



BUILDING NEW KNOWLEDGE IN GLOBAL HEALTH MARKET DYNAMICS

Healthy global markets for pharmaceuticals, vaccines, preventative technologies, and many other health products is key for realizing sustainable outcomes in global health.

Well functioning markets are critical to achieving lower product prices, better access to quality, well-adapted products, and maintaining incentives for manufacturing companies to invest in innovation. Numerous global partners have demonstrated a strong commitment towards the objective of ensuring healthier markets.

The WDI Healthcare Research Initiative has received a grant from the Bill & Melinda Gates Foundation to develop new knowledge of the mechanisms through which market interventions operate. This will allow WDI and the Gates Foundation to learn from the successes and failures of interventions from one product market to another.

The WDI healthcare team will work closely with the Gates Foundation and other stakeholders to develop a body of practice for market dynamics that can be applied to a variety of products and organizations.

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re:view

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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.

hello from the William Davidson Institute. As you can see, there is a new face in this spot, but it is only temporary. This is a year of transition in the leadership at WDI as the board conducts an international search for the next president.

I began my tenure as interim president on September 1, and was both honored and happy to serve in this role at WDI. As a Ross faculty member, I had participated in many of the Institute's activities, especially during the 1990s. I supervised several student projects in Central Europe, did research in India on performance measurement, and directed an executive management program in Vietnam — all with the support of WDI.

Although my research interests changed in the late 1990s and my involvement in WDI lessened, I continued to follow the activities of WDI and the work of Bob Kennedy and others in exploring new areas. When I was asked to join the WDI board in 2011, it was an opportunity to reconnect with the Institute and gain a much better appreciation of all that WDI does. I also learned just how much WDI had changed in those intervening years and how those changes reflected many of the changes taking place in the world and the global economy.

When I started working with WDI in the early 1990s, the focus was on transitional economies as many countries were moving from command-based to market-based economies. We don't think about transitional economies much anymore. Instead, WDI focuses on emerging markets. In addition, WDI has a much broader range of activities, including initiatives in case writing and development consulting.

What hasn't changed is that WDI continues to provide unique opportunities for students and faculty both at Ross and the wider University of Michigan community to experience business and management issues in different economies and different environments. Through classroom discussions, case studies, and academic articles, those who participate in WDI activities bring back to Ross, to U-M, and to the global business community a better understanding of management practices and how they vary across the world and at different stages of economic development.

I expect over the next 20 years you will see the same thing — changes in the world's economies and related changes in activities at the Institute. What is important is that WDI will still be providing unique opportunities to faculty and students and contributing to our understanding of global management practices.

When I started this interim presidency at WDI, I (jokingly) borrowed a phrase from the medical community to guide me: first, do no harm. More seriously, I appreciated and respected what the previous leaders of WDI (Ted Snyder, Jan Svejnar, and Bob Kennedy) had accomplished. I wanted to ensure that during this year, the momentum would not lessen. Fortunately, and as I expected, that will not happen because of the dedication and drive of the people who make up WDI. I am grateful to all of them for their continued efforts during what I recognize to be a time of uncertainty. It is through their efforts that WDI continues to enjoy unprecedented success.

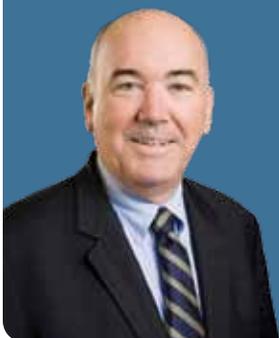
All of us at WDI are looking forward to working with a new leader. The next president, with the continued support and work of the staff, will ensure that WDI continues to be dynamic and relevant.

As friends and supporters of the Institute, I know you will want to keep abreast of all of WDI's activities. You can do so on our website, www.wdi.umich.edu, and on **Twitter at @wdi_michigan**.

Sincerely,



Bill Lanen
Interim President, WDI
Associate Dean of Global Initiatives, Ross School of Business



The Base of the Pyramid (BoP) Research Initiative, under the direction of Dr. Ted London, has continued to expand its impact and influence by generating new intellectual capital, implementing field-based projects, and hosting cutting-edge workshops. We are engaged in Africa, Asia, and Latin America, working with companies, nonprofits, 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 engage University of Michigan graduate students in the classroom and through organizing Multidisciplinary Action Projects and summer internships with our partner organizations.

BoP Summit Builds Stronger Community, Begins Mapping Future of the Domain

WDI's "BoP Summit 2013: Creating an Action Agenda for the Next Decade," was held Oct. 21-23 at Michigan's Ross School of Business to create a stronger and healthier BoP community. It was the fourth major BoP event hosted by WDI. More than 200 people from the corporate, nonprofit, development, foundation, and entrepreneurial worlds attended, representing more than 20 countries. A main objective was to craft a "roadmap" charting key steps in the future development for the BoP field. (See related story in box.) For complete summit coverage, go to <http://nextbillion.net/bopsummit/>. Here is a recap of the three-day summit.

DAY ONE

Conference organizer and WDI Senior Research Fellow Ted London welcomed the 200 attendees to the summit, and gave a presentation on what has been learned about the BoP and the future of the field. Stuart Hart, president of Enterprise for a Sustainable World, followed with a discussion of the successes of the BoP so far and where the challenges remain.

London then set the stage for the next three days, specifically the creation of the BoP roadmap. He outlined the nine working groups and introduced each leader, who highlighted the focus areas for their respective groups. The nine working groups and leaders were:

WORKING GROUPS AND LEADERS

Building Institutions to Facilitate Enterprise Growth (Stuart Hart)

Non-Profits and BoP Ventures: Integrating Economic and Social Goals with Viability and Scale (Chris Jochnick, Oxfam America)

New Venture Development: Incubation to Acceleration—View from the Field (Jim Koch, Santa Clara University)

Providing Financial and Other Resources: Re-thinking the Role of Enterprise Support (Thane Kreiner, Santa Clara University)

Ecosystem Creation in Base-of-the-Pyramid Markets (Radha Muthiah, Global Alliance for Clean Cookstoves)

Achieving Social Performance: Assessing and Enhancing Poverty Alleviation Impacts (Sateen Sheth, WDI)

Multinational Corporations and the BoP: Seeking Scale (Filippo Veglio, WBCSD)

Understanding the BoP: Building Ventures that Incorporate the Local Context (Madhu Viswanathan, University of Illinois)

Best Practices, Major Roadblocks, and Next Steps: Agriculture (Simon Winter, TechnoServe)

At the end of the first day, London asked the participants: What will our legacy be? He said his hope was that the next three days will be remembered as a seminal event that helped shape the future evolution of the base of the pyramid domain.



Stuart Hart



Simon Winter



Summit working group report



Filippo Veglio



WDI's Prashant Yadav kicks off the Healthcare plenary session

DAY TWO

On the second day, summit attendees began to brainstorm solutions to the challenges facing BoP ventures today, and started to map the future path of this vital field that aims to use the power of enterprise and markets to lift people out of poverty.

The day's agenda included two sets of four concurrent sessions, and two plenary discussions on best practices, major roadblocks and next steps in the fields of agriculture and healthcare. Panelists as well as attendees took stock of the current BoP field, explored critical success factors and how they could be amplified, and identified on-going challenges and how they can be overcome.

At the healthcare plenary, WDI Director of Healthcare Research and panel moderator Prashant Yadav said healthcare at the BoP is basically a blank slate on which plenty of players are scrambling to leave their mark.

Gina Lagomarsino, managing director of Results for Development, said that a typical villager in India has access to several different health care providers and seeks care about three times a year—about the same as in the U.S.

The problem is not the number of providers, but the quality and cost of the care.

Fortunately, she said, there are about 1,200 innovative healthcare service and financing models—many centered on universal health care—that warrant study. She said key questions are: “How do we get quality models to scale?” and “How do we shape this model in health financing so it creates opportunities for entrepreneurs?”

Later in the afternoon, Simon Winter of TechnoServe presided over a plenary session on best practices, major roadblocks and next steps in the field of agriculture.

Denise Knight of Coca-Cola said the lack of an ecosystem in BoP markets is a problem for small social enterprises looking to engage small holder farmers. For instance, Coca-Cola does businesses in 207 countries around the world. But as a buyer of agricultural ingredients for multiple brands, external challenges to trading with small, low-income farmers aren't the highest barrier to sustainability.

“The biggest challenge to scaling up (sustainable practices) is internal,” Knight said. As a related challenge, the world's biggest beverage company has virtually no “line of sight” as Knight put it, to small farmers in the developing world.

“Coca-Cola is one to seven layers removed from the smallholder farmers,” Knight said. As a result, Coca-Cola has been experimenting with different models to connect with the local farmers and build markets.

After a day of panels and plenaries, the participants joined one of the nine working groups to start charting a roadmap for the BoP field.

DAY THREE

The summit's final day focused on each of the nine working groups piecing together a roadmap to chart the future course of the BoP domain, one of the main objectives for conference organizers who hoped the exercise also would build a stronger and healthier BoP community of leaders and thinkers.

The summit's final plenary “Funders' View: From Ideas to Action,” was designed to help this process. This plenary focused a roadmap from the perspective of potential funders. The panelists represented a set of organizations with household names in the development community: USAID, IFC, and the Citi Foundation, among others.

The panel reflected on the vast progress in the base of the pyramid field—in concept, in practice, and ultimately, in poverty reduction. They also touched on funders' interest in doing even more.

Panelist Alonzo Fulgham, the former acting administrator at USAID, noted that seven of the ten fastest-growing economies are in Africa, and the other three are in Asia.

Still, by 2040 the globe will need to feed 50 percent more people, said Fulgham, currently vice president of Strategy and Sustainable International Development at CH2M HILL.

“That's transformational change, and we're going to have to do things different,” he said. “Transformation takes years; (we) need to think about the bigger picture.”

Graham Macmillan, senior program officer at the Citi Foundation, said funders need a better sense of who the decision makers are within companies.

“Funders increasingly are able to fund platforms (for BoP customers),” he said, citing the case of the Better Than Cash Alliance. “There is not enough funding in the world to fund each and every one of your organizations.”

That means things have to change, not only in the world of philanthropic capital, but in terms of how startup social enterprises consider their approach to private sector finance or how they structure their operations, he said.

After the plenary session, members of the nine working groups continued discussing successes, challenges and potential next steps for each of their focus areas. This set the stage for the final activity of the summit, with representatives from each group giving a detailed summary of their group's findings and recommendations. In addition to these final presentations, the comprehensive background and outcomes of the working group sessions also were captured and combined with the presentations to form the foundation for the roadmap that will be shared with the broader BoP community.



Final Touches Being Put on BoP Roadmap

A key outcome of the summit was to produce a jointly created roadmap to help build a stronger BoP community and offer some insight into a way forward for the BoP domain.

During the summit, the nine working groups developed a blueprint for the roadmap. Throughout the summit and most intensively during the final day, members of the nine working groups discussed and debated successes, challenges and potential next steps for each of their key topic areas. Near the end of the conference, representatives from each gave thoughtful presentations capturing their group's initial findings.

Those presentations, and the work that occurred within each group, formed the foundation for the much more in-depth roadmap. WDI, along with the working group team leaders, is now in the process of integrating these into a final roadmap that includes a prioritized set of recommendations and proposed initiatives.

This roadmap will be shared widely across the domain in early winter and should generate conversations, new investment and partnership opportunities. WDI has reached out to potential funding partner organizations, and will share the completed roadmap with them to explore interest in specific follow-on activities.

“The initiatives outlined in the roadmap are robust and long-term and can create substantial value for the community of BoP enterprises and their partners,” WDI's Ted London said. “Facilitating stakeholder buy-in and creating a collaboration of stakeholders dedicated to moving the roadmap forward will be critical to ensuring its success.”

London said the BoP domain is at an inflection point, and the roadmap will help chart the way forward.

“We have made great progress, but we can't rest on our laurels,” London said. “We need to maintain our momentum and continue to extend our knowledge and activities. There is a gap in community-level platforms and investments. We need to both leverage the successes we've had and fill those gaps that remain.”

“Our ultimate aim is to build a community willing to dedicate leadership and resources not only to support their own initiatives, but also to share in the larger journey of co-creating a domain.”

Next Phase of Impact Assessment Project Underway in Mexico



Semilla sales staff gets last-minute instructions

WDI's Impact Assessment research team will travel to Mexico City for three weeks beginning in late January to continue its work on a three-year impact assessment project of a social venture, Semilla, supported by the Danone Ecosystem Fund.

The Danone Ecosystem Fund asked WDI to assess the impact that Semilla has on the women working for them who sell 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.

On this research visit, the team will conduct cognitive interviews with a sampling of the target population to test whether the Semilla salespersons and individuals in the comparison group understand and can respond to each survey question.

During the pre-test, the survey questions will be revised based on what is learned during the in-depth cognitive interviews. This will help adapt the survey content to the local context and ensure that accurate data will be collected later when the survey is implemented. Additionally, during the pre-test the research team will test logistics associated with the data collection process, such as how to track persons who leave the treatment group.

The quantitative survey was drafted and developed by the WDI research team based

on qualitative data gathered during a trip to Mexico City in May. During that trip, the WDI research team interviewed Semilla's sales team, its supervisors, salespersons, customers, and partners, as well as other experts. They captured detailed qualitative data from those groups to generate a holistic understanding of potential impacts that Semilla salespeople experience from working at Semilla.

Upon returning to Ann Arbor, WDI, in partnership with Semilla and Danone Ecosystem Fund, prioritized the set of impacts to be quantified in the current Performance Analysis phase of the project.

The research team consists of: WDI Senior Research Fellow Ted London; WDI Program Manager for Impact Assessment Heather Esper; WDI Research Associate Yaquta Kanchwala; University of Illinois Professor Madhu Viswanathan; York University Professor Geoff Kistruck; and University of Michigan Professor Andy Grogan-Kaylor. Esper and Kanchwala will travel to Mexico City for the survey pre-test.

The research team uses the BoP Impact Assessment Framework developed by London, which 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.

Role of BoP Ventures Play in Poor Kids' Lives Focus of Case Studies



WDI's Impact Assessment program, with support from the Dutch-based Bernard van Leer Foundation, has completed the Focusing on the Next Generation: Child Impact Series. The series includes six research case studies, a teaching case study and a summary article that assess the role base of the pyramid (BoP) ventures can play in alleviating poverty on children age eight years and younger. (Read them all at: <http://bit.ly/1kYWQnH>. Read a blog post on WDI's NextBillion website by WDI Manager for Impact Assessment Heather Esper that chronicles how the series was put together here: <http://www.nextbillion.net/blogpost.aspx?blogid=3649>)

UNICEF refers to early childhood (pre-natal to eight years old) as the "years of wonder." In no other period in human life is the brain so responsive to changes in the environment and so able to learn, grow, and develop. What happens in this period of development determines later life-outcomes related to cognitive ability, productivity, and socialization.

The issues associated with early childhood development are large and complex. Traditional interventions to reduce poverty during early childhood are not enough. Given the magnitude of the challenge and the limitations of existing approaches, BoP enterprises have the potential to positively affect early childhood development.

However, the understanding of BoP ventures' impact on children remains vague. Without an understanding of the types of impacts that occur on children across ages, BoP ventures' ability to improve more children's lives will remain limited.

WDI researchers, led by WDI Senior Fellow Ted 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.

"The goal of these cases and summary article is to gain a greater understanding of the ways in which businesses in BoP markets impact young children's lives and ways they can optimize their impact on children," Esper said. "Our findings have a number of implications for BoP managers and impact investors who strive to reduce poverty."

London, Esper and WDI research associate Yaquta Kanchwala wrote the case studies.

The BoP ventures examined by WDI for the case studies were geographically diverse and include the housing, renewable energy, sanitation, and health care sectors—as well as export-based and locally-based agribusinesses.

They were: Honey Care Africa, a Kenyan venture that produces and sells honey; Sanergy, a Kenyan venture that features low-cost sanitation franchises that turn waste into electricity and fertilizer; SunnyMoney, 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 savings 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.

The business models of the ventures that were analyzed included two businesses that sell a product to the BoP (Patrimonio Hoy and SunnyMoney), two businesses that sell a service to the BoP (Sanergy and Penda Health), and two businesses that source from the BoP (Villa Andina and Honey Care Africa).

The case study on Honey Care Africa, "Building a Scalable Business with Small-Holder Farmers in Kenya: Honey Care's Beekeeping Model," also has been turned into a teaching case that was published by WDI's publishing division, GlobalLens. Read a summary at: <http://www.globalens.com/casedetail.aspx?cid=1429313>

WDI Report on Impact Sourcing Released By Rockefeller Foundation

WDI and the Rockefeller Foundation released a significant report on the growing Impact Sourcing sector.

The report - "Impact Sourcing: Assessing the Opportunity for Building a Thriving Industry" - 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.

Written by WDI's Ted London, Sateen Sheth, Robert Kennedy, Ekta Jhaveri and Lea Kilibarda, the report also gave the foundation strategic recommendations and an actionable template to enhance job

creation opportunities for BoP communities. Read the report here: <http://bit.ly/19XJeUD>

For its research, the WDI team visited three impact sourcing service providers in Kenya each at a different stage of development. Researchers interviewed both management and base of the pyramid (BoP) workers. Home visits with workers helped the team better understand the impact of impact sourcing employment on workers and their families. A total of 18 interviews were conducted with BoP workers and impact sourcing service provider staff members.

WDI Runs Rockefeller Foundation Impact Sourcing Conference

Drafting a plan that identified the key initiatives to scale and sustain Impact Sourcing (IS) was the focus of a five-day conference in September convened by the Rockefeller Foundation and facilitated by WDI. The Institute also produced a final report based on the conference discussions.

Thirty-one Impact Sourcing experts from all over the world gathered at the foundation's conference center in Bellagio, Italy to discuss the challenges and opportunities in the emerging and promising space.

Impact Sourcing refers to the growing arm of the global business process outsourcing (BPO) sector that intentionally employs people from disadvantaged communities (i.e. base of the pyramid (BoP) workers, youth workers, and disabled workers) who otherwise would not have an opportunity for sustainable employment. However, several challenges exist - such as securing new client work, engaging large buyers and providers of services, and the difficulty of hiring and training workers from disadvantaged communities.

WDI, based on its successful report for the Rockefeller Foundation assessing

the emerging Impact Sourcing space (see related story to the left) was asked by the foundation to coordinate and facilitate the conference, which was part of the Rockefeller Foundation's seven-year, \$100 million Digital Jobs initiative.

The conference attendees identified six key strategic objectives that represent the most impactful means to growing the sector and moving it forward. Several working groups were created to move forward with the goal of helping Impact Sourcing meet its vast potential.

WDI will have discussions about possible follow-up work with the Rockefeller Foundation once the Digital Jobs Africa initiative becomes more well-defined and the strategic objectives developed at the conference move forward.

TALKS, PAPERS, AND AWARDS



Central to the BoP initiative's strategy is the development and sharing of new research and ideas. This includes publishing articles, books, reports and cases. WDI Senior Research Fellow Ted London's expertise on the intersection of business strategy and poverty alleviation also has made him a popular speaker at conferences and seminars. He gives keynotes across the globe. London uses these events as opportunities to share WDI's latest research and to influence the overall development of the BoP domain. Some recent activities are highlighted below:

London to Pen New Book

Ted London will write a practice-oriented book on the BoP to be published by Stanford University Press. The book, which is scheduled for completion in August, has a working title of "Achieving the BoP Promise: A Roadmap for Creating Profitable and Scalable Businesses with the Base of the Pyramid." This will be London's second book and will be solely authored by him. His prior book, "Next Generation Strategies for the Base of the Pyramid" was an edited volume that included multiple authors.

Two Research Articles Forthcoming

London, along with WDI's Heather Esper, U-M's Andy Grogan-Kaylor, and York University's Geoffrey M. Kistruck have a forthcoming research article in Strategic Entrepreneurship Journal. The article, "Connecting Poverty to Purchase in Informal Markets" will be published in 2014.

London and Esper also have second a research article, "Assessing Poverty-Alleviation Outcomes of an Enterprise-led Approach to Sanitation" that will be published in early 2014. This one will be in the *Annals of the New York Academy of Sciences*.

Notable Talks

- London gave two talks at the recent BoP Global Network conference in Sao Paulo, Brazil. He gave a keynote address on creating mutual value, and led a panel on capability building and impact.
- London organized and chaired a panel discussion on building a community of BoP scholars at the Academy of Management annual meeting in Buena Vista, Fla. Additionally, London gave a presentation at the gathering on enhancing entrepreneurial activities in BoP markets.
- In Washington, D.C., London gave a talk to the International Finance Corporation's

- Inclusive Business Leaders Forum on incorporating a BoP perspective in building inclusive business models.
- Closer to home, London spoke at both the University of Michigan's Law School and Ford School of Public Policy. At the Law School, London discussed mutual value creation and assessing impacts with the BoP. The attendees were enrolled in the "Impact Investing Lawyering" course taught by Professor Deborah Burand, who later returned the favor and spoke to London's Ross School BoP class. At the Ford School, London gave a talk on "Global Careers and the Developing World" as part of a program hosted by U-M's International Center.

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.

WDI Joins U-M's Efforts in Ethiopia

Over the last five years, Ethiopia — with the help of the University of Michigan — has made steady progress in addressing the challenges it faces in human resources for health.



Prashant Yadav, third from right, and in photo bottom right, in Addis Ababa. Top: African Union Building

Strong leadership has resulted in an increase in the number of trained doctors, nurses, and all other levels of healthcare professionals. More than 12 new medical schools have become operational in the last few years and enrollment at existing medical schools has increased.

As a part of its commitment to U-M's Ethiopia Initiative, WDI Healthcare Research Director Prashant Yadav conducted an intensive program on leading, managing, and organizing health delivery systems in resource limited settings in November.

More than 120 recently graduated doctors from Mekelle Medical College attended the program held at the Ethiopian Management Institute in Debre-Zeit.

"Through better understanding of operations management, health financing and pharmaceutical supply systems, the new wave of Ethiopian doctors can lead their clinics, hospitals and districts with greater confidence," Yadav said.

Student learning is best achieved through experience, inquiry, critical thinking and interaction with other learners, Yadav said, which were strongly embedded into the pedagogical approach used in Ethiopia.

Dr. Senait Fisseha, an associate professor in the Department of Obstetrics and Gynecology at the U-M Medical School, leads the university's collaborative efforts in Ethiopia. The core of U-M's partnership centers on building the research, teaching and clinical service capacity of St. Paul Hospital and Millennium Medical College (SPHMMC) in Addis Ababa, Ethiopia.

Making real improvements in the health system under the most difficult circumstances requires good managerial skills. A vast majority of new graduates from Ethiopian medical schools end up having responsibilities that include managing

multiple aspects of health service delivery for an entire district, including financial, human resources, pharmaceutical supply and other such functions.

"Physicians in healthcare systems in Ethiopia have an extremely demanding job," Fisseha said. "Apart from clinical care, better management is often at the center of their roles. Prashant's module was the start of a process to make management training more deeply embedded into the system in Ethiopia."

Next year, the WDI team also will work on projects related to essential medicine supply chains in Ethiopia.

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.

WDI Researchers Author Book Chapter on Better Supply Chains for NCDs

Prashant Yadav and Lisa Smith, WDI Research Specialist on Access to Medicines, contributed a chapter to the book, “Noncommunicable Diseases in the Developing World: Addressing the Gaps in Global Health Policy and Research” (Johns Hopkins University Press).

Their chapter is titled, “Improving Access to Medicines for Noncommunicable Diseases through Better Supply Chains.” Other chapter titles include: “Regulation of NCD Medicines in Low- and Middle-Income Countries”; “Learning from the HIV/AIDS Experience to Improve NCD Interventions”; “Reconfiguring Primary Care for the Era of Chronic and Noncommunicable Diseases”; and, “Sectoral Cooperation for the Prevention and Control of NCDs.”

Noncommunicable diseases (NCDs)—including cardiovascular disease, diabetes,

asthma and chronic respiratory infections, and cancers—are the leading causes of death worldwide. Roughly two out of three deaths globally are from NCDs and 80% of these fatalities occur in low- and middle-income countries.

The need for health systems strengthening to enable the provision of NCD prevention and treatment as well as a pragmatic agenda for reducing the burden of NCDs are presented in the book. The book chapters are the product of a collaborative dialogue among leading global experts in the field, and bring important new perspectives on critical issues, including structuring supply chains, accelerating regulatory harmonization, improving access to NCD interventions, reconfiguring primary care, and promoting multi-sectoral action.

Renewed Focus on Importance of Global Health Supply Chains

The lack of efficient supply chains for delivering health products and commodities is increasingly being recognized as a key roadblock in improving health outcomes in developing countries.

WDI’s Healthcare Research Initiative has been at the forefront of thinking about medicine and vaccine supply chains in the developing world. Many years of research, policy guidance notes, field projects, and advisory services have helped WDI establish itself as a leader in this field.

This past year, there has been increased recognition of the role and importance of improving supply chains for global health programs, and the WDI team led by Prashant Yadav has been involved in sowing the seeds for many such initiatives.

In November, the Global Fund hosted

a discussion meeting between several global partners engaged in improving supply chains at which WDI was closely involved. The meeting brought together representatives from GAVI, UNICEF, Gates Foundation, SCMS, WHO, World Bank, MSH, CHAI and many others to start creating a common strategic agenda towards supply chain strengthening.

Many initiatives are evolving to take some of the ideas from this forward. Yadav and WDI Healthcare Research Associate Brittany Johnson conducted an executive education workshop on supply chain management for Global Fund grant management staff. This one-day program was attended by more than 40 participants in two cohorts, and received excellent feedback from the course participants.

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

- In August, Yadav gave the keynote address at the United States Pharmacopeial Convention meeting in Rockville, MD. Yadav presented a high level overview of global trends in Pharmaceutical Supply Chains
- In September, Yadav chaired a panel on how healthcare systems can sustain responsible manufacturing practices to ensure quality medicines at the EU-Africa Pharma Business to Business Forum in Brussels.
- Yadav was the keynote speaker in October at LogiAfrica, an industry event in Johannesburg, South Africa that brought together leaders of supply chains of large multinationals operating on the African continent. Yadav’s talk was titled, “Creating a Robust and Responsive Supply Chain: Why Your Strategy Needs to be Watertight.”
- Also in October, Yadav was the featured speaker for the Global Health and Disparities Fall Lecture at the University of Michigan’s Medical School. Yadav’s talk was on improving access to medicines in the developing world through innovation.
- Yadav delivered the opening day keynote address at the 6th Global Health Supply Chain Summit in November in Addis Ababa, Ethiopia. He spoke about innovations in the global health supply chain in a talk titled, “Emerging Trends in Information, Coordination and Public/Private Partnerships.”

Papers Published

- Yadav, along with Harvard’s Jessica Cohen and WDI’s Sarah Alphas, Peter Larson and four others, had a peer-reviewed journal article published in *PLOS ONE*, a scientific research journal published by the Public Library of Science. The paper was titled, “Do Factory Gate Subsidies on Artemisinin Combination Therapy for Malaria Increase Household Use? Evidence from a Repeated Cross-Sectional Study in Remote Regions of Tanzania.”
- WDI post-doctoral healthcare research assistant Larson, Yadav, Alphas, Cohen, Jean Arkedis, Julius Massaga, and Oliver Sabot authored a paper that was published in December in *BMC Health Services*. (Read it at: <http://www.biomedcentral.com/1472-6963/13/526/abstract>) The paper, “Diffusion of Subsidized ACTs in Accredited Drug Shops in Tanzania: Determinants of Stocking and Characteristics of Early and Late Adopters,” discusses how decisions to stock new malaria medicines are influenced by a combination of factors related to both market competition and customer demand, but are particularly influenced by the behavior of competing drug shops. They show that wholesaler/supplier location also play an important role in influencing early adoption practices of retailers.
- Yadav, Eirini Spiliotopoulou of the European Business School, and Maciej F. Boni of Oxford University wrote the journal article “Impact of Multiple First-line Therapies on Drug Resistance and Supply Chain Costs.” It was published in the international journal *Socio-Economic Planning Sciences*.

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 Two Grants from University

M | THIRD CENTURY INITIATIVE UNIVERSITY OF MICHIGAN

WDI Director of Healthcare Research Prashant Yadav along with several colleagues from the University of Michigan won two grants 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.

Yadav is part of a group from the Medical School, the College of Engineering, and the School of Natural Resources and the Environment, which was awarded \$300,000 to create a U-M research and education platform in Ethiopia.

Under a different proposal, Yadav and colleagues from the Ross School of Business, the College of Engineering, the School of Public Health, the Medical School, and the College of Literature, Science and the Arts, have been awarded a \$15,000 planning grant from the same initiative to address the need for a transformative process for designing global health technologies.

For the Ethiopia-Michigan Platform for Advancing Collaborative Engagement (EM-PACE) project, the team aims to capitalize on a unique relationship with the government of Ethiopia to develop a new transformative platform for collaboration with a five-year plan that will address some of the most pressing problems that have been identified by country leadership. Specifically, innovative structures, practices, and protocols for collaboration will be developed that also benefit U-M through three interdisciplinary workgroups to tackle complex challenges associated with health, the environment (e.g. clean water), and the provision of science-focused higher education that could then be extended into other topic areas.

The three primary aims are: codify the elements of collaboration that set U-M apart

with regard to working collectively on complex problems in low-resource settings; establish mechanisms for setting a common agenda among stakeholders in Ethiopia and U-M, and identify priority areas with pilot projects that build on existing health-related initiatives to include initiatives pertaining to the environment and science education; develop a five-year strategic plan for EM-PACE that strengthens collaborations, develops new interdisciplinary partnerships, and establishes the value proposition to Ethiopia and to U-M for a new collaborative structure that sets a new standard by which the relevancy of universities in addressing pressing problems in society can be demonstrated.

For the global health technologies project, the team will use the grant to develop a preliminary framework for the design process, conduct a preliminary evaluation of the framework using a test case, and prepare and submit a Phase I proposal.

Yadav and the others are trying to fill a gap that shows there are no global health technology successes—or institutional best practices—that showcase or demonstrate an integrated multidisciplinary design process. This lack of successful case studies inhibits large technology developers and technology development funders from incorporating and/or requiring such approaches in their development processes or those of their grant awardees.

This is the second year Yadav, along with colleagues from the University of Michigan, were awarded a grant from the fund. Last year, Yadav and colleagues from the College of Engineering and Medical School, won 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.

WDI Collaborates with the University of Würzburg on Sourcing Strategies

In markets for health products such as vaccines, HIV, TB and malaria medicines, global financing agencies like Global Fund, PEPFAR, USAID, and GAVI are very significant purchasers in the market.

Being a large purchaser comes with its benefits, but also with increased responsibility. A large purchaser in the market sourcing from a single supplier can tilt the market in one direction and may not lead to long-term sustainability of the market.

Global purchasers often split their orders among multiple suppliers. This creates resilience in the market as well as greater incentives for innovation, competition, and supply market health, among other things. However, determining how to split the orders between multiple suppliers is challenging because of complex trade-offs involved. While single versus multiple supplier sourcing and split award auctions have been studied extensively in the for-profit sector, it remains an understudied area from the perspective of global health agencies.

As part of its new grant from the Gates Foundation, the WDI Healthcare Research Initiative is partnering with the University

of Würzburg in Germany to study how to optimally split orders between suppliers to maximize overall social welfare.

The research team at the University of Würzburg consists of Prof. Richard Pibernik, chair of logistics and quantitative Methods in the Faculty of Business Administration, and Dr. Alexander Rothkopf, a post-doctoral researcher in that group, and other graduate student researchers.

In the past, Pibernik and Rothkopf have done significant research on how to optimally split orders between suppliers and its impact. Their past work was motivated by the automotive industry and other sectors. But under this research collaboration they are applying their modeling constructs and tools to global health problems.

"Alex and Richard, and their group at Würzburg, have studied the problem of sourcing from multiple suppliers using a pragmatic but rigorous approach," WDI's Prashant Yadav said. "This collaboration will enable us to create such knowledge for our partners in global health and influence the mind-set of the policy makers to think about this issue more thoughtfully."

HEALTHCARE INITIATIVE IN BRIEF



Research assistant Peter Larson recently earned his Ph.D. in epidemiology from the University of Michigan School of Public Health. He also holds an M.S. in biostatistics from U-M and an M.A. in mathematics from Eastern Michigan University.

Larson researches the spatial distribution and determinants of infectious diseases such as malaria in Kenya and Malawi. He is interested in issues of spatial and economic access to health care by poor, remote, and often marginalized populations. He also is interested in how economic development impacts the dynamics of disease and exacerbates or mitigates health disparities.

A WDI researcher for nearly three years, he worked on the WDI project on the spatial distribution of the stocking of anti-malarial drugs in private Tanzanian pharmacies. He recently contributed to a malaria distribution costing study with Management Sciences for Health under the USAID-funded SIAPS contract.

Healthcare Initiative Out & About

To stay updated on the last thinking and best practices in the global healthcare field, members of the research initiative team occasionally attend conferences and symposia around the world. Here are a few events that the team recently attended.

UNION LUNG MEETING // OCT 2013

WDI research specialist Lisa Smith attended the 44th Annual Union World Conference on Lung Health in Paris, France.

The conference lasted five days with two days of additional pre-meeting workshops. Major topical themes included existing and potential diagnostics for multi-drug resistant tuberculosis, treatment of pediatric tuberculosis and new data from novel treatment options and newer treatment regimens.

CPI FRANKFURT – API MDIS PROJECT STAKEHOLDER MEETING // OCT 2013

The Healthcare Research Initiative attended the leading pharmaceutical trade show, CPhI Worldwide in Frankfurt, Germany. As a part of their project with UNITAID, the team held a meeting directly following CPhI Worldwide to discuss ways to strengthen active pharmaceutical (API) markets for products in three therapeutic areas – malaria, HIV/AIDS, and tuberculosis.

Around 30 individuals attended the meeting. They included representatives from a variety of pharmaceutical manufacturing companies – both finished pharmaceutical product and API manufacturers – as well as partners from many of the key stakeholders in global health, including representatives from UNITAID.

GLOBAL HEALTH SUPPLY CHAIN SUMMIT

// NOV 2013

Prashant Yadav delivered the opening day keynote address at the 6th Global Health Supply Chain Summit in Addis Ababa, Ethiopia.

Yadav spoke about innovations in the global health supply chain in a talk titled, “Emerging Trends in Information, Coordination and Public/Private Partnerships.” Yadav also did another talk titled “Understanding Distribution of Medicines to Private Sector Drug Shops and Pharmacies”

Yadav Talks MNS Medicines at Ethiopian Workshop

WDI's Director of Healthcare Research Prashant Yadav was a featured speaker recently at a workshop that focused on the supply of essential medicines for mental, neurological and substance use (MNS) compared to other disease areas such as HIV/AIDS, tuberculosis, and malaria.

Yadav did two talks at the workshop, “Improving Access to Essential Medicines for Mental, Neurological and Substance Use Disorders in Sub-Saharan Africa,” which was held in Addis Ababa, Ethiopia. Yadav focused on how to better match demand and supply of MNS medicines proactively without waiting for the market to expand.

Insufficient demand, fewer MNS medicines on essential medicine lists, and poor supply chains are some of the reasons

on the second day of the conference.

In addition to Yadav, WDI Healthcare Research Associate Leslie Arney represented the Institute at the conference. Ross School of Business Professor Ravi Anupindi, who also serves as a faculty affiliate for the Healthcare Research Initiative, was a member of conference's organizing committee.

The conference focused on innovations in global health supply chains and explored emerging trends in information acquisition and sharing, coordination across stakeholders to improve efficiency and service and best practice ideas on public/private partnerships. It attracted academics, country planners, NGOs, logistics practitioners, and donor representatives to explore these topics.

FAMILY PLANNING CONFERENCE // NOV 2013

As a part of WDI's Healthcare Research Initiative's work with the Bill and Melinda Gates Foundation, Arney traveled to Ethiopia for a family planning conference.

Arney attended the International Conference on Family Planning: Full Access, Full Choice. The event was sponsored by the Bill & Melinda Gates Institute for Population and Reproductive Health at Johns Hopkins Bloomberg School of Public Health, and the Federal Ministry of Health of Ethiopia.

Ethiopia was selected as the site for the conference due to the country's strong commitment to family planning and the success it has had in increasing access to family planning. The conference highlighted successes achieved in family planning around the world as well as hurdles that still need to be addressed.

More than 3,000 people attended, which included daily plenary sessions, a number of interactive skill-building sessions, panel presentations, poster sessions, a policymaker forum and an exhibit area. Attendees include researchers, program managers, policymakers, and representatives from international donor organizations and foundations.

why access to such medicines remains low, Yadav said.

In the past, WDI's healthcare initiative has worked on improving access to palliative care medicines in developing countries where the nature of issues is similar.

Treatment for mental health conditions and neurological disorders remains very poor in developing countries, especially in Sub-Saharan Africa. Given the poor awareness regarding these conditions among healthcare practitioners, patients, and caregivers, the availability of appropriate medicines for treating such conditions also remains very low. Patients who muster the courage to visit a hospital for treatment don't find medicines, which then makes it harder to convince others to seek treatment.

Healthcare Research Team Adds New Staff



Leslie Arney is a research associate who focuses on global market dynamics for reproductive health commodities, and flexible contracting practices in the

public procurement of essential medicines in developing countries. She has diverse research experience in laboratory, clinical, and field-based settings. She holds a master's degree in international health epidemiology from the University of Michigan's School of Public Health. She earned a bachelor's degree in public health from the University of North Carolina.



Beatrix Balogh is a research assistant who works on projects that focus on understanding the system dynamics of malaria and reproductive health commodities.

Her main focus has been on computational and mathematical modeling of prostate cancer and infectious diseases. She also has research experience in laboratory settings, working with rheumatoid arthritis and scleroderma. She graduated from the University of Michigan with a bachelor's degree in mathematical biology in 2013.



Brittany Johnson is a research associate specializing in global health supply chains. She has a master's degree in supply chain management from MIT and a bachelor's degree in philosophy

from McGill University. Johnson served in the Peace Corps, and her thesis at MIT was on increasing access to medicines in the private sector in Zambia and Zimbabwe.



Nora Hotte is a research specialist in access to medicines. She is focused on better understanding the market for global health products, especially malaria medicines and diagnostic

tests, through rigorous data analysis. Prior to joining WDI, she worked for six years on malaria programs in Southeast Asia and Africa with the Clinton Health Access Initiative and Malaria Consortium. She has lived in Cambodia, South Sudan, and Uganda. She graduated from Pomona College with a bachelor's degree in public policy analysis.

Educational Outreach continues to make inroads into classrooms around the globe through targeted marketing and attentive customer service. It also has generated good brand awareness for our e-commerce website, GlobaLens. The initiative created a database of 45,000 faculty members who receive regular emails about our teaching case study offerings. This faculty group also has the opportunity to attend webinars related to teaching with case studies. 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.

Teaching Sustainability Webinar Popular with Faculty



Andrew Hoffman in class

Sustainability has gone “mainstream.” Firms develop sustainability strategies, create sustainable products and operations, produce sustainability reports, and appoint chief sustainability officers who tout sustainability to be their core mission. But how can this rapidly changing topic be taught in a business school?

To answer that, GlobaLens hosted the Oct. 31 webinar, “Teaching Sustainability in a Business School,” presented by Professor Andrew Hoffman, the Holcim (US) Professor of Sustainable Enterprise at the Ross School of Business. The event targeted business school faculty within any business discipline who were interested in learning an approach to teaching sustainability.

A record number 318 people registered for the webinar, and 116 attended (another GlobaLens record).

During the webinar, Hoffman outlined a structure and model to use when teaching sustainability in a business context. It was predicated on framing the issue in terms of business fundamentals, i.e., operational efficiency, consumer demand, cost of capital, regulatory compliance, and more.

WDI holds webinars like Hoffman’s in order to feature helpful information from a key author of materials in its GlobaLens collection and increase awareness of the GlobaLens materials authored by the webinar presenter. Past GlobaLens webinars include forums on how to teach entrepreneurship, how to teach base of the pyramid strategies, how to write a case study, and how to incorporate case studies into teaching.

Hoffman is faculty director of the Erb Institute for Global Sustainable Enterprise at the University of Michigan. He holds joint appointments at the Ross School of Business and the School of Natural Resources & Environment at U-M. His research uses a sociological perspective to understand the cultural and institutional aspects of environmental issues for organizations.

“Since the webinar, we have experienced a dramatic increase in page views and downloads of Andy Hoffman’s course materials on our e-commerce site,” said Sandy Draheim, marketing manager of GlobaLens. “We’ve also had several adoptions of his sustainability teaching materials.”

WHAT THEY SAID

Here is some feedback from those who attended the GlobaLens webinar.

“Andrew Hoffman’s presentation was terrific. I will be integrating his work into all of my courses.”

– DUQUESNE UNIVERSITY PROFESSOR

“I thought the webinar was great!”

– UNIVERSITY OF WYOMING PROFESSOR

“I found the webinar really well done and thoughtful. Thanks.”

– ROGER WILLIAMS UNIVERSITY PROFESSOR

“I found the webinar very inspiring for my teaching.”

– ESCP BUSINESS SCHOOL – EUROPE PROFESSOR

“I very much enjoyed hearing Andy’s views on teaching sustainability. Fantastic guidance from a highly respected expert!”

– RYERSON UNIVERSITY PROFESSOR

“This was my first GlobaLens webinar and I thought it was great! Andy’s framework will be really helpful to me.”

– XAVIER UNIVERSITY PROFESSOR

“I personally found the content very interesting, instructive, and relevant.”

– INDIAN INSTITUTE OF MANAGEMENT PHD STUDENT



GloboLens Assists Conference Organizers with Case Competition

Part of GloboLens' mission is to teach others about business case studies — from how to write them to how to use them in the classroom. A recent webinar discussed how to teach entrepreneurship. Kumar, director of the case competition for the conference.



Clockwise from top left: Conference organizers get ready; Ford CFO Mark Fields, left, and WDI board member M.S. Krishnan; attendees listen to a speaker

GloboLens and Kellogg Case Publishing Partner on Project

This past fall, GloboLens collaborated with Northwestern's Kellogg Case Publishing on an e-commerce and marketing test project.



A series of "Practical Regression" notes, authored by a Kellogg professor, were integrated into the GloboLens e-commerce site. They were then promoted via digital outreach to a targeted database list of national and international business faculty.

Greg Merkley, associate director of Kellogg Case Publishing, said the partnership with GloboLens made sense.

"We are always looking for effective new outlets for Kellogg-authored teaching

materials," he said.

The numbers for the initial outreach effort were positive, and are being reviewed and evaluated. The open rate for the email campaign was above average for the industry, while those choosing to unsubscribe were exceptionally low.

Sandy Draheim, GloboLens marketing manager, said GloboLens and Kellogg are "testing the waters with regard to future collaboration and partnering between both our organizations."

RECENTLY PUBLISHED CASES BY AUTHORS OUTSIDE OF U-M

Your Global Footprint

Ilan Alon
Rollins College

globalens.com/casedetail.aspx?cid=1429343

This exercise allows students to see their personal "footprints" on the world by plotting which of the world's countries, languages, and religions they have been exposed to through their travels and/or studies. This exercise is intended to spark a class discussion on what it means to be globally savvy, and can be used as an icebreaker at the onset of international business or marketing courses.

BioOne: Open Access and the Changing Landscape of Academic Publishing

Juan Florin
University of New Hampshire

globalens.com/casedetail.aspx?cid=1429344

This case describes the start-up and successful development of a financially sustainable, mission-driven social venture in scientific publishing. However, open access publishing — a new economic and distribution model — threatens its success.

GloboLens was a sponsor of the 2013 India Business Conference, working closely with the organizers on the conference's C.K. Prahalad Case Analysis Competition. The competition honored the late C.K. Prahalad, the Paul and Ruth McCracken Distinguished University Professor of Strategy at the University of Michigan's Stephen M. Ross School of Business and a Distinguished Fellow at WDI.

GloboLens provided an appropriate case for the competition, "ayzh at a Crossroad: Maternal Health for Whom?" one of the winners of the 2013 NextBillion/Citi Foundation Case Writing Competition. The case outlines decisions on how and where to grow for a social venture focused on improving maternal health in developing countries.

The case analysis competition gives students an opportunity to compete and showcase their business knowledge and innovation acumen by analyzing a case study in the social impact field.

Prior to the conference start, teams of four students were given a question

on the "ayzh" case and had to submit a 500-word response. Five finalist teams were then invited to give a full presentation on the cases to a panel of judges as conference attendees looked on.

GloboLens created a unique email campaign inviting other schools to enter the competition. The email campaign was sent to 6,000 business school faculty at 55 different universities.

The promotion resulted in the largest number of Prahalad case competition entries — 83 teams of 4 people each. First place in the competition was awarded to a team of students from Northwestern University's Kellogg School of Management. Second place went to a team from the University of Pennsylvania's Wharton School.

"We had over five times the number of entrants than last year's competition and would not have been this successful without the help of GloboLens," said Ashwin Kumar, director of the case competition for the conference.

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 nearly 500 pieces. Here are some of the new cases from University of Michigan faculty.



Domino's Pizza: Leveraging a Technology Platform

M.S. Krishnan

globalens.com/casedetail.aspx?cid=1429346

Domino's innovated by changing the structure of its operations and introducing Pizza Tracker, a web-based application that allowed consumers to track where their pizzas were at each stage of the process. This case teaches students how innovation can transform a business in the areas of customer relationship management (CRM), technology, and operations.



Farm Bill: Balancing Hypoxia-Related Interests

Greg Bond, Manja Holland, Don Scavia

globalens.com/casedetail.aspx?cid=1429346

Designed as a role-play exercise, this case examines the 2013 U.S. Farm Bill as it relates to reducing fertilizer runoff to the Mississippi River, which results in significant hypoxia (oxygen depleted "dead zones") in the Gulf of Mexico. Students are assigned roles representing different interest groups and are challenged to address the multi-stakeholder nature of public policy. They will analyze a complex public policy opportunity and seek to balance economic, environmental, and social interests.



Travelers Insurance: Focusing on Climate Change and Natural Disaster Risk

Andrew Hoffman

globalens.com/casedetail.aspx?cid=1429347

Insurance companies are closely monitoring the climate change issue, but are they altering their business models to address it? Students will learn how the physical impacts related to climate change figure into business planning models within the insurance and reinsurance market sectors.



Zingerman's C: Broad-Based Ownership, Governance, and Sustainability at the ZCoB

Wayne Baker

globalens.com/casedetail.aspx?cid=1429104

Inc. Magazine's "coolest small company in America," Zingerman's Community of Businesses is an exemplar positive organization known for its award-winning food. This case covers the ZCoB's decision in 2013 to migrate toward broad-based employee ownership and the iterative, inclusive process by which Zingerman's Partners Group researched and crafted a new ownership design for the ZCoB. Should they use an employee stock plan, equity compensation, become a cooperative, or create their own model?

The Power of a Calling (A): Insights from Joseph's Journey

Valerie Myers

globalens.com/casedetail.aspx?cid=1429364

The meaning of a calling has been diluted over the years, which has diminished its power in organizations. By tracing the evolution of the Biblical Joseph's calling, this case illustrates the power of a calling as the ultimate form of employee engagement, ethical leadership, excellent performance and positive social impact. This ancient inter-faith story offers numerous lessons for modern organizations (e.g., leadership, diversity, ethics, teamwork and talent development). This case was originally published as "Calling and Talent Development: Not Your Average Working Joe" in 2011.

The Power of a Calling (B): Our Better Natures

Valerie Myers

globalens.com/casedetail.aspx?cid=1429365

This continuation of "The Power of a Calling" series looks at Joseph's and his brother's respective paths to their respective ends. The case showcases how different influences help determine a person's life path. Joseph considers whether nature or nurture played a bigger role in his brother's development. Furthermore, Joseph, as the leader of his family, considers how to best develop and cultivate the better natures of his family moving forward.

The Power of a Calling (C): Legacy

Valerie Myers

globalens.com/casedetail.aspx?cid=1429366

This last edition of "The Power of a Calling" series looks at the legacy of Joseph and each of his brothers by describing how each of their descendants pursued or ignored their respective callings. As the case says: "Joseph, his brothers and their descendants were called not merely to make a living but to cultivate a finer spirit, fulfill a greater vision and make a contribution that would enrich their community and the world. Along the way, some forgot or ignored that calling and were impoverished because of it. Others remembered and flourished."



CONTINUED FROM COVER >

Market Dynamics Focus of Gates Grant Work

An accurate, systematic, and rigorous analysis of existing tools, their applicability to different markets, and the design of new tools where current tools are inadequate can help market dynamics investments to better achieve their public health impact.

“Fixing market deficiencies to enable greater access to medicines, vaccines and diagnostics is a new and fast developing field. The Foundation’s grant will allow our team to investigate and test market mechanisms that can be used to improve the uptake of new health technologies.”

WDI DIRECTOR OF HEALTHCARE RESEARCH PRASHANT YADAV

Inefficiencies in markets often lead to delays in product uptake and long lags in achieving wider coverage of new and more effective health interventions such as new medicines, vaccines and contraceptive methods. The potential for improving access to health technologies through positively influencing global and local markets is immense.

While there are a number of existing market interventions, a new evidence base is needed to move the global health community toward systematic approaches to designing and selecting market interventions.

“Fixing market deficiencies to enable greater access to medicines, vaccines and diagnostics is a new and fast developing field,” said WDI Director of Healthcare Research Prashant Yadav. “The Foundation’s grant will allow our team to investigate and test market mechanisms that can be used to improve the uptake of new health technologies.”

The Gates Foundation grant is the latest project for the WDI Healthcare Research Initiative in one of its core areas. That is, making global and local markets for medicines, vaccines and other health technologies function better.

WDI analyzes and identifies innovative market interventions to improve access to medicines, vaccines, and other health technologies. Recent work includes three market analysis projects:

- **MALARIA:** Conducted multiple studies to analyze opportunities for making artemisinin combination therapy (ACT) more affordable in the private sector including market implications of future scenarios of the Affordable Medicines Facility for Malaria (AMFm) and reduction in manufacturing costs and distribution margins of ACTs

- **DIARRHEA:** Designed evaluation program to rigorously measure the relative contribution of different market interventions to increase the use of oral rehydration salts (ORS) and zinc to treat diarrheal disease

- **TUBERCULOSIS:** Created a comprehensive landscape analysis including information on market structure, suppliers, cost drivers and incentives for capacity expansion of active pharmaceutical ingredient (API) markets for multi-drug resistant tuberculosis medicines.

“Global market shaping activities are increasingly seen as an efficient investment because they can deliver sustainable and enduring high public health impact,” Yadav said.

Lever for market shaping include reducing transaction costs at different levels in the system through better procurement architecture, reducing uncertainties for manufacturers and donors through better market intelligence and forecasting and achieving better price and quality by resolving information asymmetries.

“These strategies operate at a global level and enable donor organizations to impact those in need in low- and middle-income countries in a sustainable manner,” Yadav said.

Case Competition Draws Entries from Around the World

More than 50 entries from 34 universities and 15 countries were received for the 2014 NextBillion/Citi Foundation Case Writing Competition. The final cases were submitted in December, and winners will be announced April 1.

The global competition is sponsored by the Citi Foundation and NextBillion, and is administered by GlobalLens, WDI's case publishing division.

The 52 entries are from 105 different people who entered individually or as part of a team. The countries represented are: Colombia, China, India, France, USA, Canada, Ethiopia, Denmark, Philippines, Grenada, Nigeria, Nicaragua, Pakistan, Bangladesh, and Australia.

Some of the universities include: the Indian Institute of Management (India); Brigham Young University (USA); University of Colorado (USA); Purdue University (USA); Cape Breton University (Canada); Copenhagen University (Denmark); St. George's University (Grenada); Griffith University (Australia); National University (Bangladesh); Lahore University of Management Science (Pakistan); Tsinghua University (China); University of San Carlos (Philippines); and Dilla University (Ethiopia).

Topics and subjects of some of the entries include:

- A Colombian foundation that helps sick, poor children and their mothers out of poverty
- Growth of the telecom industry in an emerging market

- A non-profit, Indian organization providing vocational training/placement to disadvantaged people
- A new, higher education business model reducing loan burdens on students
- A Ugandan non-profit that tries to diversify revenue streams
- A social venture enters China, a country where social enterprise is not widely understood or accepted
- Social brand-building strategies for a green brand, with fair trade to empower producers in the Mayan rainforest
- Expansion of family planning and reproductive health services in Cambodia

This is the fourth NextBillion case competition, which recognizes and publishes the best-written case studies about business strategies aimed at alleviating poverty, especially in the developing world.

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.

Last year, a team from the University of Virginia's McIntire School of Commerce wrote the winning case about a successful Indonesian bank that also creates positive social change.

The first place team in 2014 will receive \$3,500. Second place will receive \$2,500, and third \$1,000. There also are two honorable mentions.

In addition to the prize money, winning entries (including the honorable mentions) also will be added to GlobalLens' 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.

NextBillion Financial Innovation Blog is Off to a Strong Start

NextBillion's blog on financial innovation, launched in September and sponsored by the Citi Foundation, is attracting new readers and new contributors to the site.

More than 80 blog posts from a variety of writers have been published on the site since its debut. The blog features a wide range of experts and practitioners who share their knowledge, research, and experiences in how to best expand financial access to low-income people.

"Since NextBillion Financial Innovation launched in September, we have seen a consistent flow of strong content from a diverse range of contributors globally, highlighting innovations that provide improved access to financial products, services, and capital," said Graham Macmillan, senior program officer for Citi Foundation. "It will be exciting to follow how financial innovations evolve over time through the site."

Site sponsor Citi Foundation supports the economic

empowerment and financial inclusion of low- to moderate-income people in communities where Citi operates. It works collaboratively with a range of partners to design and test



financial innovation

financial inclusion innovations with potential to achieve scale and support leadership and knowledge building activities.

As part of its sponsorship of NextBillion Financial Innovation, Citi Foundation named five leaders in financial innovation to be content partners on the site and contribute regularly to the site. The content partners are:

ACCION A global nonprofit dedicated to creating economic opportunity by connecting people to the financial tools they need to improve their lives.

THE CENTER FOR FINANCIAL SERVICES INNOVATION

CFSI works with leaders and innovators in the business, government, and nonprofit sectors to transform the financial services landscape for underserved consumers in the U.S.

GRAMEEN FOUNDATION: A global nonprofit organization that helps the world's poorest people achieve their full potential by providing access to essential financial services and information on health and agriculture that can transform their lives.

ideas42 A nonprofit that uses the insights of behavioral economics—which helps explain the choices and decisions people make—to design innovative solutions to social problems at scale, focusing on global health, education, financial inclusion and economic mobility, consumer finance and energy.

INNOVATIONS FOR POVERTY ACTION A nonprofit dedicated to discovering and promoting effective solutions to global poverty problems, including education, health, agriculture, financial services, governance, water and sanitation, and post-conflict recovery.



Top: A SOCAP panel audience; NextBillion Managing Editor Scott Anderson, left, moderates a panel discussion



Editor Joins NextBillion

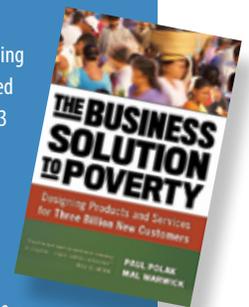
KYLE POPLIN joined NextBillion as editor of the Healthcare blog in August. He has spent 25 years editing various journalistic publications, from weekly and daily newspapers to monthly magazines. He first fell in love with the printed word reading the sports pages of the *Atlanta Journal-Constitution*.

He earned a bachelor's degree in journalism and a master's in business administration from the University of Georgia. In 2005, he led a team that launched *Bluffton Today*, a daily that explored the use of reader-generated content and hyper-local citizen journalism. He earned a Knight-Wallace fellowship at the University of Michigan in 2009. Following that, he and his wife, Myra, remained in Ann Arbor to launch *The Ann*, a monthly news magazine.

Google Hangouts

NextBillion played host to a pair of Google "Hangouts," or live online video chats, with two big leaders in social enterprise and impact investing. In October, NextBillion Financial Innovation Editor James Miltzer moderated a Google Hangout with Antony Bugg-Levine, author and a co-founder of the Global Impact Investing Network.

In November, NextBillion Managing Editor Scott Anderson interviewed Paul Polak, co-author of the 2013 book "The Business Solution to Poverty: Designing Products and Services for Three Billion New Customers." Polak is a well-known advocate for social enterprise who has founded three BoP-focused businesses. NextBillion readers submitted questions for the Hangouts both before and during the events, making for lively, interactive discussions. More NextBillion Google Hangouts with notable social enterprise leaders are planned for 2014.



Editors Take Part in Conferences

NextBillion editors participated in three notable conferences that tackled issues such as mobile money innovation, improving social impact investing funds and the promise of 'big data' to improve the lives of low-income people. NextBillion also served as a media partner for all three events.

NextBillion Managing Editor Scott Anderson moderated a panel focused on a key issue for the impact investing community in September at the Social Capital Markets (SOCAP) conference in San Francisco. SOCAP is one of the largest conferences of its kind, gathering more than 1,800 investors, social entrepreneurs, academics, NGOs and other people concerned with learning about and sharing best ways to invest in and support social enterprises.

Anderson's panel – "Mission Impossible: Can Impact Investment Fill the Pioneer Gap or Is A New Type of Capital Needed?" – discussed the question of how the industry can best position its capital to address the "Pioneer Gap" to support entrepreneurs in the earliest stages of the business lifecycle and, in turn, create a healthy pipeline of opportunities for the growing number of impact investors globally.

Panelists were: Kate Cochran, board chair of Upaya Social Ventures; Sammie Rayner, co-founder, Lumana Village Ventures; and Bob Webster, chief operating officer for the Grassroots Business Fund.

In October, Anderson moderated the panel, "Frontiers of Mobile Technology: Platforms and Big Data," at the Columbia Business School's Social Enterprise Conference in New York City. The discussion examined how mobile technology has enriched and empowered individuals in the developing world - from better information on employment

prospects to improved financial and health care access.

Panel members were: Alina Kogan, an investment officer at Accion Venture Lab; Keith Nalepka, vice-president of Global Sales and Marketing, PharmaSecure; Shivani Siroya, CEO & Founder, InVenture; and Camilo Tellez-Merchan, financial sector specialist, at the Consulting Group to Assist the Poor (CGAP) -World Bank.

And NextBillion Financial Innovation editor James Miltzer reported from the "Mobile Money: Technology to Transform Transactions," conference. The Center for Effective Global Action at the University of California-Berkeley hosted the conference in partnership with the Bill & Melinda Gates Foundation.

Miltzer, along with Kyla Yeoman, Global Envision program manager at Mercy Corps, interviewed more than a dozen notable innovators in the growing sector for a NextBillion video series called "Mobile Money Movers." The conference explored avenues for collective action to reduce barriers to financial inclusion and provide better money management tools to the four billion people around the world currently lacking basic financial services. Watch the videos at: <http://bit.ly/1eDJ4Jg>

Participants included leaders, researchers and innovators from the Gates Foundation, Innovations for Poverty Action, Mastercard, Omidyar Network, Safaricom, USAID and Visa.

PROJECT PORTFOLIO

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.

Impact Sourcing

// Italy

FUNDING AGENCY: Rockefeller Foundation

GOAL: Coordinate and facilitate a conference with Impact Sourcing thought leaders at the foundation's Bellagio, Italy conference center to kick off its 7-year, \$100 million Digital Jobs initiative.

W D I

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.

Strengthening the Accountancy Program at the University of Liberia

// Monrovia, Liberia

FUNDING AGENCY: The World Bank

GOAL: Upgrade the University of Liberia accounting program to meet international education standards by revamping curriculum and improving teaching.

Market Dynamics Strategy Investment

// Global

FUNDING AGENCY: The Bill & Melinda Gates Foundation

GOAL: Improve market dynamics specifically for family planning/reproductive health products and malaria medicines.

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: FHI360

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.

Science, Technology, Research and Innovation for Development (STRIDE)

// Philippines

PARTNER: RTI International

FUNDING AGENCY: U.S. Agency for International Development (USAID)

GOAL: Promote Philippines university engagement with the industrial sector through case study workshops for business school faculty, technical research assistance, career center capacity building, and mentorship through a faculty exchange program.

Broader MENA – U.S. Community College Entrepreneurship Program

// Jordan

PARTNERS: 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.

The Accelerating Strategies for Practical Innovation and Research in Economic Strengthening (ASPIRES)

// Global

PARTNER: FHI360

FUNDING AGENCY: U.S. Agency for International Development (USAID) and the President's Emergency Plan for AIDS Relief (PEPFAR)

GOAL: Improve the economic security and health outcomes of vulnerable individuals, families, and children infected or affected by HIV/AIDS, as well as key populations at high risk of acquiring HIV.

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.

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 (API) 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) IDIQ

// 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.

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.

DCS' project portfolio is comprised of 17 active projects, operating in 16 countries and cutting across 15 different sectors. DCS projects are actively engaged in the Philippines, Ukraine, Mexico, Liberia, Kyrgyzstan, Italy, Jordan, Kenya, Rwanda, Egypt, Benin, China, Germany, India, Switzerland and Ethiopia. The technical sectors of engagement are: public-private partnerships, public health, higher education research, career center development, higher education development, impact assessment, women in development, public health, private sector development, human and institutional capacity building, entrepreneurship, public finance, trade, and economic development through the Base-of-the-Pyramid (BoP) perspective.

NEW AWARDS

Development Consulting Services Making Progress in Liberia

The Development Consulting Services team has been working tirelessly on the new World Bank-funded project to strengthen the accounting program at the University of Liberia (UL).

In September, UL accounting professor Alex Cuffy visited WDI and the Ross School of Business. While in Ann Arbor, Cuffy worked with DCS' technical advisory team to design and develop the project's work plan and draft objectives, as well as a detailed implementation timeline.

DCS and the University of Liberia will focus on overhauling the undergraduate and graduate accounting degree curriculums, and improving the quality of teaching by strengthening faculty capacity through accreditation and knowledge exchange.

Cuffy met with the senior faculty at the Ross School to ensure the design and execution of the project is responsive to the needs of the University of Liberia. Additionally, he sat in on several courses taught by Ross senior faculty.

In November, four University of Liberia professors visited WDI to participate in workshops on teaching pedagogy, which included discussions on different learning styles, approaching students as individuals, information processing tendencies, and Bloom's Taxonomy of Learning Domains. The Liberian faculty sat in on a number of accounting courses during their visit, and continued their efforts towards the revision of the UL accounting curriculum at meetings with Ross accounting faculty.



Liberia professor Alex Cuffy, left, meets with the WDI technical advisory team

University of Liberia Professor of Accounting, Othello Blamo, said the workshops were valuable.

"We learned new techniques to help us meet the different types of challenges we are facing in our classrooms at the University of Liberia," he said. "The training was insightful, and will be tremendously beneficial to our students and to our department."

In January, DCS' international accounting best practices expert, Robert Viernum, visited Monrovia as part of the project. Once there, he conducted a number of interviews with representatives from local and regional business communities to begin developing a communications strategy for the University of Liberia.

Viernum also explored ways the accounting department can better prepare their students

for the challenging employment market through undergraduate internships. Additionally, Viernum met with officials from the Liberian government and the university administration to brief them on the project's communications strategy and progress on the curriculum development.

During the past six years, the Liberian government—together with its international partners—has been working to revive the country's once-thriving economy that has been shaken by a prolonged civil war. A critical part of the reconstruction process is rebuilding the capacity of its educational institutions to more effectively deliver quality education that supports the development of the nation. Accounting education, in particular, was severely impacted during the war.

Khalid Al-Naif, director of Development

Consulting Services, said the accounting and auditing practices in Liberia need to develop in line with a growing economy as well as with international best practices.

"As we engage, we've concluded that varying compliance gaps in both accounting and auditing practices in Liberia are likely to stem from inadequate technical capacities of the auditors and regulators, absence of mandate on applicable standards, lack of independent oversight of the auditing profession, and shortcomings in professional education and training," he said. "Accordingly, strengthening the quality of accountancy education and enhancing continuing professional education, both being undertaken by WDI in Liberia, are essential elements for Liberia's continued economic growth and prosperity."



Liberia professors visit WDI

“ IN THEIR OWN WORDS ”

In November, four University of Liberia professors visited WDI and the Ross School of Business. Here are a few thoughts from two of them on the workshop they attended while in Ann Arbor.

Othello Blamo // PROFESSOR OF ACCOUNTING

“We learned new techniques to help us meet the different types of challenges we are facing in our classrooms at the University of Liberia,” he said. “The training was insightful, and will be tremendously beneficial to our students and to our department.”

Joseph S. Blama // PROFESSOR OF ACCOUNTING

“This was a unique workshop which taught us many new things about pedagogy and the different ways that students learn. It has provided strategies and methods for teaching that we are excited to use in Liberia.

Children, At-Risk Populations Focus of Global Health Project

Development Consulting Services (DCS) has partnered with FHI Development 360, LLC (FHI 360) on a five-year global project to enhance the financial well being of vulnerable households affected by HIV/AIDS and at-risk populations susceptible of being infected with HIV.

The Accelerating Strategies for Practical Innovation and Research in Economic Strengthening – or ASPIRES – project is funded by the U.S. Agency for International Development (USAID) and the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR).

The ASPIRES activities will include:

- Improving access to savings and other financial services
- Providing training in money management
- Supporting the acquisition and use of income-generating workforce and entrepreneurship skills
- Strengthening social protection through interventions such as cash transfers

WDI, FHI 360 and its partners also will help strengthen the capacity of governments and national stakeholders to implement and evaluate evidence-based programming that advances the economic security of target populations.



Christine Irish joined the DCS team in November as a projects administrator. She is overseeing the STRIDE university capacity-building project.

Irish has a background in international entrepreneurship, corporate project management, public-private partnerships, and public policy research. She was integral in launching several international projects and programs. She also worked on a team that helped 12 start-up companies penetrate emerging markets around the world.

She has worked in more than 15 countries across five continents in the fields of water security, clean energy, medical technology, and pollution remediation, among others. She has collaborated with diverse partners, including the U.S. Department of State, USAID, SAP, Google, Microsoft, Nike Foundation, Stanford’s Institute of Design, Kiva, and TED.

Irish also has worked as a policy researcher in the U.S. Senate, and as a business consultant at the Unreasonable Institute. She has published research on U.S. federal legislation, the judicial system, and fiscal policy.

She holds a bachelor’s degree in political science from the University of Michigan. She was awarded a fellowship from the U.S. Department of Education’s FLAS program for her study of Portuguese language and culture. She also is fluent in Spanish.



Natalia Gero, who joined DCS in 2010 as a projects administrator, has been promoted to senior projects administrator. Gero will provide technical, financial and administrative project support to DCS and train new

project administrators. She will communicate daily with WDI’s field teams and counterparts to address management issues and troubleshoot potential technical and contractual troubles.

Gero is an experienced project manager with a particular focus on logistics and operations management. She has more than eight years of work experience in the U.S., Russia, Eastern Europe, the Baltic States, and Latin America.

Prior to joining WDI, Gero was an account executive at Boersma Inc. and previously a senior manager with Slavtur in Russia, where she executed numerous business service contracts with corporate clients — including the country’s third-largest oil company.

ONGOING PROJECTS

Philippines // STRIDE // Science, Technology and Research Innovation for Development

In the wake of devastation left behind by Typhoon Haiyan, strengthening high-growth industries, academic research, and international collaboration will be even more critical than before to help restore economic growth and development in the Philippines.

The STRIDE project will play an active and innovative role in supporting these essential sectors and helping the Philippines sustain its previously strong growth trajectory. STRIDE is a five-year USAID grant designed to bridge the gap between industry and academia, strengthen the policy and management capacities of Philippine universities, improve qualifications of faculty and research staff, and build research capacity in high-growth sectors.

Development Consulting Services (DCS) Director Khalid Al-Naif recently traveled to Manila for the project's official inauguration. Al-Naif met with partners from more than 20 Philippines universities, Philippines industry

growth and collaboration.

DCS' multidisciplinary approach will include several interventions, including an upcoming deployment of a career center expert to conduct a training seminar for career center professionals, and assess and provide technical assistance and resources to three promising career centers at regional universities. Future deployments and projects will include a business case-writing workshop for Philippines professors, a faculty exchange program, and help with research methodology.

In spite of a few setbacks and schedule changes in the aftermath of the deadly November typhoon, all of STRIDE's activities will continue.

Al-Naif said until the typhoon hit, the Philippines economy had grown by more than 7 percent in 2013, its government debt has an investment-grade rating, and its consumers spent more freely than in some emerging markets where WDI works. But



STRIDE kickoff event in Manila

leaders, officials with project partner RTI International and funding agency USAID, as well as other key local, private sector stakeholders to help determine the future direction of the STRIDE project.

During his trip to Manila, Al-Naif evaluated the state of existing programs and institutions, and collaborated with representatives from businesses and universities to assess, address, and respond to their current needs. Upon returning to Ann Arbor, Al-Naif and the DCS team developed a plan of action for future

the country had weak infrastructure and relatively high unemployment.

"The work that WDI is doing in the Philippines directly impacts the quality of the next generation of university graduates and the ability of industry to capitalize on the prospects," he said. "Given that about 8 percent of the nation's \$430 billion economy comes from remittances sent back home by expatriate labor, and another 35 percent comes from exports, our work there is now even more critical."



WDI consultant Ned White

Ukraine // P3DP // Public-Private Partnership Development Program

Edward "Ned" White, senior expert in public-private partnership (PPP) solutions for DCS, recently participated in two events related to the WDI group's project work in the Ukraine.

At one event, White led a practical workshop on PPP financial analysis and modeling in the Ukraine capital of Kyiv for officials representing the cities of Kyiv, Ivano-Frankivsk, and Lutsk, as well as the regional centers of Ukraine's National Project Agency.

Participants learned the fundamentals of financial analysis and creating financial PPP models. The knowledge and skills they acquired will allow them to better identify and evaluate viable, bankable PPP opportunities that bring value to Ukrainian citizens, White said. The workshop is an essential step towards establishing a national-level Public-Private Partnership Unit that will facilitate the creation of partnerships by bringing together government and private sector interests.

At the second event, also in Kyiv, White played a key role in an international agribusiness conference, "Doing Agribusiness in Ukraine: Perspectives for 2014." Ukraine's agribusiness sector has large, unrealized potential – much of which can be unlocked through investments and international expertise, White said. The 300 conference participants learned from White what role PPPs can play in accelerating the sector's development.

White provided an overview of PPPs with examples of how they are being used to support agribusiness in other countries for things such as irrigation and cold storage. He

emphasized that PPPs should not be viewed as a panacea for all investment problems, but rather as "an essential and integral part of an overall strategy to improve a sector." The presentation and Q&A was followed by a breakout session focused on ongoing efforts to introduce PPPs and improve services in Ukraine's agriculture sector.

WDI and its partner, FHI Development 360 LLC, are running the five-year USAID Public-Private Partnership Development Program in Ukraine. It focuses on promoting 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.

"The efforts of the European Union accession countries, like Ukraine, to reform and upgrade infrastructure and services will substantially benefit from WDI's public-private partnership approach," said Khalid Al-Naif, director of Development Consulting Services. "This is particularly true, given the enormous financing requirements to bring these infrastructures up to the standards.

"The European Commission has identified four principal roles for the private sector in PPP schemes, namely: to provide additional capital; to provide alternative management and implementation skills; to provide value added to the Ukrainian consumer and the public at large; and, to provide better identification of needs and optimal use of resources."

Jordan // Broader MENA-U.S. Community College Entrepreneurship Program

Development Consulting Services and its partners in Jordan—Washtenaw Community College and Al Quds College—recently launched an incubator for budding entrepreneurs at Al Quds to take their ideas from the classroom to grow full-fledged businesses.

The Quds Business Incubator for Entrepreneurs in Amman, Jordan is a result of the unique partnership between WDI, Washtenaw Community College (WCC) and Al Quds College that is funded by Higher Education for Development (HED). It is part of the Community College Entrepreneurship: Integration to Incubation Project—known locally as the Lumina Zone Entrepreneurship Project—that was jointly designed and developed by WDI and WCC in Ann Arbor, Michigan.

Exchange, a study tour for AQC students focused on entrepreneurship and small business exchange.

Other students intend to begin working with the Quds Business Incubator to develop and implement ideas such as: a kindergarten that operates during non-traditional times for busy parents; a high-quality, full service food street cart; an online food delivery service; and a girls club.

“Our new business incubator at Al Quds will provide Al Quds’ current community college students and recent graduates with the tools necessary to set up, operate, and grow a small business,” said DCS Director Khalid Al-Naif. “In addition, the partnership will create a clear pathway to entrepreneurship as a means of self-employment and career

development for the next generation of Al Quds students.”

Leading up to the incubator launch, WDI and WCC designed, developed, and

delivered a five-day entrepreneurship “boot camp” in October to teach students and faculty at Al Quds College what is needed to start their own business.

The boot camp was attended by 27 Jordanian faculty and community college students, and was led by WDI Senior Trainer Ismail Ayman. He is the Jameel Chair of Entrepreneurship at the American University in Cairo and director of the school’s Entrepreneurship and Innovation Program.

Participants learned the basic concepts of entrepreneurship with a focus on the local context. They gained an understanding of the key components of a business plan, acquired skills and tools to build the plan, created some enthusiasm about starting a venture, and discussed challenges and opportunities for entrepreneurs in Jordan.

They also heard from guest speakers, including a successful female entrepreneur and an expert in legal issues for startups.



WDI entrepreneurship boot camp

The project aims to develop an entrepreneurial mindset among the students at Al Quds College (AQC) 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.

AQC student Qusai Damrah was one of several students at the launch of the Quds Business Incubator. He plans to use the incubator to bring his idea of developing an eco-friendly waste management system to fruition.

Damrah has been involved with the WCC–WDI partnership activities in the past, participating in a pilot entrepreneurship course at AQC. The course was so successful that it is now part of AQC’s standard curriculum. The project/partnership also hosted Damrah and three other students in Iowa this summer for an International Future Entrepreneurship



Scholarship program graduates

Rwanda // GSSP // Goldman Sachs Scholarship Program

Natalia Gero, DCS’ senior projects manager, recently traveled to Rwanda to evaluate the Goldman Sachs Scholarship Program. While there, she conducted an alumni networking event for program graduates.

As part of the evaluation process, Gero hosted a dinner for many of the 45 alumnae who received bachelor’s degrees in business administration from the School of Finance and Banking (SFB) in Kigali, Rwanda. The program provides scholarships for disadvantaged women to earn a bachelor’s degree. It is administered by DCS.

The event gave the graduates a chance to reconnect, network, and share their workplace experiences. It also gave Gero an opportunity to meet the graduates, mentors and SFB management, and gather relevant data for Goldman Sachs.

SFB Vice Rector Lilian Igihozo stressed the importance of networking to the graduates, and shared success stories of private sector employers hiring scholarship program graduates who show self-confidence and work ethic. Mentors praised the scholars for their tenacity and persistence in achieving their goals.

Under a mentoring project instituted by WDI, the women received about two hours of mentoring each month from SFB

faculty members. The mentoring program positively impacted the scholars’ performance, gave relatively underperforming students a chance to benefit from more focused attention, and enhanced capabilities of high-performing students.

The program, which is scheduled for completion in June 2014, is part of Goldman Sachs’ 10,000 Women initiative. The scholarship covers tuition, room and board, meals, textbooks, and other academic fees.

Khalid Al-Naif, director of Development Consulting Services at WDI, said for several decades donor institutions placed great emphasis on primary and, more recently, secondary education in their development assistance to Rwanda. But they neglected higher education as an added means to improve economic growth and mitigate poverty.

“Indeed, recent evidence suggests that higher education in Rwanda can produce both public and private benefits,” Al-Naif said. “The private benefits for individuals are well established, and include better employment prospects, higher salaries, and a greater ability to save and invest. These benefits may result in better health and improved quality of life for Rwandan women.”

WDI's Executive Education is off to a strong start in FY2014, delivering more than 25 programs since July. We are focusing on growing our open enrollment, custom, and grant-funded activities through new programs, new partnerships, and new funding sources. We also continue to look for new regions for growth, and return to countries where we have been active in the past, including Turkey and Croatia.

WDI, Seminarium Partner on Seven New Programs



WDI's partnership with Seminarium, the leading executive training company in Latin America, continues to thrive, with seven new programs added for 2014.

In the past two years, WDI and Seminarium have delivered more than 40 programs in Latin America, including several new ones.

The new programs added for 2014 reflect the evolving needs of the increasingly sophisticated business environment in Latin America.

"Seminarium has its pulse on the needs of companies in Latin America and is constantly updating its portfolio accordingly," said Amy Gillett, director of WDI's Executive Education. "WDI is pleased to partner with Seminarium to offer world-class programs with top faculty."

Here are some of the new joint programs with Seminarium:



STRATEGIC SOURCING

Damian Beil
Bogota, Colombia // April 3-4

Participants will learn how to think strategically, analytically, and creatively about sourcing. They'll develop new tools that they can deploy in their job. This program will help firms lower their sourcing-related costs and risks while increasing benefits to both the buyer and supplier firms.

This a high-level 4-day program for sales leaders. Participants will learn new sales leadership strategies and gain tools to help them to best integrate sales into the culture, vision, and strategic direction of their organizations. Participants will learn best practices in effective leadership, sales management and customer relations.



BUSINESS INTELLIGENCE

Ajay Vinze
Oct. 6-7 // Santiago, Chile & Oct. 9-10 // Bogota, Colombia

Ajay Vinze, the Earl and Gladys Davis Distinguished Professor of Business at the W. P. Carey School of Business at Arizona State University, will lead the workshops. He is the founder of the Center for Advancing Business through Information Technology—an industry-facing research center that builds public, private and academic alliances through collaborative projects.



CORPORATE GOVERNANCE

Cindy Schipani
Oct. 14-15 // Santiago, Chile

Participants will learn the role of corporate governance, the duty of oversight (compliance programs and internal controls), corporate crime (financial fraud, bribery, insider trading), the governance of corporate risk, corporate social responsibility and emerging trends in corporate governance.

Croatia Hosts SHRNE Workshop for First Time



Paula Caproni and workshop participant; Caproni, middle, with WDI's Amy Gillett (left) and Sonia Ferencikova

Members of WDI's Strategic HR Network Europe (SHRNE) met in Zagreb, Croatia for its fall workshop on developing ethical, sustainable power and influence. The Oct. 17-18 workshop, held for the first time in Croatia, was led by Ross School of Business Professor Paula Caproni (see Q&A pg. 25).

Caproni taught participants how to influence others who have different styles, instructed them on six proven influence strategies that are more likely to inspire a "yes" rather than "no" response to requests, and showed them how to apply influence strategies in day-to-day work and life, develop political skills, and craft messages that get people to listen to you, clearly understand your message, and take the actions you want them to take.

One SHRNE member said it was a "terrific workshop. Participants were really excited to learn new styles and techniques for positively influencing others from Professor Caproni. There were many lively exchanges throughout the workshop."

Since 1999, WDI's Strategic HR Network Europe has been the premier networking and educational forum for HR executives as they deal with the most pressing human resource problems in their organizations.

At SHRNE workshops, HR directors and vice presidents convene in European capitals to learn from top HR professors and to share

ideas and best practices. Workshop leaders have included management gurus Noel Tichy, Wayne Brockbank, and Henry Mintzberg.

The network also provides members with the opportunity to interact with other top-level HR executives. This exclusive network attracts members at the director level and above. Members create a powerful peer network at professor-led seminars, best practices-sharing workshops, and informal information exchanges throughout the year.

Lastly, the Strategic HR Network Europe helps members to further the development of local management talent. Members are invited to take a local HR manager to each of the workshops.

The next two SHRNE workshops have been scheduled.

The spring 2014 SHRNE workshop, Fostering Employee Motivation, Performance, and Intra-Organizational Collaboration, will be held April 24-25 in Bratislava, Slovakia. Maxim Sytch, the Sanford R. Robertson Assistant Professor of Business Administration and Assistant Professor of Management and Organizations at Ross, will lead the workshop.

The fall 2014 workshop, Creating Leaders for the New Competitive Landscape – New Mindsets for the Games, will feature Ross Professor Gordon Hewitt. It will be held October 16-17 in Bucharest, Romania.



WITH
Paula Caproni

Turkey Site of Custom Leadership Program

WDI's Executive Education is partnering with Sabanci University on a custom leadership program in March in Istanbul, Turkey.

The workshop, Positive Approaches to Leadership, will be led by WDI Faculty Affiliate Jackie Stavros, who has more than 25 years of leadership, strategy, strategic planning, organization development and change, marketing, and international experience.

In this program, participants will learn strengths-based, positive approaches to leadership such as appreciative leadership, positive leadership, mindful leadership, strategic leadership, and transformational leadership. At the heart of leading people in organizations is an understanding of how to motivate and engage employees in the design and implementation of strategies and action plans.

Participants will explore and reflect on

their strategic leadership style by completing a Change Leadership Self-Assessment (C-LSA). Participants will explore the SOAR (Strengths, Opportunities, Aspirations, and Results) framework to understand their strategic thinking capacity and how to create strategy to effectively lead individuals and teams to create positive results.

The custom program reconnects WDI and Sabanci. WDI ran several successful programs in Turkey from 2006-08, partnering with Sabanci.

More recently in Turkey, WDI delivered a one-day, custom marketing program in Feb. 2013 for the Yapi Kredi Banking Academy, Turkey's first privately-owned bank with a national presence. This past summer, 12 Executive MBA students and four faculty members from Bilkent University in Ankara, Turkey came to WDI and U-M for a weeklong Global Competitive Strategy program.

Supply Chain Program Debuts in Croatia



WDI returns to Croatia with a two-day supply chain management program in partnership with the Zagreb School of Economics and Management (ZSEM).

The program will pair global expertise with local knowledge. Damian Beil of Michigan's Ross School of Business will lead the first day. Kristina Soric of ZSEM will lead the second day.

The supply chain program introduces cutting-edge models and practical tools for effective supply chain design and management. Topics include: effective inventory control; distribution and logistics management; utilizing e-business; and partnering with suppliers and customers to reduce costs and increase service levels.

It is designed for senior-and middle-level

managers with responsibilities in supply chain management, distribution management, inventory control, e-business, and procurement. It is also valuable for consultants or general managers who would like a broader understanding of how different parts of supply chains fit together, and managers responsible for implementation of new information, decision support, and enterprise resource planning.

WDI has partnered with ZSEM on several programs, including the 10-day General Management Program.

ZSEM is a private university based in Zagreb, Croatia. The school's mission is to improve students' knowledge and skills to enable them to manage and succeed in a competitive and globalized economy. ZSEM teaches business ethics and skills, and prepares students to meet technological and market changes required for long-term business success.

WDI: How was your first experience teaching for WDI?

CAPRONI: It was wonderful. I went to Zagreb, Croatia, where I had never been before, enjoyed the company of professionals from the SHRNE, and had an opportunity to learn more about WDI and its mission. The participants came from all over Eastern Europe, which is a part of the world I wasn't as familiar with so I learned quite a bit. It's always exciting to teach materials to a global audience – and a new audience – because it requires that we think carefully about whether our research and teaching is truly global. And we bring what we learn back home. I would do another WDI program in a heartbeat.

WDI: What are your students most interested in learning about when it comes to social media?

CAPRONI: The executive education students are eager to get up to speed and learn the strategic applications of social media as quickly as they can. Generally speaking, they tend to feel that there is a lot to this social media game that they may not know and they don't want to be in that situation. They want to learn about everything. Seriously. My traditional undergraduates enter my class with two ideas (sadly, and hopefully I am wrong) – first, this class must be an easy "A" because I already rock at Facebook; second, wouldn't it be cool if I could work in social media after college? I spend more time with my undergraduates explaining the vastness of social media, its relevance to marketing, and how to integrate social media into marketing strategy.

WDI: What do you think of WDI's network?

CAPRONI: In the U.S., we take the idea of human resources for granted, as though it has always been central to organizations. But it was not a known organizational identity not too long ago in Eastern Europe. I was honored to meet the people who started this human resources network in Eastern Europe and helped grow it to become an established group of global professionals.

WDI: What was this audience most interested in?

CAPRONI: Like most executives, they were interested in practical ideas – things that they could implement immediately that will help them achieve goals that are important to them, their teams, and their organizations. They were particularly interested in learning perspectives and skills that affect their personal lives as well as their professional lives. In addition to learning perspectives and skills from the instructor, participants are always interested in meeting each other and learning from each other. I'd say at least 50 percent of the program was spent with participants learning from each other and sincerely enjoying each others' company. By the time they left the program, they had expanded their network – and their influence through this network – significantly.

WDI: How does the audience respond to the topic of influence?

CAPRONI: Influence is universally interesting because everyone knows that people, communities, and organizations can only make progress through the use of the mutual give and take of every day. People who know how to ethically influence others are able to get better results in less time using fewer resources with less stress, more learning, and more enjoyment. Consequently, they not only get their work done better and faster, but enjoy it more as well. One important concept that people learn about influence is that there is a science to it – certain strategies are more likely to work than others. Another lesson is that people who are influential are likable and sincerely invested in the success of others. Finally, people who use ethical influence make the world a better place because they are able to ensure that the best ideas get heard and supported – and they don't become easy targets for unethical influence.



GOLDMAN SACHS CERTIFICATE PROGRAM

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Final Group of Women Entrepreneurs Nears Graduation from Certificate Program



A program participant, standing, presents her business plan

The 11th and final group of women entrepreneurs is nearing graduation for the six-month Goldman Sachs *10,000 Women* Entrepreneur Certificate Program in Rwanda, which is designed and organized by WDI in cooperation with the College of Business and Economics at the University of Rwanda (formerly the School of Finance and Banking).

The 28 women will participate in a business plan competition at the end of the program. Each woman presents her business plan to a panel of judges, and the five best business plans are awarded \$1,000 from WDI.

The women then will go through commencement ceremonies on Feb. 28 in Kigali. That will bring the total number of program graduates to 330.

The women met for a pre-program meeting and then attended their first module, a two-day session on "Introduction to Business and Business Strategy" in late September. Other modules included "Operating a Business in Rwanda," "Marketing, Negotiations & Customer Care," "Budgeting & Management Accounting," "Financial Management & Loans," "HR & Organizational Management," and "Developing a Successful Business Plan."

Some of the women's businesses include: restaurant owner; brick maker; pig farmer; curtain maker; transportation services; hair salon owner; janitorial services; basket weaving; artist; handbag maker; knitting services; milk producer; and carpentry services.

The Goldman Sachs *10,000 Women* Entrepreneurship Certificate Program is designed for women across Rwanda who are interested in growing their small or medium-sized business. It is a six-month training program during which participants are challenged to create a detailed, actionable business plan. The first training module launched in September 2008.

Program Graduates Featured in Videos

WDI produced and edited five mini-documentaries featuring graduates of the Goldman Sachs *10,000 Women* Entrepreneurship Certificate Program. All the women have overcome considerable personal obstacles. Through building successful businesses and serving as mentors, they are inspiring other Rwandan women. Watch their stories here: <http://bit.ly/1dwrar8>

AIMEE CLAUDINE

Aimee lost her entire family at the age of five in the genocide. She was adopted by a soldier and later joined E.T.O-Muhima Technical School. There she learned the skills she used to start a metal welding and repair business. She was a business plan award winner for the Goldman Sachs *10,000 Women* Entrepreneurship Certificate Program.

MARCELINE IKIGENYE

At the age of 17, Marceline lost most of her family during the genocide. On her return from a refugee camp in 2009, she vowed to make the land left by her parents prosperous. She is married with three children. She owns poultry for both eggs and meat, and she keeps pigs and goats. During the training program, she learned about tracking sales revenue and was able to expand her business network. Since

graduating, she has seen a remarkable growth in sales as well as increased profits.

JACQUELINE KABAHAIRA

Jacqueline is married with five children. She opened her tailoring business in 2005 with one sewing machine. She graduated in 2011 from the Goldman Sachs *10,000 Women* Entrepreneurship Certificate Program, and was a business plan award winner. Since this video was created, Jacqueline has started specializing in products for hotels and offices. Recently, she won a national handicraft competition organized by the Rwanda Ministry of Industry and Commerce (MINICOM). She was awarded "Best in Competition" and given a space in the Ikaze showroom for Rwandan handicraft products. Since being placed in the showroom, her customer base has increased.

ROSALIE MUKANGENZI

A widow with two children, Rosalie struggled to feed and educate her children. To support her family, she opened Moriya Maize Mill. She started the business in 2009, and it has been growing steadily. She was a business plan award winner for the Goldman Sachs *10,000 Women* Entrepreneurship Certificate Program.

MARIE CLAIRE UWAMAHORO

Marie Claire is married with seven children. She started her farm in 2007 with one cow. In addition to keeping cows, Marie Claire has won a contract to supply breakfast, lunch and dinner to a school with 815 students. Some products provided are from her farm, such as milk, fruits, and vegetables. To improve her farm's milk production, she has reduced the number of cows and purchased better breeds.



clockwise from top left: Aimee Claudine; Marceline Ikigenyé; Rosalie Mukangenzi; Marie Claire Uwamahoro; Jacqueline Kabahaira.

INTERNSHIPS

SUPPORTING INTERNATIONAL
ACTIVITIES AT MICHIGAN

While working this past summer around the world, WDI's 19 summer interns contributed regularly to a blog to keep their fellow interns and others updated on their work and adventures. Here are some excerpts from the blog:

www.wdi2013.blogspot.com



Commonly referred to as a poverty tax, the poor shoulder a heavy burden. Working with GALA this summer has exposed me to additional problems the poor face in the legal, education and health systems.

CAITIE GODDARD, GLOBAL ALLIANCE FOR LEGAL AID (GALA), UGANDA



I very much appreciate WDI and Grameen Foundation providing me this invaluable opportunity.

TAKUHIRO NAKAMURA, GRAMEEN FOUNDATION, INDIA



I'm afraid that everything I will eat at home will just taste bland after inundating my taste buds with a symphony of spice everyday.

ANDREW MURPHY, PHARMASECURE INDIA



Poor roads made rougher by the rain often made me feel like I was bouncing around inside a snow globe instead of seated in a 4x4.

SARA JOSEPH, ART ASSOCIATES GHANA



Living in the city, it is hard to visualize the daily lives of our customers and how they interact with the Simpa solar home system. It was tremendously valuable to travel to both under-electrified areas, places where they do not have reliable access to grid electricity especially during the monsoon season, and an un-electrified village.

KATY NEWHOUSE, SIMPA NETWORKS INDIA



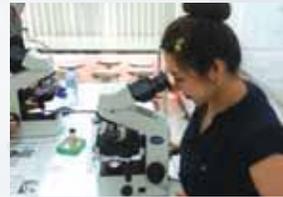
I am honored to have played a small part in assisting DHI make the first steps towards a comprehensive CSR policy that can later be used as a model for the private sector.

JAMISON MCLAUGHLIN, DRUK HOLDINGS & INVESTMENTS, BHUTAN



I have been in Cambodia for a few weeks and I do love my job and the soul of this wonderful country.

JORDI PRAT TUGA, INTERNATIONAL LABOUR ORGANIZATION CAMBODIA



Thinking that the findings of my research will help Vietnam's malaria elimination efforts keeps me moving forward.

TAE-HWA EO, PATH-MALARIA PROJECT, VIETNAM & CAMBODIA



Looking back, my greatest benefit from the internship, besides a healthy tan from the exuberant sunlight, is the opportunity to acquire on-site and first-hand knowledge of running a student loan program in a developing country.

YUCHEN LU, VITTANA INDONESIA



Interning in Mumbai helped me form a more accurate perception of what life in India is like, but I've only scratched the surface of understanding India.

SHU WANG, WELLO INDIA



Educational opportunities alone will not guarantee an entrepreneurial renaissance in Myanmar. As Aung Chit explained, many students acquire executive training yet go on to pursue service jobs. Part of the problem, he suggested, is the mindset among Myanmar youth, who prefer reliable employment over ambitious and risky start-up opportunities.

JON KEESECKER, VILLAGE CAPITAL BURMA



It was the perfect weekend away from the city, one that I never even dreamed of having until this crazy WDI internship experience made it possible. Weekdays in Jakarta, weekends in the jungle? I could get used to this!

ANNIE CRONIN, MERCY CORPS INDONESIA

Nineteen University of Michigan graduate students from a variety of U-M colleges, schools and programs spent the summer working around the globe as part of WDI's Global Impact summer internship program. The interns were stationed in India, Mozambique, Rwanda, Indonesia, Vietnam, Cambodia, Uganda, Tanzania, Ghana, Burma, Mexico, and Bhutan. They came 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 students worked 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: <http://www.youtube.com/watch?v=MnFB8IoMkQ0>



Top left photo, from left: Andrew Murphy, Shu Wang, Taku Nakamura, Katy Newhouse. Photo below left: A boat on the Kerala backwaters. Photo, right: Sara Hohenstein.

Stephen Ahn

// India

Philips Ultrasound

WDI: Give a brief description of the scope of your work.

AHN: Develop a "go-to-market" strategy for a new value ultrasound in India. The main segments were customer segmentation, reducing channel costs, and addressing regulation.

WDI: Give me an example of a typical day.

AHN: A lot of time spent researching online to understand the market. I did travel to visit customers and gain their insights as well.

WDI: What challenges did you face?

AHN: Identifying the people in the company that would be able to assist me in my research. It was especially difficult getting cooperation from the sales team, which would have been beneficial as they have a lot of knowledge about the market.

WDI: What surprised you most during your summer of work?

AHN: How much I enjoyed being in India.

WDI: What was the professional and/or personal impact of your experience?

AHN: It strengthened my desire to address social issues. I saw how much impact the private sector could have to address social concerns.

WDI: Tell me one memorable moment from your summer that will stay with you.

AHN: Visiting a government school that was supported by Philips' CSR. Government schools service poor rural children and lack funding. Philips paid for the school lunches (I got to try it—it was pretty good), additional buildings and computers to facilitate learning. I took my camera and the kids were yelling "Uncle!" to get my attention and take their pictures. It was heartwarming to see them laugh gleefully at the pictures after it was taken.

Sara Joseph Hohenstein

// Ghana

Abt Associates

WDI: Give a brief description of the scope of your work.

HOHENSTEIN: I set out to answer two key research questions: What factors influence pediatric diarrhea management—dispensing behavior among private sector health retailers in Ghana and throughout sub-Saharan Africa?; and, what has been the reaction to SHOPS interventions on pediatric diarrhea management in Ghana thus far? To answer these questions, I conducted a comprehensive literature review, interviewed both retailers and key industry informants, and analyzed product-pricing data.

WDI: Give me an example of a typical day.

HOHENSTEIN: My typical day was a mix of interviews, research documentation, and

pricing analysis. Although I was mostly based in Accra, I spent several weeks on the road in order to meet with retailers in remote parts of the country. These days involved traveling in 4x4s and eating antelope meat for lunch. My meetings with key industry informants tended to be in hospitals, wholesale pharmacies, or office buildings in the greater Accra area.

WDI: What challenges did you face?

HOHENSTEIN: One of my biggest challenges was extracting rich, qualitative detail through my interviews with private sector retailers. Because retailers are incentivized to demonstrate protocol knowledge and compliance, some interviewees were reluctant to reveal the reasons they might not dispense zinc for pediatric diarrhea management. To overcome communication barriers, I had to quickly establish rapport and experiment with ways to probe for insight.



Photos from WDI summer intern Caitie Goddard

WDI: What surprised you most during your summer of work?

HOHENSTEIN: I was surprised to learn that most people in Ghana do not subscribe to a mutually agreed upon system of giving directions or specifying addresses—even in the capital. This fact made simply locating our interview subjects an unexpected challenge. I estimate that we spent approximately three hours in transit for every one hour we spent in interviews.

WDI: What was the professional and/or personal impact of your experience?

HOHENSTEIN: My internship confirmed my desire to work in the field of public health. Because I created a strong relationship with Abt Associates, I now feel that I am in a much better position to do so.

WDI: Tell me one memorable moment from your summer that will stay with you.

HOHENSTEIN: One Friday afternoon, my supervisor decided to treat the office to lunch. The food arrived in individual plastic bags, which instead of divvying up among the coworkers we dumped into the middle of the conference table. Then everyone washed their hands, stood in a circle around the conference table, and dug into the meal with our hands!

Andrew Murphy

// India

PharmaSecure

WDI: Give a brief description of the scope of your work.

MURPHY: My work was on mHealth technology. I was doing design and program evaluation on different mobile health solutions that can be used to provide services to patients and can be used by organizations to engage with their patients.

WDI: Give me an example of a typical day.

MURPHY: My typical day was in the office. I took the metro to the tech area south of Delhi called Gurgaon. I usually stayed about 8 or 9 hours and came back by the metro or a co-worker's car. The working hours were normally between 10-6 as they push back the day to have a greater overlap with the American working day.

WDI: What challenges did you face?

MURPHY: The challenges were those of working with a new company in a developing country. My scope of project changed, the company's focus was shifting, they restructured. Though this was frustrating, being flexible is required to work with start-ups in developing countries.

WDI: What surprised you most during your summer of work?

MURPHY: How normal it was. When I interviewed for the position, I thought that I would be doing market research throughout northern India. In reality, I sat in an office and worked on developing mHealth platforms and strategies. Though working in an Indian office in not exactly the same as an American one, everything felt very normal.

WDI: What was the professional and/or personal impact of your experience?

MURPHY: I had the opportunity to work in a very exciting market. mHealth and health technology solutions is very much the future for a lot of problems and issues that healthcare faces. Working for PharmaSecure allowed me to immerse myself within this area and see the potential for expansion.

WDI: Tell me one memorable moment from your summer that will stay with you.

MURPHY: The most memorable experience was visiting the Golden Temple (the most holy place for members of the Sikh religion). We spent 4 1/2 hours there, watched the sun rise over the temple and took a dunk in the pool that surrounds the temple. Truly one of the most incredible experiences of my life.

Caitie Goddard

// Uganda

Global Alliance for Legal Aid

WDI: Give a brief description of the scope of your work.

GODDARD: I worked with Global Alliance for Legal Aid (GALA) to identify a social impact assessment strategy and a marketing (namely social media) plan as they begin to look at expansion.

WDI: Give me an example of a typical day.

GODDARD: I really didn't have one! I was lucky and had the privilege of traveling, working at Makerere University Business School's legal office with co-founder Flavian Zeija, and identifying all the best wireless hotspots around town. My weeks were always different, something I really loved!

WDI: What challenges did you face?

GODDARD: The main challenge was working on something that relied heavily on representing previous success/challenges. GALA is so new that it wasn't until the end of the summer that they identified their first client. Another challenge was communicating with one of the founders who, as a result of her spectacular abilities and constant requests to be everywhere, was unable to come to Uganda.



Boy in Mozambique sporting U-M shirt

WDI: What surprised you most during your summer of work?

GODDARD: How important qualitative research will be for GALA and truly understanding a culture! It really emphasized the value and necessity of collaboration and local involvement. I also couldn't get over how talented and humble the founders of GALA were. They would constantly praise each other without considering their own value. It was pretty humbling!

WDI: What was the professional and/or personal impact of your experience?

GODDARD: I was so impressed by both founders and their passion for social justice and access to legal aid for all. I also took a lot away from Dr. Zeija's ability to create a comfortable environment for colleagues and clients with a wonderful demeanor and personality. I hope to emulate this in my own career. Professionally, I am interested in working in some aspect of human rights-related work and recognizing the importance of strong laws backed by force, i.e. an agency like GALA to protect the vulnerable and marginalized.

WDI: Tell me one memorable moment from your summer that will stay with you.

GODDARD: Many things will stay with me for a long time, but one of the biggest honors I have had was standing in my friend William's wedding as a bridesmaid. I met William four years ago when I lived in Bulenga, Uganda and found out he was engaged when I returned this summer. I was the only mzungu (foreigner) in the wedding party and had a blast! The other reason it was quite memorable was the result of a very unique makeup session where I was assured "blending" of different foundations would result in my face looking natural and matching my skin tone, several shades lighter than any other maids. I can only say that I imagine had I done the same to my face back in Ann Arbor, people would assume I had an incredibly unhealthy tan...only on my face. Pictures will not be making it to Facebook.

Owen Henkel

// Mozambique

Grassroots Business Fund

WDI: Give a brief description of the scope of your work.

HENKEL: I spent my summer working with a portfolio company of Grassroots Business Fund (GBF), a social investing fund that focuses on companies in emerging markets that have the potential for significant social impact. GBF has a robust "business advisory services" division that offers a range of support/capacity building to their investment companies, which is where I was housed. Rather than simply reading some document in an office, I had the opportunity to spend my summer on the ground in Mozambique, helping Corredor Agro optimize their business relationships with small-scale farmers.

WDI: Give me an example of a typical day.

HENKEL: I would usually wake up with the roosters at 6 a.m., take a bucket shower and walk to the regional office. Some days I would analyze accounting records to try and figure out the true cost of contract management, other days I would try to help design the implementation of a new IT product, and on other days I would hop on a motorcycle and ride 30-45 minutes to a farmer cooperative, where I would observe farming practices and how company employees interfaced with farmers.

WDI: What challenges did you face?

HENKEL: First and foremost, I had to learn Portuguese quickly. Luckily I spoke Spanish, and really had no other option—it was sink or swim. Other challenges included extremely limited infrastructure (both physical and communication), wide skills gaps with employees, and the prevalence of paper-based accounting.

WDI: What surprised you most during your summer of work?

HENKEL: It was interesting to see that many of the same obstacles and organizational weaknesses I observed while working with a health non-profit in rural Nicaragua were also present in an agricultural company in Mozambique.

WDI: What was the professional and/or personal impact of your experience?

HENKEL: Professionally, I got the opportunity to see fundamental business challenges in their rawest forms. "Transaction cost" meant an employee driving money for an entire day simply to make a purchase; "employee turn-over" meant trying to track down an employee who had left with petty cash and

all the purchase records from a small buying center; "risk diversification" meant planting crops in different areas in case it was a bad year for rain.

WDI: Tell me one memorable moment from your summer that will stay with you.

HENKEL: Having my daily run turn into a village-wide youth marathon. (Henkel wrote about this on the intern blog site. His post is below.)

It was a little bit like that scene in Forrest Gump when he starts running, and no one can really figure out why he is doing it and so they start following him. A few important differences: 1) even though I have the beard my hair isn't as long as his, 2) it was about 30 Mozambican children who were following me.

I am spending most of my time in a very rural community, Iapala. While there are a few folks of South Asian descent in the town, there are no white folks at all, probably haven't been since independence. So I am something of a novelty, especially to the younger kids. If they are under 4 they are usually a little scared of me (I don't think the beard helps).

Second, "running" as such isn't really something people do. You run if you are playing soccer, or if you are being chased or something like that, but for exercise? ... Not really.

A few days ago, instead of taking my run around the soccer field I decided to run up to the school about 2 miles away. Based on the incredulous stares, and stifled giggles — I started to realize how strange a sight I must be. A tall, bearded, white guy, in shorts ... running around. Most kids would shout, point, or laugh, but one of them, as a joke, started running with me, he kept going for a little while and started trying to outrun me. No way was I going to let an 11-year-old beat me! So we picked up the pace a little; he thought it was hilarious.

We reached the school and I turned around to run back. I asked him if he was tired, he said no and started laughing. So we started heading back, almost immediately two more kids joined us — now we were four. About a quarter-mile later five more; they brought along an improvised soccer ball made of garbage bags and twine. Some of them kicking the ball around, others pushing bicycle rims along with sticks.

Pretty soon I found myself leading a group of about 30 children on a fun run through town. No one, including myself, was quite sure exactly what was happening, but we kept going.

Finally, I finished up the run. The kids were a little confused ... was this it? He was just running? Some, a little disappointed,



Hendricks meets Bill Clinton

drifted off, others waved goodbye; my buddy came over and thanked me, smiled and then jogged off.

Amy Hendricks

// Tanzania

Clinton Health Access Initiative (CHAI)

WDI: Give a brief description of the scope of your work.

HENDRICKS: I evaluated the credit landscape as it pertains to pharmaceutical importers in Tanzania to assess whether limited access to credit impacted importers' abilities to recognize efficiencies and economies of scale in operating their businesses. The work was driven by the hypothesis that if importers were able to expand their businesses and become more efficient, they would be able to charge lower mark-up rates and thereby reduce the consumer prices of key medications.

WDI: Give me an example of a typical day.

HENDRICKS: I would often work from home for an hour in the morning in order to miss the majority of morning commuter traffic. I then walked to the corner to grab a cab for the 5-minute ride to the office. Once there, I worked independently from my computer or found another taxi to take me to site visits. Each importer's office was a 30-60 minute drive from the office, so I spent a considerable amount of time in taxis. After office visits, I would either head back to the CHAI office and stay late to miss traffic or would head home in the early afternoon in order to beat the evening traffic. Timing my commute to avoid the evening traffic jam was important, as a 5-minute ride could easily take 2 hours during rush hour. I would then generally work from home for several hours before enjoying a jog along the beach at sunset.

WDI: What challenges did you face?

HENDRICKS: The most challenging aspect of my experience was navigating an ambiguous

project scope and waiting for feedback from multiple stakeholders in many different countries. Once the project scope was finalized, I was better able to execute the project independently and things moved more quickly.

WDI: What surprised you most during your summer of work?

HENDRICKS: I was simultaneously surprised by how well and how inefficiently businesses were run in Tanzania. Some businesses operated much more effectively than I anticipated for a developing country, but others that I expected to operate well were extremely highly leveraged and made reactive rather than proactive decisions.

WDI: What was the professional and/or personal impact of your experience?

HENDRICKS: Although I spent a considerable portion of my internship trying to reign in the project scope and define the project in a concrete way, I think this was the single most valuable opportunity I have had at Ross. Having experience in a healthcare setting and an unusual location at the top of my resume has opened numerous doors while recruiting for full-time positions and has provided me with unique stories to share during interviews.

WDI: Tell me one memorable moment from your summer that will stay with you.

HENDRICKS: (Hendricks met former President Bill Clinton while in Tanzania. Her story is below.)

The CHAI Tanzania staff met President Clinton at a private event in the capital city of Dar es Salaam. Hendricks said Clinton shared with the group the praise he received from Tanzania's president about CHAI's activities, noting that the president was very aware of all the initiative's work.

After Clinton shared his personal appreciation for the work done by the staff, each member had the opportunity to meet the former president.

"He asked everyone where we were from and with which CHAI program we worked as we attempted to orate something coherent and intelligent," Hendricks said. "I think we were all a bit star struck in his presence, but he was incredibly down to earth and approachable.

"After our individual photos, we posed for a group photo and I learned that Clinton has some interest in anthropology, which I studied as an undergrad. The entire event was pretty brief, but it was definitely a highlight of my summer experience to meet such an influential person and the founder of the Clinton Foundation."



Photos from WDI summer intern Anna Chan (pictured, middle photo)

Anna Chan

// Rwanda
Ruli Hospital & The Inhang Project

WDI: Give a brief description of the scope of your work.

CHAN: I designed a survey and focus group questions and implemented them in seven different health centers to find out what is happening in communication between community health workers and health centers in Rwanda.

WDI: Give me an example of a typical day.

CHAN: I wake up at 6 a.m. because the rest of the village is already awake. I run with my friend while he teaches me words in Kinyarwanda. Then I have breakfast, which is always tea with a piece of white bread (like a pointy hot dog bun shape). Then I go to work from 8-12 and 2-5. Work depends on what is needed that day. It can be editing, data entry, etc. in the office, or implementation at different sites. From 12-2 we return home for a rest and lunch. After 5, I usually

continue to work a little at home or hang out with friends.

WDI: What surprised you most during your summer of work?

CHAN: How much I can learn in such a short amount of time.

WDI: Tell me one memorable moment from your summer that will stay with you.

CHAN: The generosity of Rwandans (Chan also wrote about the story behind the photo above.)

On my first days of my internship with the William Davidson Institute, I ventured away from my village into a neighboring village where I would be potentially working with a health center there. In front of the health center, a lady was carefully making sweaters with a machine that I've never seen before that seemed to be a uniform that most of the schoolchildren wore. Intrigued, I politely asked if I could take her picture. She was ecstatic, but made me promise I'd print her a copy of the picture. Seeing that I still had three months in the village, surely I thought, it was feasible. I wasn't able to return,

and I finally sent her picture with a co-worker of mine. He told me that she wasn't there, but her daughter accepted the picture on her behalf and that they were thankful. I was extremely pleased.

On the last day of my internship, during a goodbye dinner, that co-worker wanted to give a speech about my going away. He started talking about this story, about how I went through with my promise, however small, and Rwandans will always remember that. He emphasized my generosity (which I thought was exaggerated, especially for just a printed photo) and then he gave me a new ending to the story. The seamstress was so incredibly grateful for the picture that she ended up making me my very own sweater! She sent it with my co-worker along with a beautifully written thank you note (in decent English!). Who knew that such a small act will create such appreciation? Thinking back, that might have been the first photo she's ever had of herself. One that shows her earnest work and that she is an independent, successful woman!"

WDI hosted four guest speakers in fall 2013 — one as part of its Global Impact Speaker Series and three for its Healthcare Research Initiative Seminar Series. The two series feature leading thinkers who work in emerging markets. The goal of the series is to spur discussion around development and developing country issues.



Madhu Pai



Arianna Legovini

Madhu Pai

Madhu Pai, associate professor at McGill University and associate director of the McGill International TB Centre, spoke about India's ongoing tuberculosis problem despite efforts by the World Health Organization at his Sept. 25 Healthcare Research Initiative Seminar Series talk. (For links to view Pai's talk, watch a one-on-one interview with him, and read a Q&A with NextBillion, go to: <http://wdi.umich.edu/news/announcements/indias-tb-problem-topic-of-upcoming-wdi-talk/>)

Pai said India continues to have the world's highest incidence of TB despite the scale-up of the WHO's Directly Observed Treatment Shortcourse (DOTS). The DOTS strategy was to detect cases once a person gets sick, put them on a six-month, short-course multidrug therapy, and ensure adherence.

But despite the program, there are still two million cases reported annually in India, and nearly 900 deaths a day.

Severe forms of drug-resistant TB and high mortality due to TB in India and around the world are ominous signs of an epidemic that is far from controlled. Most TB patients seek care in the unregulated private sector where quality of care is highly variable; suboptimal diagnostics and irrational drug prescriptions are common. Both the private and public sector markets for TB have major shortcomings.

When serology tests, which were very popular in the private sector, were banned, it opened the door for WHO-backed tests. The Initiative for Promoting Affordable Quality TB Tests—or IPAQT—helped usher in better testing.

With IPAQT in place, the cost for tests was

now the same in the public and private sector. But challenges remained, most notably; low physician demand due to unequal incentives and lack of awareness; a small number of labs doing WHO-approved tests due to higher margins for non-validated tests; and preference for blood as a sample.

A remaining question is whether there are business models that can improve quality, reduce costs and increase access for TB. To help address this gap, the Gates Foundation has launched pilots in Mumbai and Patna to evaluate the Public-Private Interface Agency model. The three-year project will aggregate qualified and unqualified providers. It will train them to use international standards of TB care and incentivize them for correct diagnoses and quality care.

Pai said he is excited about the potential, but "we need convincing data on what model will actually work for the private sector. Until now, every private sector approach has failed to reach any level of scale. And unless you reach scale in India, it's really pointless because there is tremendous need."

Arianna Legovini

Arianna Legovini, head of the Development Impact Evaluation Effectiveness (DIME) program at the World Bank, discussed how rigorous and well-designed impact evaluation could help improve economic development policies at her Oct. 14 Healthcare Research Initiative Seminar Series talk. (For links to her classroom presentation and interview, go to: <http://wdi.umich.edu/news/announcements/legovinis-impact-evaluation-talk-now-available>)

DIME is the World Bank's flagship initiative to generate knowledge on critical questions in the area of economic development and for evidence-based policy making. It is the largest initiative in the world designed to systematically learn from development experience on the basis of rigorous impact evaluation. So far, 170 studies have been completed and there are 280 active studies in 72 countries ongoing for DIME.

"It's not to evaluate interventions in the old way—whether they work or not," she said. "But rather, it's to how to get stuff to work better. It's not to measure impact but to achieve impact."

She said clients ask the value of their investment, but DIME asks how to get value *out* of their investment. DIME:

- Evaluates programs at scale to answer policy-relevant questions
- Builds capacity to strengthen country institutions for evidence-based policymaking
- Builds theory in strategic development areas based on high-quality evidence

Legovini said three things help DIME succeed. The first is, "get the delivery right."

The value "is zero if \$350 million in vaccines don't make it to the right place," she said.

The second is to "get people to do it." Legovini said billions of dollars are spent on HIV treatments but people forget to take their medicine or split their dose with their sick child. DIME worked in Kenya to increase adherence rates. They worked with cell phone service providers to send daily and weekly reminders to patients to take their medicine. As a result, adherence increased for a small investment of \$1.1 million.

The third is to "spread knowledge."

"We take ideas to and from different sectors," Legovini said. "We spread to different communities of practice across countries. We operationalize concepts and seek opportunities, and we hold workshops to spread adoption."

Legovini said challenges remain. Those include: limited internal and external capacity to use analytical tools to identify cause and effect; coordination failure and high transaction costs in establishing links between researchers and policymakers; and little information about actual policy implementation and adherence to study protocols.



David Griswold



Amie Batson

David Griswold

David Griswold, founder and president of Sustainable Harvest Coffee, focused on his company's investment in business transparency and traceability, farmer training, and pre-harvest financing during his Nov. 13 Global Impact Speaker Series talk. (For links to his classroom presentation and his one-on-one interview, go to: <http://wdi.umich.edu/news/announcements/classroom-video-david-griswold>)

This approach, Griswold said, results in high quality, reliable, and traceable products from smallholder farmers in the developing world to consumers in the U.S., Europe, and Asia.

By developing a transparency-based global business platform that differs greatly from traditional commodity supply chain models, Sustainable Harvest has thrived while others have faced substantial challenges from a global economy that has stagnated and dipped. Over the past five years, company sales grew by an average of 30 percent annually, Griswold said.

"It used to be farmers didn't know who they were selling to and buyers didn't know who they were buying from," Griswold said. "It's what I disliked most when I started. I thought, 'Why can't you have a completely transparent system?'"

Griswold formed Sustainable Harvest, which is headquartered in Portland, in 1997. It is a B-certified corporation, meaning it has met certain standards of social and environmental performance, accountability, and transparency.

It has training offices in Peru, Mexico, Colombia, Rwanda, and Tanzania. Its customers range from large retailers to boutique roasters

—including Green Mountain Coffee Roasters, Ben & Jerry's, Allegro/Whole Foods Markets, Peets, Blue Bottle, Collectivo (Alterra), and Metropolis. It works with 200,000 specialty coffee smallholder farmers from 15 countries in Latin America and East Africa.

The company improves the lives of coffee growers by conducting trainings focused on specialty and sustainable growing methods, leveraging technology, and creating linkages with top coffee roasters and retailers.

"We're trying to create a collaborative supply chain model that's transparent," Griswold said. "All are invited to the table, including banks, NGOs, and governments."

Griswold also invested in technology for the farmers, taking away their pencil and paper and replacing them with computer tablets. He also developed training apps for them.

Eleven years ago, Griswold started Let's Talk Coffee, an annual meeting attended by people associated with the coffee business. It's one more part of building transparency into the coffee industry. He said there is "so much power when people work together. No one can do it alone."

Amie Batson

Amie Batson, chief strategy officer of Seattle-based PATH, an innovative international health nonprofit known for developing lifesaving health technologies with global impact, spoke Dec. 9 about leveraging public-private partnerships to save and improve lives.

Batson discussed how after Universal Child Immunization was achieved in 1990, the talk turned to financial sustainability. That is, how can middle-income and wealthier countries supply themselves?

In 1990, the Vaccine Independence Initiative was developed to create a buffer between procurement and financing. This helped solve the Catch-22 of country law requiring receipt of vaccine before payment and UNICEF requiring payment before the procurement and shipping of vaccines.

The evolution of innovative financing continued with assuring supply and price. Up till then, countries were at the mercy of vaccine manufacturers.

The next step in the evolution was rationalizing local production. A new understanding of the economics of vaccine production and basic business principles raised questions about viability of local production.

And finally, a sustainable market was structured thanks to the growing understanding that the vaccine market could and must work for both industry and the public sector, and that a vaccine supply strategy was required.

The lack of access to vaccines in developing countries resembled a vicious cycle—limited

supply, higher prices, and uncertain demand. Addressing these gaps requires both developing low-cost technology and a sustainable financial solution.

Batson mentioned some of the lessons learned so far. They include:

- Shared analytics and data are critical to get at the root problem, and provide the basis for partnerships
- Don't be constrained by precedent
- The value of the innovative mechanism must be greater than the cost of institutional change and political risk
- Just because you have a hammer, not everything is a nail
- Build in learning
- Partner, partner, partner

Batson finished her talk by outlining some trends going forward. They are:

- The focus is on smaller, more effective, more affordable ways to achieve health impact
- Countries as core partners—regional, national, and community solutions
- The private sector is key to sustainability; reducing the technical, operational, and market risk is critical to engage them
- Governments are more sensitive to the transaction costs of each solution

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[past 6 months]

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 Ryan Atkins, University of Georgia
- 2 Toll Brothers**
 Scott Moore, Ross School of Business
- 3 McDonald's: Profile on its Rise, Descent, and Return**
 Scott Moore, Ross School of Business
- 4 Zipcar, Inc.**
 Robert J. Dolan, Ross School of Business
- 5 Chery Automobile: Vying for a Piece of the American Pie**
 John Branch, Ross School of Business
- 6 Note on the Global Middle Class**
 Robert Kennedy, Aneel Kamani, Ross School of Business
- 7 Note on the Value Chain: A Framework for Analyzing Firm Activities**
 Robert Kennedy, Ross School of Business
- 8 Pricing Games: Sony PlayStation and Microsoft Xbox**
 Valerie Suslow, Francine Lafontaine, Ross School of Business
- 9 GoodBelly: Using Statistics to Justify the Marketing Expense**
 Hyun-Soo Ahn, Ross School of Business
- 10 Friction and Frustration at TMG, Inc.: Leading and Motivating Teams**
 Scott DeRue, Ross School of Business

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Strategic HR Network Workshop: Fostering Employee Motivation, Performance and Intra-organizational Collaboration

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Marketing Metrics

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May 29-30 | Bogota, Colombia

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