The student team worked with health centers to develop a workflow that allowed them to accurately document the hospital file number of each patient and make this a universal identification number at all levels of care.

India // Livewell
Started a little more than a year ago, Livewell provides rehabilitation services to patients from Madurai and its surrounding communities. It has successfully reached a stage where it is covering its costs, and the founder wants to replicate this model in another city.

The students developed an action plan complete with specific steps, resource needs, timeline and human capital needs. They also identified and developed protocols and systems to enable standardization and replication where possible.

Uganda // Medical Equipment
Rural markets in emerging market countries have a constant challenge to procure reliable, safe medical supplies in a timely and cost-effective manner. Equipment can be an even greater burden because it often requires specialized facilities to house it, along with constant maintenance. It is not uncommon for very expensive and high tech equipment to sit idle at a hospital because no one knows how to service it and/or parts aren’t available.

The team considered three different equipment options – brand name new, brand name used, and off-brand – assessing the costs and benefits of each in terms of part availability, cost and service availability. The team also identified a number of innovations in equipment targeting low resource settings.

Uganda // Diabetes
Effective treatment of chronic illness requires the ability to track patients and their treatment over time. It requires the ability to monitor health indicators. In many cases it requires the ability to reach beyond traditional clinical actions to effect behavioral changes.

For the project, the student team focused on information flows for diabetes care, and developed recommendations for the hospitals’ interaction with local institutions and healthcare providers in supplying comprehensive diabetes treatment and prevention.

The teams traveled to their designated countries in late February and early March. They then spent a week immersed at their institution, conducting interviews and gathering data to address a specific business issue identified by the institution.

When they returned to U-M, the teams honed their presentations before formally presenting their findings to the project sponsors.

“These teams are adding significant value to the institutions they work with,” Clyde said. “Some of the work done by teams in this course has even made it to the Ministry of Health, and been disseminated as a best practice throughout the country.”

In an email to the Uganda medical equipment team, Dr. John Opolot from Kumi Hospital thanked the students for their hard work.

“Thank you so much for the wonderful job you have done,” he wrote. “This is a very extensive, well researched document, and it will be very useful - not only for this project, but for the wide healthcare industry both public and private. Again I wish to thank you all so much and hope that there will be another opportunity for us to interact.”

Arianne Tjio was part of the Uganda diabetes team. She said she chose the business immersion course because the topic of healthcare in emerging markets is one that interests her and one that she’d like to pursue for a career.

“It was particularly insightful to focus on chronic disease management in Uganda because successful developments there could help the U.S. re-think its current healthcare model,” she said. “It was exciting to work with Dr. Opolot, who is so passionate about making changes in his country, and he seemed to appreciate our recommendations and insights so we are hopeful that we helped make a difference.”

Tjio said traveling to Uganda allowed the students to better understand the culture and the challenges so that they could make appropriate recommendations.

“Without the travel portion of the course, we would never have understood the challenges of obtaining healthier food options,” she said. “Even us, with a car and cash, had trouble finding vegetables during our stay.”

This is the fourth year that the course was focused on healthcare in emerging markets.

In 2011, teams visited healthcare facilities in India, China, Honduras and Rwanda. In 2009, students learned about Turkey and travelled to that country as part of the course, “Bridging in a Globalizing World: Turkey and the European Union.” In 2010, Ross students travelled to Moscow and St. Petersburg as part of the course “Marketing in Russia.”
1. Lean Process Improvements at Cleveland Clinic
   By Izak Duenyas, University of Michigan
   Ross School of Business

2. Note on Project Management
   By Jim Reece, Eric Svaan, University of Michigan
   Ross School of Business

3. Variability, Buffers and Inventory
   By Bill Lovejoy, Ross School of Business

4. Alexander & Thurston: Inventory Management
   By Wally Hopp, Ross School of Business

5. Note on a Taxonomy of Process Types
   By Bill Lovejoy, Ross School of Business

6. Midco Pharmaceuticals
   By Bill Lovejoy, Ross School of Business

7. Note on Waiting Lines: Variability, Utilization and Inventory
   By Eric Svaan, Ross School of Business

8. Process Measures: Basic Concepts and Definitions
   By Eric Svaan, Ross School of Business

9. Quality Management Concepts and Basic Tools
   By Eric Svaan, Ross School of Business

10. Just Baked Inventory Management
    By Eric Svaan, Ross School of Business

11. REI Rentals
    By Damian Beil, Wally Hopp, Ross School of Business

12. Boeing: The Fight for Fasteners
    By Ravi Anupindi, Ross School of Business

13. Toll Brothers
    By Scott Moore, Ross School of Business

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