



## New Tools, New Relationships

WDI hosted 109 participants representing 20 countries for its inaugural Global Summit on Educating Entrepreneurs, held June 16-17 in Ann Arbor, Michigan.

The conference brought together those active in the international entrepreneurship field. That included educators who have designed and delivered successful programs, U.S. governmental and other multilateral donor agencies that have made entrepreneurship development a priority, international development agencies, international non-profits, and micro-lending institutions.

Participants heard from a number of speakers, including former U.S. Ambassador Theodore Kattouf, Steven Koltai of the U.S. State Department's Global Entrepreneurship Program, and Kathleen Wu from the U.S. Agency for International Development. They also attended two days of breakout sessions on topics such as new teaching methods, developing an entrepreneurship curriculum, challenges facing entrepreneurs in the Middle East, tools for helping SMEs grow their business, monitoring and evaluation, and entrepreneurship education for women in developing countries.

Conference organizer Amy Gillett, director of WDI's Executive Education program, was pleased with how the conference went and that participants walked away with some new knowledge and potential new partnerships. "We decided to organize this conference with the goal of sharing best practices in creating



# GETTING ON TOP OF GLOBAL DRUG SUPPLY CHAINS

Prashant Yadav, one of the world's foremost experts on pharmaceutical supply chains in emerging markets, has joined WDI as a senior research fellow and director of the Institute's Health Care Research initiative.

Yadav, who began his work at WDI in June, was previously professor of Supply Chain Management at the MIT-Zaragoza International Logistics Program in Zaragoza, Spain. He is an advisor and consultant to the World Bank, the World Health Organization, the Bill and Melinda Gates Foundation, the UK's Department for International Development, and the government of Zambia.

He is involved in field research and has been the principal or co-principal investigator for grant projects totaling \$2 million. He currently has a project in Tanzania studying supplier incentives aimed at making artemisinin combination therapy (ACT) drugs available and affordable for the treatment of malaria. The Clinton Health Access Initiative is sponsoring this project with funding from the Gates Foundation.

"I'm really happy to welcome Prashant to WDI," said WDI Executive Director Robert Kennedy. "He has a global reputation in the field of supply chain research and is one of the leading

authorities on the topic. Prashant joining WDI will allow us to make a big impact in the field, which is the goal of all our work here."

Yadav said WDI's tagline — Business Knowledge for Emerging Economies — fits well with what he does.

"All of my research, all of my field projects are about putting good supply practices and knowledge into improving public health in developing countries," he said. "So the overall theme of using market mechanisms, or quasi-market mechanisms, to improve health care for underserved communities is, I think, a very good interface between what I do and what WDI's bigger theme is."

He also said the idea of a think tank or policy institute housed within a business school and with strong ties to a wider university community — including a very robust medical research community — is unique. In addition to his title at WDI, Yadav has faculty appointments at U-M's Ross School of Business and School of Public Health.

"It does not exist, to the best of my knowledge, anywhere else in the nation," Yadav said. "So I think that was a unique proposition for me."

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re:view

**William Davidson Institute**  
724 East University Avenue  
Ann Arbor, Michigan 48109 USA

**Editor:** Dan Shine  
danshine@umich.edu

**Photographer:**  
Dan Shine

hello again from the William Davidson Institute at the University of Michigan, where we have just completed a very productive year. Our initiatives — research in emerging markets, executive education, development consulting, and support for international projects at the University of Michigan — are growing in size and scope, and we continue to pursue projects with the potential for high-impact results.

One person we think will achieve high-impact results is Prashant Yadav, who joined us in June as director of WDI's Health Care Research initiative (see cover story).

Prashant is a global thought leader in the pharmaceutical supply chain field. He spent the past seven years as a professor at MIT's Zaragosa International Logistics Program. He has extensive experience with leading global health organizations, including: the Gates Foundation; the Global Fund to Fight AIDS, TB, and Malaria; the World Health Organization; and the Clinton Foundation.

But while Prashant has delivered programs in developing countries for years — including a current one in Tanzania that he will continue, he is also extremely active on the research front. At WDI, he will continue to study how good supply chain practices and market mechanisms can improve health care in developing countries.

WDI was able to attract Prashant from MIT largely because of our strength in other areas. He will benefit from the business development and project management capabilities of WDI's Development Consulting Services, and from our case writing service. Prashant also has faculty appointments at U-M's Ross School of Business and at the U-M School of Public Health. There is a lot of excitement about Prashant's arrival on campus, and I look forward to seeing him engage with the U-M community.

Finally, I wanted to note a change in the leadership at WDI. In June, Bob Dolan completed his 10-year term as dean of the Ross School and president of WDI. Under his leadership, both the Ross School and WDI have made great strides and we wish Bob well as he moves on to the next phase of his career.

As of July, we have a new dean at Ross and a new president of WDI. Alison Davis-Blake comes to Michigan from the University of Minnesota, where she was dean of the Carlson School of Management. I served as a member of the dean's search committee and am familiar with her many accomplishments at the Carlson school. I'm very happy about the appointment of Alison, and I look forward to working with her on new and exciting opportunities to come.

As you will see in the rest of this newsletter, WDI continues to expand its impact globally. Stay updated on our work year round at our website, [www.wdi.umich.edu](http://www.wdi.umich.edu).

For those of you who have been engaged with WDI, thank you. For those who have not, please consider becoming a part of this dynamic community. Thanks.

Sincerely,



Robert E. Kennedy  
Executive Director



The Base of the Pyramid (BoP) initiative, under the direction of Dr. Ted London, has developed a new five-year strategic plan designed to further extend and enhance our influence on the development of the BoP domain. As part of this plan, we launched three new programs focused on expanding our partnership activities. These include BoP leadership training, jointly-managed centers of excellence, and an impact assessment approach based on generating mutual value.



WDI's Ted London conducting field research in India recently.



# A New Plan

**A**fter careful consideration and consultation with key stakeholders, the BoP initiative has developed a new five-year strategic plan.

The mission of the initiative remains the same, said WDI Senior Research Fellow Ted London, who heads the BoP initiative. That is, to be a global thought leader in creating, disseminating, and implementing new actionable knowledge for the base of the pyramid domain.

“Our new strategic plan focuses on how we can expand our influence and impact,” London said. “To that end, we have developed several new efforts that complement and extend our on-going activities. It is a very exciting time for the BoP domain as a whole, with interest and investment escalating across sectors and countries. With our new strategic plan in place, we look forward to further enhancing our leadership position in the field.”

To facilitate field-based partnership activities, London has developed three unique programs to create opportunities for deeper and richer collaborations with companies,

non-profits, and the development community. They are: Next Generation BoP Leadership Program; strategies for assessing and enhancing impact; and centers of excellence.

## Next Generation BoP Leadership Program

An increasing number of ventures are being developed to serve the BoP market. But many will fail to reach their potential because the leaders of these organizations face limitations in their knowledge, skills, and understanding of the BoP space.

The Next Generation BoP Leadership Program was designed with those limitations in mind. The program focuses on supporting leadership teams by leveraging our extensive knowledge in effective venture development. Using training programs, individual coaching, and field-based consulting, Next Generation BoP Leadership Program will put ventures on the right path no matter where they are in the development process — from the design stage to scaling across geographies and product offerings. The program gives

venture leaders the skills and knowledge to craft successful business models, establish key cross-sector partnerships, enhance economic and social performance, and generate competitive advantage.

## Assessing and Enhancing Poverty Alleviation Impacts

Many ventures that serve the poor do not have an approach that allows them to effectively and efficiently hear the voices of the poor. Instead they often rely on feel-good stories and selected anecdotes. Some ventures also collect data based on pre-determined business-related outputs. The few that track on-the-ground impacts lack a holistic framework for understanding those impacts or a systematic process for enhancing these outcomes. Because of this, not only do ventures fail to accurately assess their poverty alleviation impacts, they also lack the critical knowledge needed to improve their business model and enhance their economic performance.

The BoP Assessment Framework, a manager-friendly tool and associated implementation process, provides a systematic approach that lets ventures efficiently assess and enhance poverty alleviation impacts.

This framework enables a better understanding of how a venture’s business model meets, or fails to meet, the needs of those they seek to serve. The BoP Initiative has applied its impact assessment approach in the field with partners in Africa, Asia, and Latin America to enhance mutual value creation, and develop more sustainable, scalable business models.

## Centers of Excellence

In order for organizations that operate multiple enterprises serving BoP markets to be successful, they must develop frameworks and tools to deliver predictability in execution and continued improvement in outcomes. Most organizations, however, have neither the infrastructure to collect and share experiences across initiatives, nor the ability to access best practices from outside the organization.

To address this challenge, the BoP Initiative uses its experience in evaluating initiatives, interpreting information, and generating actionable knowledge to create jointly managed Centers of Excellence (CoE). A CoE combines an organization’s field-based insights with the latest external research to develop a platform that enables a more consistent execution, and ensure the continual improvement of results.

# Impact Assessment Collaborative Engagements

Top: WDI's Heather Esper (left) interviews a fodder farmer (second from left) in Kenya.

Bottom: A Movirtu information card.

## New Work in Kenya

WDI has been engaged by Sidai Africa Ltd., a livestock franchise social enterprise, to guide them in their impact assessment efforts. This includes identifying potential impacts across key stakeholders, providing recommendations for business model enhancement, and developing a plan for future quantification of these impacts.

Founded in early 2011, Sidai has a goal to establish and support a franchised network of 150 outlets in Kenya that provide quality animal husbandry and health goods and services to farmers and pastoralists. Once established, Sidai outlets will together support 300,000 livestock-keeping households in Kenya, significantly improving their welfare and incomes by providing access to affordable quality livestock husbandry and health products and services.

As part of this engagement, WDI BoP Research Associate Heather Esper spent two weeks in Kenya working closely with Sidai to develop a strategic analysis of their local impacts. She identified and interpreted a set of potential positive and negative impacts of Sidai's work, using WDI's BoP Impact Assessment Framework. She accomplished this by spending considerable time in the field where she was able to verify and enrich the findings through formal and informal interviews with key stakeholders and end beneficiaries.

After returning to Ann Arbor, Esper debriefed Sidai leadership on her findings and recommendations — which included insights on how Sidai can heighten its positive impacts and mitigate its negative impacts in order to enhance their business model.

And she is currently developing an Impact Assessment Proposal for Sidai, which will describe a set of options and recommendations for future collaborative work on quantifying the potential impacts identified in the strategic analysis. The proposal will include recommendations on the process for collecting data on the impacts identified in the strategic analysis.



## Impact Work in Madagascar

As part of a broader relationship with Movirtu, Research Associate Heather Esper traveled to Madagascar in February to help assess this BoP venture's poverty alleviation impacts.

Movirtu provides innovative mobile cloud technology to wireless telecommunication providers servicing rural poor communities in Sub-Saharan Africa and South Asia. The company provides the rural poor with their own private number and basic mobile phone services at a much lower cost than has been achieved before.

Before the trip, Esper and the WDI BoP team — using the Impact Assessment Framework developed by Ted London — mapped out potential positive and negative impacts and gave it to Movirtu for its feedback.

Then Esper traveled to Madagascar and interviewed key local stakeholders, including the phone service's users and village phone

operators who sell the service. She also talked with those who stopped using the phone service, had never used the service, village operators who decided not to sell the service, and operators who hadn't yet decided if they would, to get a holistic sense of Movirtu's potential impacts.

All the interviews were analyzed using the assessment framework. After identifying a holistic set of potential impacts of Movirtu's model during the field interviews, the impacts were prioritized based on their magnitude and likelihood of occurring.

The BoP Initiative also provided Movirtu with recommendations on how to track and quantify the impacts identified during the strategic analysis. This included recommendations regarding research design, sample selection, sample size, survey development, data collection processes, and analysis.



Regularly measuring their impact will allow Movirtu to be in continuous conversation with those they seek to serve, better understand their needs, and as a result, continually improve their business model.

In 2010, the BoP Initiative also helped Movirtu conduct a market survey in the region where they operate. The team assisted Movirtu in asking the right types of questions in the best way. The BoP Initiative also advised them on which population segments they should target, and how to train their interviewers.



# Creating Intellectual Capital



Book co-editors Ted London and Stuart Hart (second from left) talk with U-M students. With them is WDI's Robert Kennedy, who co-authored a book chapter, and MBA student Lauren Miller.

## BoP Paper Published in Top Journal

WDI Senior Research Fellow Ted London and Ross School of Business Professor Ravi Anupindi had an article published in the "Proceedings of the National Academy of Sciences" (PNAS). PNAS is one of the world's most-cited multidisciplinary scientific serials.

Using field research from East Africa and India, the article, "Using the base-of-the-pyramid perspective to catalyze interdependence-based collaborations," identifies the strengths and weaknesses of donor-led and enterprise-led initiatives designed to serve the rural poor. London and Anupindi show how the BoP domain offers new insights into enhancing the connection between profits and poverty alleviation, and use these insights to offer a set of "interdependence-based" collaboration strategies that can achieve more sustainable and scalable outcomes. Some of the research for the paper came from the USAID-funded project, "Comparing Base of the Pyramid and Value Chain Approaches to Poverty Alleviation." Additional support came from the Gates Foundation. The paper is available on-line at the PNAS website: Go to [www.pnas.org](http://www.pnas.org) and search the term "Ted London."

## BoP Book Continues to Garner Accolades

The BoP book "Next Generation Strategies for the Base of the Pyramid," co-edited by WDI Senior Research Fellow Ted London and WDI Distinguished Fellow Stuart Hart, has been lauded by several distinguished voices who chronicle activities at the BoP.

Published in late 2010, the book sets the agenda for the BoP domain as it moves into its second decade. It collects the latest strategies and research in the field from London, Hart and other top thought and practice leaders, to spur new thinking about venture development, product innovation, and market creation.

It was named a Top 40 sustainability book for 2010 by the Cambridge Programme for Sustainability Leadership (CPSL) at the University of Cambridge. CPSL's list highlights some of the most interesting practice and research in the sustainability field.

"We are honored to be recognized as one of CPSL's top 40 books of 2010," London said. "Given that the book was released in late 2010, this is especially gratifying."

Other honors and accolades for the book came from several blog sites.

The book review on the *Tall Order* blog said it was "chock-full of practical insight from both stories of success and failure of new



business ventures at the BoP." Paul Hudnut of the *BoPpreneur* blog, recommended the book as well as London's *Harvard Business Review* article, "Making Better Investments at the Base of the Pyramid."

On the *Beyond Profit* blog, writer Abby Callard said London and Hart's book "adds an important resource to the sector: the capability of getting people to start asking the right questions—and to answer them." The website *Global Hand* featured the book on its "Get Inspired" page, and said it is "a critical resource for any in the private, public or non-profit sectors involved in business at the base of the pyramid."

London also was interviewed about the book by Lindsay Clinton for the *Wall Street Journal* blog, *IndiaRealTime*, and by the *Growing Inclusive Markets* blog presented by the United Nations Development Programme. The book is widely available at major websites and book stores. More information on the book can be found at: [www.nextgenerationbop.com](http://www.nextgenerationbop.com).

## Influencing the BoP Domain

WDI Senior Research Fellow Ted London uses speaking engagements as opportunities to promote the Institute's activities and influence the overall development of the BoP domain. London was a featured speaker at a number of events in recent months.

London talked about his new co-authored BoP book and had a signing at the Bombay HUB in India in March. In April, London was the keynote speaker at the 5th annual I2I: Ideas to Impact conference at the University of California Berkeley's Haas School of Business. His audience of 300 included established and aspiring social entrepreneurs, social VC investors, and business school students interested in social entrepreneurship and social impact.

Later in April, London gave a presentation at the Unite For Sight Global Health & Innovation Conference at Yale University. He also participated in a panel discussion on careers in social entrepreneurship.

In May, London was a featured speaker at the 2011 IIT Institute of Design Strategy Conference at the Illinois Institute of Technology in Chicago. He talked about the need to create a fortune with the BoP, and was joined at a book signing by conference organizer Patrick Whitney, who wrote a chapter.

London, along with WDI Distinguished Fellow Stuart Hart, led a plenary session at a Strategic Management Society conference honoring C.K. Prahalad titled "CK Prahalad: Reaching Over Boundaries and Expanding Possibilities." The two discussed Prahalad's influence on the BoP domain, what the current landscape is, and where it is headed. They were joined by Venkatesh Valluri, president of Ingersoll Rand India

And London and BoP Research Associate Heather Esper led discussions at the ANDE "Metrics From the Ground Up" conference in late June in Washington, D.C. London, together with Mike Ingram from Innovations for Poverty Action, spearheaded the kick-off conference session on methodologies that can be used to measure the impact of an organization's interventions. Esper led a group session on how the ANDE network community can move towards measuring outcomes in addition to outputs.

WDI's Health Care Research initiative was launched in December 2008 with David Canter as the first director. Canter, formerly a senior vice president at Pfizer Global Research and Development, studied how the delivery of health care in low-income countries could be improved by means of business rather than clinical approaches.

Canter left the position a year ago to become the inaugural executive director of the University of Michigan's North Campus Research Complex.

Yadav will take the research initiative in a new direction.

He said two key problems that hamper good health outcomes in developing countries are a lack of manpower on the medical side of the business (being able to diagnose and treat a patient), and the shortage of medicines, vaccines, and bed nets.

The thinking in the 1980s, Yadav said, was that rich people sought medical care at private sector clinics and the poor went to government- or NGO-run clinics. Consequently, distribution of medicines, vaccines, and bed nets to low-income environments was through government or NGO channels.

But a large part of the poor population actually seeks health care in the private sector.

"The reason for this is, the time it takes for you to wait in line at a government-run clinic to get your medicine is very long," he said. "And if you are working in a company or if you have some kind of paid job, then yes you can take a few hours off and come back and you won't lose your wages.

"But if you are living off an hourly wage, and you take a half-day off you don't have food to bring home at night. So they pay the money to a private clinic to get treated quickly."

Yadav's research aims to bring more transparency in how the supply chain operates in these private channels. In instances where there is price gouging and other things that people worry about with the private sector, he looks at what mechanisms can be put in place so that poor patients get access to health care in locations where they go and that there are medicines, vaccines, and other commodities available at a reasonable cost.

But because many people still go to publicly-run clinics, Yadav focuses part of his research on implementing better management practices in the government and NGO sector. This includes better management of inventory, better management of plans, improving forecasts for how much need there

is for a product, and also how incentives impact the proper running of the government system.

"A typical problem of the government sector is that people don't care if a clinic is under stocked of certain medicines," Yadav said. "They don't have the vaccines because it requires more effort. So we look at incentive mechanisms in the public sector that can improve the availability of inputs that are critical in improving the delivery of health care."

The use of incentives is the focus of a current research project Yadav is conducting in Tanzania for the Clinton Health Access Initiative.

The project is based on the premise that poor people seek treatment in the private sector but good quality medicines — especially for malaria — don't reach the remotest of the remote shops. These are the small drug shops in the marginalized regions of Tanzania near the Burundi and Zambia borders that are about 20 hours driving distance from the capital city of Dar es Salaam.

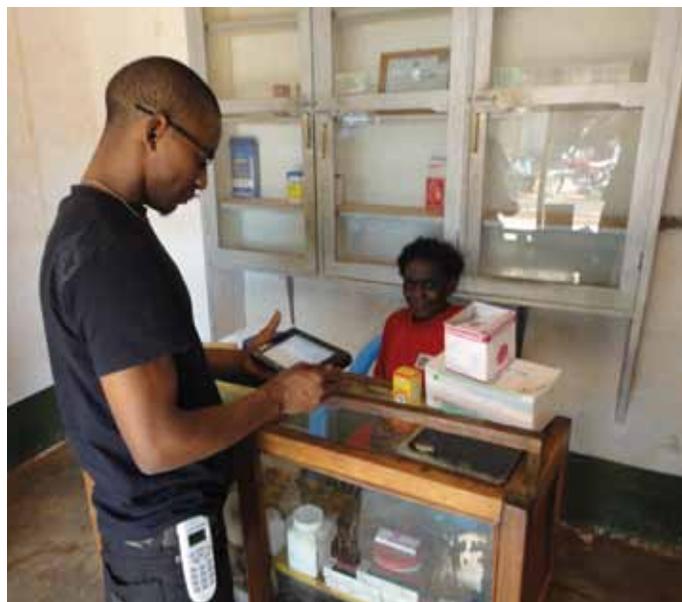
"These shops typically have very few medicines and typically they stock medicines that are very cheap because that way they don't have to spend a lot of money in working capital," Yadav said. "So what we're trying to do is have a bonus that will be tied to the availability of good quality malaria medicines in remote shops. We measure national wholesalers and distributors in Tanzania on how many of their medicines are reaching the remotest shops in the region."

Yadav's team of researchers did a large-scale mapping exercise, visiting every drug shop in the study regions to determine things such as their suppliers and customer demand.

"Then we kick in the incentive and observe its effect," he said. "Is supply increasing? How quickly is it increasing? It's randomized so we take a select set of regions where we do the incentive and another set of regions that are statistically similar where we don't do incentive, and then we compare the two."

The researchers visit the shops and measure the availability of products there. If it reaches a certain threshold, the distributors or wholesaler gets a bonus, a portion of which gets shared with the shops.

"What that achieves is it gives them an incentive to try this out and see that it is feasible," Yadav said. "Once they try it out, we can taper down the incentive and slowly take it off. And hopefully they will continue



**Top: A data collector and drug shop owner in Tanzania. Bottom: A rural drug shop in Tanzania.**

to serve those regions because they realize that it's not bad, that it's sustainable, and they can do it even without the incentive."

Yadav said this relatively new field of study is growing. He said he is seeing more interest from fellow academics from around the world, and getting inquiries on how to get involved in this research.

"I think historically the medical science community has focused on these health care problems, and to them the lens from which they view these problems is 'Oh, these people don't have the proper training.' And clearly a health care worker from Tanzania is trained differently than one from the University of Michigan," he said.

Therefore, the medical science community thinks closing that gap is the best option for improving health outcomes. But those looking at the health care problems from a more business management training view acknow-

ledge the skill gap but realize it is not the easiest thing to fix.

"Even with current levels of health care workers, if we can't get medicines and vaccines to people then we can't achieve positive health outcomes," he said.

Yadav said malaria drugs will continue to be the bigger focus of his work, though he is beginning to study drugs — such as zinc tablets — that combat some childhood diseases. Drugs to fight malaria are cheap, as opposed to those that are prescribed for HIV/AIDS, for instance, that run \$1,000 for a treatment course.

"Fixing the supply problems for HIV drugs is not a sustainable solution because the cost for treatment is so high," he said. "But for malaria it's 80 cents, so the case is very strong that if you fix the supply problems you will see sustainable gains in health care over the long term. That is what I'm hoping for."



Top: Research Associate Sarah Alphs with children in Tanzania.

Circle photos (left to right): Prashant Yadav, Sarah Alphs, Jessica Yip.

## Research Associates Continue Work with Yadav

In addition to Yadav joining WDI, one of his research associates also has made the move with him.

Sarah Alphs is a research associate currently based in Dar es Salaam, Tanzania, where she has lived for the past four years. Before joining WDI, Alphs worked at the Clinton Health Access Initiative (CHAI) and the MIT-Zaragoza International Logistics Program on projects related to strengthening public and private sector health commodity supply chains in the country.

Alphs received a bachelor's degree and a Master of Public Health from the University of Michigan. In her new role at WDI, she will continue to be based in Tanzania and manage field projects for

WDI's Health Care Research initiative.

Also, another one of Yadav's research associates — Jessica Yip — has been named a WDI visiting research associate. She is based in San Francisco and is currently working with Yadav on a global forecasting project for malaria drugs funded by UNITAID.

Yip has a bachelor's degree from MIT and a master's degree from MIT-Zaragoza. She worked in the semiconductor industry in California and for Intel before enrolling in graduate school. After getting her master's degree, she worked for the nonprofit organization Village Reach in Africa before joining Yadav as a research associate.

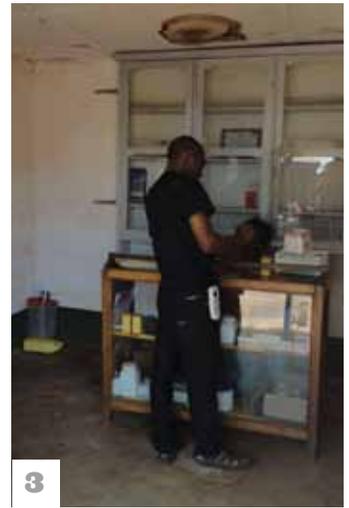
- 1 A data collector checks inventory with a shop owner in Tanzania.
- 2 A rural drug shop in Tanzania.
- 3 A data collector and shop owner in Tanzania.
- 4 A rural drug shop in Tanzania.
- 5 A drug shop owner helps a customer in Tanzania.
- 6 A drug shop owner helps a customer in Tanzania.
- 7 A data collector stands outside a rural Tanzania drug shop.



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Over the past six months, Educational Outreach (EO) focused on building up its marketing and customer service activities. As a result, EO has made significant strides in terms of brand awareness, outreach, partnerships, product marketing, and product development. For the fiscal year, EO added 81 new products to its GlobalLens catalog which now features over 350 teaching materials. And several leading business schools have now adopted GlobalLens case studies, including the University of Chicago, Montclair State University, the National University of Singapore, China Europe International Business School, MIT, Purdue University, and the Ivey School of Business.



## New Product Development Focuses on Modules and Courses

For the past four years, GlobalLens has been focused on building a credible, relevant, and high-quality collection of case studies, simulations, conceptual notes, and other business school teaching materials. The GlobalLens collection of cases is now over 350 and continues to grow.

The next evolution of GlobalLens' product portfolio will focus on the development of complete modules and courses within key focus areas and disciplines. The initiative is part of GlobalLens' overall product strategy and their ongoing monitoring of the business school teaching materials market to identify any unmet needs and opportunities.

"We definitely have the expertise to work with business faculty to develop a comprehensive course or module from end to end," said GlobalLens Director Marc Robinson. "In fact, many of our existing materials have the potential to be bundled into a module or designed into an entire course."

GlobalLens has begun collaborating with faculty from the University of Michigan's Ross School of Business to identify and strategize the first modules and courses to be developed within key areas of interest such as Entrepreneurship, Base of the Pyramid, and Marketing.

"We're approaching our new product strategy initiative with two primary objectives," said Robinson. "First, we will continue to support the Ross School faculty by helping move their research ideas into the classroom in a more comprehensive and holistic fashion. And second, we want to ensure that our new modules and courses are designed to be easily adopted into complex curricula of a wide variety of business schools around the world."

GlobalLens is building new modules and courses using cutting-edge research and proven design processes. All courses and modules will include high-quality teaching notes and other support materials that make it easy to assimilate or adopt into an existing or new curriculum.

GlobalLens has recently released their first undergraduate "Introduction to Business" course and initial response from top tier business school deans has been very positive. According to Robinson, there appears to be immense opportunity for GlobalLens to publish and deliver a wider variety of products in this category, especially in emerging areas of study where there is a lack of quality teaching materials.

## New Exercise Illustrates How to Improve Cereal Production Lines

A newly-released GlobalLens case examines an inefficient cereal production line in various factories that was costing Kellogg Co. thousands of dollars every day in lost revenue.

The case protagonist is John A. Bryant, chief executive officer of Kellogg, who must present a solution to streamline the inefficient production lines at next week's board meeting. By hiring a cereal consultant, as well as using his own thorough understanding of the cereal industry, Bryant is confident he can identify a viable solution in time.

Students follow Bryant and his consultant

as they examine production line data and determine correct timing for producing the optimal amount of cereal in a run. Students gain a better understanding of operations management and become more proficient at identifying and streamlining inefficient production processes.

This exercise was authored by Izak Duenyas, the John Psarouthakis Professor of Manufacturing Management at the University of Michigan's Ross School of Business. It is now available at <http://globalens.com/casedetail.aspx?cid=1429164>.

## GlobalLens Case Featured in *Financial Times*

On May 19, a summary of the case "Customer Service at American Express" was posted in both the online and print editions of the *Financial Times*.

The case, authored by Ross School of Business Professor M.S. Krishnan and the late C.K. Prahalad, describes the challenges faced by American Express in improving customer relationships in a very competitive industry.

As a result of the *Financial Times* coverage, GlobalLens experienced a marked increase in site traffic, as well as global sales of the case. Current global readership of the *Financial Times* (online and print) is 12.3 million.

The *Financial Times* opportunity came to fruition as a result of a collaborative effort between M.S. Krishnan, American Express Corporate Communications, FinancialTimes.com editors, and GlobalLens.



From left: Dan Nash, DJ Martin, John Zhang, Arianne Miller

# Oikos 2011 Case Writing Winners On Globalens.com

Globalens is pleased to announce that Ross School of Business professors and students, assisted by Globalens, won first and third place in the corporate sustainability track of the Oikos 2011 Global Case Writing Competition. Both winning cases are published and available on Globalens.com.

## Crisis Challenge Honored

The Leadership Crisis Challenge, developed by WDI's Educational Outreach in cooperation with the Ross Leadership Initiative and NetImpact, was recently honored by the University of Michigan as one of the 2011 Provost's Teaching Innovation Prize winners. The Provost award honors original, specific innovations to improve student learning.

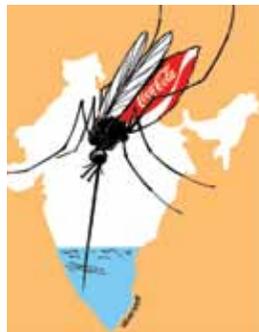
The Leadership Crisis Challenge (LCC) is run under the direction of Sue Ashford, the Michael and Susan Jandermoa Professor of Management and Organizations at the Ross School. It is designed to give MBA students the opportunity to wrestle with some questions that businesses face that are difficult to answer.

The two-day simulation uses videos and surprising plot twists to make students think on their feet. It also develops critical thinking

that is difficult to duplicate in a typical classroom setting.

Business students, who form their own teams, are placed as senior executives that must pull a company out of a dramatic crisis. But while they are deliberating what to do, additional game-changing circumstances are introduced throughout the day that may force the student teams to rethink their strategy. The crisis and other details are closely-held secrets and are not released until the challenge begins.

A team of four Ross School of Business MBA students bested 19 other teams to win the fourth Leadership Crisis Challenge, which was held Jan. 13 & 14. Dan Nash, DJ Martin, John Zhang, and Arianne Miller comprised the winning team.



## Initial Interest Strong for Introduction to Business Course

Globalens has recently released its first complete course directed to undergraduates. The introductory business course was piloted at the University of Michigan's Ross School of Business. It was created by Dean Robert Dolan and professors Robert Kennedy and Scott Moore. Writing, publishing and formatting assistance was provided by Globalens, and the course was designed to be cross listed within other disciplines.

The course focuses on providing students with a better understanding of business as a whole, and gives them context before they take functional courses such as marketing, finance, and operations.

Initial marketing efforts were launched in April and were directed to the deans of the top-ranked business schools in the U.S. and around the world. Early reaction to the course has included positive response from the University of Richmond, Wake Forest University, College of William and Mary, University of California/San Diego, Colorado State University, and Florida International University.

### THE COURSE CURRENTLY CONSISTS OF FIVE MODULES:

- MODULE 1: How Markets and Firms Work
- MODULE 2: Creating, Running, and Sustaining a Successful Business
- MODULE 3: Sources of Business Stress
- MODULE 4: Business and Society
- MODULE 5: You – Competencies for Success

The course, or any module(s) from it, are available for adoption and can be previewed at <http://globalens.com/ba201/>.

The first place case, "Coke in the Cross Hairs: Water, India, and the University of Michigan," explores a controversy in 2006 between University of Michigan campus activists and the Coca-Cola Co. It highlights how the University of Michigan ended its contract with Coca-Cola because of Coke's water management issues, bio-solid waste and pesticides in its products in India, and poor labor practices in Colombia. The various dynamics of the controversy are examined, including Coca-Cola's response to the University of Michigan's claims. "Coke in the Cross Hairs" was written by Sarah Howie and Grace Augustine under the supervision of Professor Andrew J. Hoffman. The case can be previewed at: <http://globalens.com/casedetail.aspx?cid=1429098>.

The third place case, "The Clorox Company Goes Green," analyzes the 2008 launch of the company's line of new, environmentally-friendly cleaning products called GreenWorks. The first new brand released by Clorox in 20 years, the line targeted the estimated \$150 million niche market of green products. However, even with robust distribution and economies of scale, Clorox's market entry did not steal revenue from smaller players, but instead caused the market for green cleaning products to explode. "The Clorox Company Goes Green" was developed by Craig Cammarata, Jennifer Gough, Brian Moss, Ashley Nowygrod, and Nathan Springer under the supervision of Hoffman. The case can be previewed at: <http://globalens.com/casedetail.aspx?cid=1429087>.

# NextBillion Case Competition Winners Announced

A team from Emory University's Goizueta Business School in Atlanta, Georgia, won first place in the NextBillion 2011 Case Writing Competition. A team from Indiana University's Kelley School of Business placed second, teams from the University of Michigan's Medical School and the Ross School of Business placed third and fourth, respectively, and a Wake Forest University team placed fifth.

The five winning cases have been published by Globalens, WDI's publishing division, and can be found at <http://globalens.com/partner-nxg.aspx>. Globalens features one of the largest collections of BoP and social enterprise teaching cases available from any publisher.

The winning team of Carol Gee, an MBA student at Emory University, and Peter Roberts, associate professor of Organization & Management at the school, wrote "Village Capital: Using Peer Support to Accelerate Impact Investing." The case covers the opportunities and challenges facing Village Capital, an impact investment program that generates both financial and social



returns, and uses crowd sourcing to support seed-stage social entrepreneurs.

The NextBillion 2011 Case Writing Competition, currently in its second year, recognizes and publishes the best new business cases on social enterprise or base of the pyramid (BoP) topics. It is sponsored by WDI, Acumen Fund, Ashoka, and the NextBillion website. The goal of the annual competition is to engage students and faculty on campuses globally in the emerging field of social enterprise.

The Emory University team received \$1,000 for first place. The second place winner was awarded \$500, third place \$250, and fourth and fifth place each received \$100.

All of this year's case submissions were required to describe organizations that have both a specific social objective and seek long-term self-financing. Judges included Robert Kennedy and Ted London of the William Davidson Institute, Moses Lee of the Social Entrepreneurship Initiative at the University of Michigan, Stephanie Schmidt of Ashoka, international development consultant Zenia Tata, and Brian Trelstad of Acumen Fund.

# 1

## Village Capital: Using Peer Support to Accelerate Impact Investing

Carol Gee, under the supervision of Associate Professor Peter Robert, with support from Ross Baird, director of Village Capital Goizueta Business School – Emory University, Atlanta, GA

John Hill (a pseudonym) is the founder of a firm that invests in for-profit companies that seek positive social and environmental impact. However, because of the dynamics of the marketplace, it has been difficult for Hill to find start-up social enterprises. In the past year, Hill developed Village Capital, an innovative investment strategy that aims to accelerate the growth of seed-stage social ventures by creating peer support cohorts of entrepreneurs.

Inspired by the "village bank" methodology in microfinance, Hill commits to investing in enterprises in each cohort—but places the actual investment decisions in the hands of the entrepreneurs themselves.

Hill piloted the Village Capital idea in four locations worldwide, supporting over 80 entrepreneurs and investing almost \$1 million. But now, Hill needs to make several strategic decisions about the direction of the program that

include: (1) whether Village Capital should remain part of a for-profit fund, or convert to non-profit to leverage more capital; (2) how to select new sites, choosing priorities between the developed world (where there is more capital) and emerging markets (where there is more need); and (3) the pressing challenge of developing secondary markets, as Hill needs to ultimately find liquidity for Village Capital's investees.

## 2

### The South Pacific Business Development Foundation: Fighting Poverty in Fiji

Jacob Hiatt, Matthew Hutchens, and Rocio Ortiz under the supervision of Clinical Associate Professor Philip Powell  
Kelley School of Business – Indiana University, Bloomington, IN

The South Pacific Business Development (SPBD) Foundation is a regional microfinance organization with 10 years of success in Samoa. SPBD has achieved financial self-sufficiency and a 90% repayment rate through a model that emphasizes personal accountability, microenterprise development,

and housing and education improvements for its female borrowers. After success in Samoa and also in the neighboring country of Tonga, SPBD owner Greg Casagrande now wants to begin operations in Fiji, a larger, wealthier, and more ethnically-diverse market. Casagrande must decide if SPBD can

simultaneously navigate an unstable political and economic environment, establish its brand, and diversify its product portfolio to meet client needs that differ from those in Samoa and Tonga.

## 3

### Catch a Falling STAR: Sustainable Financing for a BoP Hospital

Shilpa Gulati, Gopal Pai, Dave Seo, Alice Zheng, under the supervision of Adjunct Professor Paul Clyde  
University of Michigan Medical School, Ann Arbor, MI

STAR, a comprehensive mission hospital in India, is facing an impending decrease in donations, which currently comprise nearly 50% of total funding. Its founder, Gautam Vora, must consider

altering its business model to adopt more sustainable financing mechanisms. To do so, he benchmarks three other hospitals that serve the BoP, including two in India and one in Uganda. The

hospitals are compared according to their formation and history, context, services, assets, and financing structure.

## 4

### Good Capital and the Emergence of the Social Capital Market: Investing in Good

Lauren Foukes under the supervision of Professor Gautam Kaul  
Stephen M. Ross School of Business – University of Michigan, Ann Arbor, MI

Kevin Jones, cofounder of social investment firm Good Capital, is considering possible expansion strategies for Good Capital. He has three main options: raising a second fund; expanding their SOCAP conference to help develop the impact investing

industry; or increasing the reach of their Hubs – work places for social entrepreneurs. He also wonders whether Good Capital should broaden its scope to include the international market. In making his decision, Jones decides to estimate the

profitability and social return of all three expansion strategies, as well as the qualitative pros and cons of each.

## 5

### Habitat For Humanity: Implementing a Global Strategy Locally

Michael Nestor under the supervision of Executive Professor Dan Fogel  
Schools of Business – Wake Forest University, Winston-Salem, NC

Henry Smith, director of New Orleans Area Habitat for Humanity, has been encouraged by the Habitat for Humanity headquarters to begin building affordable, environmentally-sustainable homes, which seem to be attracting much donor and

foundation support. Smith must decide if and how to facilitate this new strategy, taking into account various questions: Can and should the New Orleans affiliate do both rehabilitation and environmental sustainability programs at once? What is the best way to

implement it in New Orleans? Will this be consistent with the organization's philosophy?

PROJECT

PORTFOLIO



**Expanded and Sustained Access to Financial Services (ESAF) Program**

// West Bank and Gaza

**PARTNER:** Academy for Educational Development (AED)/

**FUNDING AGENCY:** FIELD (Financial Integration and Economic Strengthening & Broad-Based Dissemination)-Support Leaders With Associates U.S. Agency for International Development

**GOAL:** Build a more inclusive financial sector in the West Bank Territories by increasing sustainable access to financial services for households and micro, small, and medium-sized enterprises; enhance the enabling and regulatory environment through university training, strengthening a training institution for microfinance bankers, and providing technical assistance to the central bank and the regulatory body for the securities industry.

**Recruiting Employable Students at the University with Management Education (RÉSUMÉ)**

// Constantine, Algeria

**PARTNER:** University of Mentouri Constantine (UMC)

**FUNDING AGENCY:** Higher Education for Development U.S. Agency for International Development Office of Middle East Programs (HED/USAID/OMEPE)

**GOAL:** Enhance the school's English language studies and Business Management curricula to align them with the needs of the Algerian labor market; establish a career center that will help Mentouri students make informed decisions about career paths and strengthen the school's relationships with private sector employers.

**South Africa: Building Capacity for Tourism and Transportation Management (SALETTI)**

// Johannesburg, South Africa

**PARTNER:** University of Johannesburg (UJ)

**FUNDING AGENCY:** Higher Education for Development

**GOAL:** Build capacity within the University of Johannesburg's Department of Transport and Supply Chain Management, including faculty and student exchange programs, executive education workshops, experiential learning projects, and baseline assessment of the department's programs in order to expand and improve what is currently offered; also conceptualize, develop and launch a master's program in supply chain management.

### Public-Private Partnership Development Program

// Kiev, Ukraine

**PARTNER:** Academy for Educational Development (AED)

**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.

### Private Sector Growth Project

// Nicosia, Cyprus

**PARTNER:** Deloitte (GBTI II)

**FUNDING AGENCY:** U.S. Agency for International Development/Cyprus

**GOAL:** Provide technical assistance to the Buyukkonuk Eco-Tourism Association in the areas of governance, communications, membership and program/service development; assist in the development of at least two other community-based tourism associations; and coordinate public awareness programs for eco-tourism in the Karpaz region.

### Broader MENA – U.S. Community College Entrepreneurship Program

// Jordan

**PARTNERS:** Washtenaw Community College, Al Quds College

**FUNDING AGENCY:** Higher Education for Development Middle East Partnership Initiative (HED/MEPI)

**GOAL:** WDI will help Washtenaw Community College (WCC) accurately understand Jordan's higher education system to facilitate collaboration with Al Quds College. The Institute also will assist WCC in developing a proposal for a three-year partnership to support entrepreneurship training at Al Quds College. The Institute also will assist WCC in developing a proposal for a three-year partnership to support entrepreneurship training at Al Quds.

### Pakistan Workshop

// Islamabad, Pakistan

**PARTNER:** U.S. Agency for International Development/Kiev

**FUNDING AGENCY:** U.S. Agency for International Development

**GOAL:** Deliver leadership training to USAID's Mission in Islamabad.

### 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.

### Malaysia Leadership Under Crisis Training

// Kuala Lumpur, Malaysia

**FUNDING AGENCY:** Bridge Knowle Events

**GOAL:** Deliver a five-day Advanced Leadership program for global leaders that will feature strategies and best practices to gain global competitive advantage in today's challenging world.

DCS made substantial progress during FY 2011, demonstrating tangible achievements in the areas of new business development and forging new strategic partnerships. The current DCS portfolio is comprised of 13 ongoing projects, operating in 17 different countries and cutting across 14 technical sectors. The level of repeat DCS business is high, reflecting active client engagement and satisfaction. Moving forward, the DCS business plan is based around three major components, namely: 1) Help clients meet their objectives given the turbulent geopolitical climate; 2) Build further technical capacity in core competencies and WDI research application; 3) Expand geographic reach.

## NEW PROJECTS

### Malaysia

#### LEADERSHIP PROGRAM

WDI delivered a five-day Advanced Leadership program for global leaders that featured strategies and best practices to gain global competitive advantage in today's challenging world.

The program, held in Kuala Lumpur, Malaysia, in mid July, culminated with a unique simulation in which participants put into practice the leadership skills learned in the program as they competed in teams to lead the turnaround of a struggling enterprise facing a multitude of today's problems and crises.

"We're happy to finally launch an initiative in Malaysia," said Khalid Al-Naif, director of WDI's Development Consulting Services. "The country's leadership is facing a major challenge to sustain its economic growth against the backdrop of global economic uncertainty and political turmoil besieging the Middle East. This was recently compounded with the natural disaster in Japan that may potentially affect Malaysia's overall export earnings as Japan is Malaysia's third largest trading partner with exports amounting to almost US\$21.8 billion last year. This intervention is both relevant and timely."

The leadership program, led by Paul R. Sullivan, a global business consultant and adjunct professor in Executive Education with the University of Michigan's Stephen M. Ross School of Business, trained attendees to achieve organizational goals and build stronger team relationships by improving leadership and cross-cultural skills. Participants learned how countries and businesses collaborate to create environments for entrepreneurship, including clusters and incubators, and how companies are thriving in emerging economies.

WDI delivered a similar workshop recently for the U.S. Agency for International Development mission in Colombo, Sri Lanka.

At the workshop's conclusion, the 50 participants said the program was valuable to the mission, and well worth the time. Additionally, an executive officer described it as "A very professional and thoughtful program that would benefit many public sector organizations."

CEOs, CFOs, general managers, executive directors, managing directors, project, operations, finance, and strategic planning managers, and firm administration and office management attended the Malaysia program. Module topics included competitive advantage, understanding the global business environment, leadership excellence, risk management, talent management, and cross-cultural leadership.

### Jordan

#### ENTREPRENEURSHIP

WDI has partnered with Washtenaw Community College (WCC) in Ann Arbor, Michigan to promote entrepreneurship among students at Al Quds College (AQC) in Jordan.

WDI assisted WCC in accurately understanding Jordan's higher education system to facilitate collaboration with AQC. WDI also assisted WCC in developing a proposal for a three-year project to support entrepreneurship training at Al Quds College.

"WDI has built a solid global portfolio of projects that are building the capacity of foreign universities," said Khalid Al-Naif, director of WDI's Development Consulting Services. "The BMENA project expanded our portfolio to now include work with community colleges, thereby substantially expanding our outreach across the education spectrum."

The grant was one of six awarded under the Broader Middle East and North Africa (BMENA) - U.S. Community College Entrepreneurship Proposal Development Grants competition administered by Higher



Paul Sullivan

Education for Development (HED).

"Partnering U.S. community colleges with technical and vocational institutions in the BMENA region will provide a valuable model of successful workforce and entrepreneurship development," said Tully Cornick, executive director of HED. "HED is pleased to support an initiative that will improve the capacity of the BMENA institutions to contribute to national economic growth by preparing graduates to start their own small businesses, create new jobs, and fill positions in growth sectors."

This initiative is a response to U.S. development goals for the Middle East and North Africa region. During a major speech in June 2009 in Cairo, Egypt, President Obama highlighted the importance of entrepreneurship in fostering economic opportunity and community development. Secretary of State Hillary Clinton later emphasized the importance of creating partnerships to promote development and opportunity for young people within the region while speaking in Doha, Qatar in

January 2011.

"Entrepreneurship is key to improving economic conditions and expanding job creation and social change," said Alice Blayne-Allard, coordinator for the G8-BMENA Initiative.

"MEPI [U.S. Department of State's Middle East Partnership Initiative] is committed to finding new ways to unlock innovation, spur private sector development, and create new employment opportunities for the region's young population."

Youth unemployment, increasing poverty, and underemployment of both semi-skilled and skilled workers, has accelerated the need to expand job opportunities to keep pace with rapidly-expanding populations and to ensure regional prosperity and stability.

Community colleges and vocational institutions in the United States have programs and centers that are actively linked to industry, corporations, and local businesses. As a result, community college graduates are often more quickly employed due to their relevant studies and links to business.



**Boutadjine Bilel**

## ONGOING PROJECTS

WDI's Development Consulting Services currently has 13 ongoing projects. All of the projects are going well. Here are some of the project highlights from the past six months.

### Algeria

#### RESUME

#### Recruiting Employable Students at the University with Management Education (RESUME) Project

Boutadjine Bilel found his dream job working as an engineer, and he credits the Career Center at the University of Mentouri-Constantine, which was established by WDI under an HED/USAID grant. The Career Center at the university has been so successful for Bilel and other students, in fact, that the Algerian government is looking to replicate it around the country.

"Thanks to the Career Center, I work as an engineer with KIS Company, one of the Career

Center's partners," the recent University of Mentouri graduate said. It is "an interesting and stimulating job, which I would not be able to find without the help of the center."

Many of Bilel's fellow University of Mentouri-Constantine (UMC) graduates had good grades but were unable to find a job. High unemployment among college graduates in Algeria has resulted in a bleak outlook for many students.

"Our rapid needs assessment indicated that the jobs were there but that Mentouri graduates were simply not well equipped to seek them out," said WDI Development Consulting Services Director Khalid Al-Naif. "The graduates didn't know how to write a resume or have interviewing skills."

Bilel said the Career Center increased his chances of getting a job by making him a better public speaker and helping him understand what local employers look for in new employees. Training sessions at the center helped Bilel present himself favorably to businesses and network effectively with employers. He formed a sound job search strategy and developed a personal career plan.

Bilel was hired immediately after graduating from UMC and works for an industrial construction company.

Officials at the highest levels of the Algerian government have taken notice of the Career Center's success. The Ministry of Higher Education plans to establish 18 new career centers based on the UMC model. The program seeks to replicate the UMC Career Center's success and bring invaluable job placement and training services to university students around the country, perhaps even to other North African nations. The Career

Center has also received interested delegations from universities in Tunisia, Egypt, and Morocco.

Also as part of the RESUME project, Nacéra Boudersa, Aïda Hamimid, Naima Eutamene, and Chaker Hamdi, four PhD students in the University of Mentouri, Constantine (UMC) English department, recently spent one month at WDI and U-M working with WDI and U-M's English Language Institute. The workshops were focused on teacher training and on finalizing the course curriculum development for the start of the second year of English for Specific Purposes classes, which are scheduled for this fall.

The students also worked on communicative teaching methods, interactive methodologies, and using IT in the classroom. The four students returned to Algeria in late June, and will pass on the knowledge from their training to other UMC students and staff members.



HR workshop for Palestine Institute for Financial and Banking Studies.



JEWEL meeting in Jordan.

## West Bank/Gaza

ESAF

### Expanded and Sustained Access to Financial Services

Eight members of the Palestine Mortgage and Leasing Directorate and the Palestine Ministry of Transportation traveled to Jordan in February to learn more about something new to Palestine - financial leasing.

Because Palestinians have no experience registering vehicles and handling them in default cases, it was decided that the eight members visit their Jordanian counterparts to learn from them. The four-day workshop in Amman included meetings and visits to the Jordanian Authority of Transport, the Jordanian Ministry of Trade and Commerce, and the Jordanian Traffic Department. The participants also met with leasing companies in Jordan.

The workshop in Amman was part of WDI's work for the Expanded and Sustained Access to Financial Services (ESAF) project. More specifically, the trip to Jordan was part of the ESAF subprogram to provide technical assistance to the Palestine Capital Market Authority in the areas of insurance and leasing.

The program, funded by U.S. Agency for International Development, aims to build a more inclusive financial sector in the West Bank and Gaza by increasing sustainable access to financial services for households and micro, small, and medium-sized enterprises. WDI is enhancing the enabling and regulatory environment through university training, strengthening a training institution for microfinance bankers, and

providing technical assistance to the central bank and the regulatory body for the securities industry.

In June, as part of the Palestine Institute for Financial and Banking Studies (PIFBS) subprogram, more than 30 human resources managers, as well as managers from the Palestinian banking and financial sectors attended a workshop on "Growing Trends in Human Capital Development" in Ramallah. The workshop provided insight into the evolving role of strategic Human Resources Management (HRM) in modern organizations, the strategic role of HR functions, and the impact of technology and global competition. The participants also reviewed the ethical, regulatory, environmental, social, political, and technological issues of HRM.



Students Bianca Sutherland, left, and Cecilia Madavha.

## South Africa

SALETTI

### South Africa Logistics Excellence and Transportation Training Initiative (SALETTI)

As part of the SALETTI project, two University of Johannesburg (UJ) honors students spent

two weeks in March attending classes at the University of Michigan's Ross School of Business and touring local warehousing facilities.

The students, Bianca Sutherland and Cecilia Madavha, both 21, said the experience gave them a better understanding of their studies and a clearer picture of what they want to do with their careers.

They visited Michigan companies Con-way Freight, Fernco Inc., and Steelcase. Both students raved about how accommodating the people at each of the facilities were during the tours. They said each worker was happy to see them, took the time to answer all their questions, and each knew their name and a bit about their backgrounds.

The two said that back home in South Africa, it is very rare to get an inside glimpse

studies more into focus.

"We're basically taught theory in school so sitting in class we can't see how this works in the real world," Sutherland said. "But actually going to these places, hearing them use the language, you see how it fits in with what you're learning. It's an actual business, not just reading from a text."

Both Sutherland, who is studying Logistics Management, and Madavha, who is studying Transport Economics, said they were struck by how different the Ross classes were from theirs at UJ — from the presence of laptops in the classroom to the business-like manner of the Ross students. The two audited classes on Logistics, Manufacturing & Supply Operations, Supply Chain Analytics, and Supply Chain Management.

"The students were very professional," Madavha said. "You couldn't tell a first-year student from an MBA."

She also said the students at Ross "knew what they were going to do after school. Back home, you finish your studies then start looking for a job."

The three-year SALETTI project is building the capacity of the University of Johannesburg to train current and future generations of leaders in Transportation and Supply Chain Management.

In addition to DCS, the University of Michigan Transportation Research Institute (UMTRI), the Ross School of Business, and U-M's African Studies Center, is working on SALETTI project. The project bid was administered by Higher Education for Development, and is funded by the U.S. Agency for International Development (USAID).



at warehousing facilities. Typically, you need to have a family member work there to get in, but even then workers aren't very open to answering questions.

"The people were willing to take you around and share information with you," Sutherland said. "I learned a lot."

She also said talking to the workers and watching the operations helped bring her



Professor Munir Rusan of the Jordan University of Science and Technology.

## COMPLETED PROJECTS

Development Consulting Services successfully completed two projects during the past six months. Here is a brief recap of each:

### Jordan

JEWEL

#### Jordanian Education for Water and Environmental Leadership (JEWEL)

Higher Education for Development/U.S. Agency for International Development

The goal of the JEWEL project was to build the capacity of Jordanian universities to train current and future leaders in natural resource management (NRM). WDI established an MS degree program in NRM at the Jordan University of Science and Technology (JUST), the first of its kind in Jordan and the region. WDI also did extensive work with the Jordan River Foundation, delivering in-service training in integrated natural resource management to community leaders in some remote parts of the country. WDI also established the "Sustainable Business and Innovation Research Center and Laboratory" (Sustainability Lab) at JUST. The lab creates an environment where academics, practitioners, policy-makers, entrepreneurs, and community leaders can work collaboratively to develop innovative business models, policy, research, and Jordanian-driven optimization tools to support policy decisions. Major results and outputs of the JEWEL project have provided a sustainable foundation for the future of Jordan's NRM plan.



JEWEL workshop in Jordan

### Global

M-TAP

#### Malaria Taxes and Tariffs Advocacy Project (M-TAP)

Gates Foundation

The goal of the M-TAP, which began in 2008, was to identify and minimize the direct and indirect negative impacts of taxes and tariffs on anti-malarial commodities through targeted advocacy. WDI's work included: creating both the monitoring and evaluation report and the literature review; compiling the draft interim report; collecting data from Benin and Cambodia; and finalizing the proposal which is scheduled to be submitted to the World Customs Organization later this year. The proposal to reclassify tariff codes for anti-malarial commodities lays the foundation for the true elimination of taxes and tariffs on these commodities at the global level.

## Hyland Joins DCS



Thomas (Tom) Hyland has joined the Development Consulting Services (DCS) group as Business Development Manager.

Hyland will work with DCS to expand the Institute's portfolio of projects with funding from outside sources. His focus will be to identify new business and partnering opportunities that take advantage of WDI's expertise in emerging markets.

"My mandate is to grow DCS' business," Hyland said. "Given the substantial in-house expertise within WDI's research initiatives there is a significant opportunity for growth."

Hyland worked at Goldman Sachs for three years as a financial analyst after graduating from Providence College in 1999. He subsequently took some personal time for extensive travel throughout Asia. His year-and-a-half journey included travelling the Ho Chi Minh trail on a motorcycle and completing a trip along the Trans Siberian Railway. He later returned to the U.S. to work for SeaChange Capital Partners, a non-profit finance firm that facilitates the flow of growth capital from wealthy donors to select high performing non-profits. Tom's interest in emerging markets led him back to Asia. He received an MBA from the Indian School of Business in 2010 with a concentration in emerging market finance.

"Tom Hyland's recruitment is a key next step in the institutionalization of the Development Consulting Services practice," said DCS Director Khalid Al Naif. "Tom will lead the business development process for DCS from opportunity identification through proposal preparation and submission. This will include the development of technical approach, personnel and management sections, and working closely with the institute's research and technical experts on upcoming partnering decisions."

## Speaking Engagement

Khalid Al-Naif and Raul Reynoso, a projects administrator for DCS, spoke April 7 about the Institute's work in Guatemala on a migrant-backed loan project. The talk was held at the QED Group, a consulting firm in Washington, D.C.

The two discussed the impacts and challenges of the WDI study pilot activity, "Mobilizing Remittances for Enterprise Finance." WDI teamed up with the Academy for Educational Development (AED) for the USAID-funded project.

The innovative program allowed Guatemalan migrants working in the U.S. to be guarantors for micro loans to family members back home. Migrant workers had a portion of their remittances deposited into a personal savings account. They were able to use portions of the account as collateral, which was then lent to borrowers as identified by the migrant and approved by the bank.

## New Role for Lerums



Anne Lerums, who has worked as a part-time office assistant with DCS since October 2009, has joined DCS full time as a projects administrator. Lerums recently graduated from the University of Michigan with a bachelor's degree in linguistics.

She speaks French, Spanish, and Arabic. Lerums is responsible for the implementation of a business school partnership project in Algeria.

FY2011 was a solid year for Executive Education. Business returned to FY2009 levels after a decline last year due to the global economic crisis. Executive Education delivered 42 programs this year, compared to 34 a year ago. We also hosted an international conference on entrepreneurship (see cover story), established some new partnerships, and increased our collaboration with WDI's Development Consulting Services to offer business training as part of various grant and indefinite quantity contract proposals.

## New Programs with New Faculty

Executive Education expanded its portfolio of open enrollment programs with new programs taught by new faculty. And for one of the programs, WDI re-started a partnership that had been dormant for six years.

One of the new programs was a six-module, cutting-edge certificate program in e-commerce. Fifteen marketing directors and general managers from throughout Mexico met in Mexico City for the program taught by WDI Faculty Affiliate Tracey Tuten.

WDI partnered with Centro de Informacion de Mercadotecnia Mexicana and Konzepte & Conceptos, an organization that the Institute last worked with in 2005.

Tuten, author of two books on social media marketing and e-commerce, guided participants through the 4Ps of online marketing, the latest trends in e-commerce, and how to leverage social media to promote their products and services.

"I was very pleased with the program," Tuten said. "The students were engaged the entire time and clearly eager to learn new marketing methods."

The January module, "Understanding New Marketing: Foundations of Online Marketing," was the first of six. Participants attended five additional modules, covering topics such as Search Marketing, Information Intelligence, and Measurement, Performance, and Maximization of ROI. The program concluded in late March with the awarding of certificates.

WDI Executive Education Director Amy Gillett said there is a growing need for programs like this.

"Marketing executives and general managers need to know the latest breakthroughs and trends in the e-commerce and social media

world," she said. "This program brings world-class experts in these areas to Mexico."

Tuten agreed that there is wide interest in social media and Internet marketing globally.

"I did a seminar in Peru and will have seminars in Belgium and Croatia later this year," she said. "I am definitely seeing interest worldwide in learning about these methods."

### Managers, CEOs Learn Power of IT

WDI also debuted a new Information Technology (IT) program in Latin America in May to help CEOs and managers align their business vision with the capabilities and possibilities afforded by IT.

"Managing Information Technology," held in Santiago, Chile, was attended by 24 CEOs from across Latin America. A second workshop for 65 managers was held following the CEO workshop. It was organized by WDI and its Latin American partner, Seminarium. Both numbers exceeded expectations.

The workshop focused on innovation and technology, and equipped CEOs and senior managers so they could take control of the decision process as they charted a course for "Enterprise 2.0." The workshop gave them practical tools and frameworks to develop a roadmap for their organizations by including IT as a strategic partner in their planning equation. Additionally, participants got an understanding of how to translate their organizational data and information riches into action.



Tracey Tuten

Ajay Vinzé, the Earl and Gladys Davis Distinguished Professor of Business at the W.P. Carey School of Business at Arizona State University, led 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 (see Q & A on page 21).

"We were excited to partner with Seminarium to offer this workshop in Latin America for the first time," said WDI Executive Education Director Amy Gillett. "This program provided new tools and frameworks to senior managers as they figured out how to best leverage IT to meet their strategic goals. The information technology landscape is changing more rapidly than ever. Given this, top managers often struggle to align the business vision with all the possibilities afforded by IT. This workshop addressed these challenges and provided many practical tools to participants."

## Sustained Business Success Focus of Spring HR Workshop

The spring workshop for WDI's Strategic Human Resources Network Europe (SHRNE)—"What Really Works: The 4 + 2 Formula for Sustained Business Success"—was held April 14-15 in Prague.

The workshop was led by William F. Joyce, professor at Dartmouth's Tuck School of Business. Joyce helped SHRNE members single out areas that are important for management to focus on to achieve success and not waste their efforts.

Based on the study of 160 companies and more than 200 management practices over 10 years, Joyce and his coauthors discovered that all successful companies simultaneously mastered six specific management practices. Four are in the areas of strategy, execution,



Bill Joyce

culture, and organization. The other two are added from areas of leadership and governance, innovation, talent management, and partnerships and mergers.

“At the workshop we talked about the four critical management practices that distinguish winners from losers in the marketplace,” Joyce said. “These were: shared strategy; fast and flat organizations; execution; and building and engaging culture. HR needs to contribute to these if it is to be a contributor to organizational success.”

He also focused on the impact of the financial crisis on companies and the ways to handle it.

“The best path out of the global recession is performance,” Joyce said. “Organizations that consistently deliver on the practices above will lead the way.”

Since 1999, WDI’s Human Resource Network has been the premier networking and educational forum for HR executives responsible for operations in Central and Eastern Europe. Since 2010, the network was re-launched as a forum for HR executives from all across Europe.

Now called Strategic HR Network Europe, the group continues to serve HR executives as they deal with the most pressing human resource problems in their organizations.

At WDI’s Strategic HR Network Europe forums, 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 bring a local HR manager to each of the workshops.



## New SHRNE Member

TWE Transgas has joined WDI’s Strategic Human Resources Network Europe. TWE Transgas is a natural gas import and trading business in the Czech Republic. Its parent group, RWE, is one of Europe’s five leading electricity and gas companies. It is active in the generation, trading, transmission and supply of electricity and gas. It employs more than 70,000 people and supplies over 16 million customers with electricity and approximately 8 million customers with gas.



# Q AND A

WITH **Ajay Vinze**

**W D I :** Overall, how did the program go?

**V I N Z E :** I believe it was a big success. The number of participants was larger than expected. From the comments of the attendees after the conference, I believe it helped that I stayed focused on “technology” as an enabler for business success instead of getting into the tech details.

**W D I :** What did the participants seem to be interested the most?

**V I N Z E :** Participants seemed to appreciate the translation of technology issues into the notion of business innovation — both sustaining and disruptive innovation. They were also very interested in technology trends and possibilities for new and innovative business applications. Some of them had specific questions for their industry (e.g. mining, retailing), but we typically stayed more general and cross-industry in our orientation.

**W D I :** What mistakes do managers make when it comes to IT?

**V I N Z E :** The typical mistake is to focus on just the technology capabilities. Early on in the day, I emphasized — and the group seemed to agree — that there is a difference between “technology capabilities” and “business possibilities.” Making that association is really the role and goal of effective IT in business, and the new emerging role for the CIO. The participants were reasonably well versed with what has been billed as “IT” offerings. They were curious about how this translates across industries and what were the success factors and potential pitfalls.

**W D I :** What are some things managers should remember when it comes to IT and aligning it with their business vision?

**V I N Z E :** IT is a key enabler and differentiator across business functions today. The changes to most management disciplines in varied ways (over the last 15 years) are caused and impacted by IT. However, for IT to be successful, it must be aligned with the goals, aspirations, and vision for the business. There was also significant interest in how application of collaborative technology impacts and potentially alters business decisional outcomes.

**W D I :** This is a new program for WDI and Seminarium. Is there a need for such programs out there?

**V I N Z E :** From my conversations with the participants, the partners at Seminarium, and a couple of the sponsor companies, there seems to be a significant need and appreciation for such a seminar in South America. My sense is that while there is awareness about IT features, managers were a little wary about “tech jargon” and the “over promise” that they typically face from the vendors and the marketing hype.



# GOLDMAN SACHS CERTIFICATE PROGRAM

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Aimee Claudine Tuyisenge



Daphrose Nyirandikubwimana

## Latest Group Graduates from Program

The sixth group of women has graduated from the Goldman Sachs 10,000 Women Entrepreneur Certificate Program, bringing the number of successful program graduates to 187 since the program started in September 2008. The program is organized and designed by WDI in cooperation with the School of Finance and Banking in Kigali, Rwanda.

The graduation ceremony, in late June, was attended by the Rwanda Minister of Gender and Family Planning, and the Rwanda Minister of Trade and Industry. Graduates from the sixth cohort represented all five provinces of Rwanda. Their businesses included a bamboo farmer, a lumberyard owner, an auto mechanic, supermarket and hardware store owners, and kitchen supply and appliance sales.

The next cohort started on July 18.

WDI organizes reunions for each class 6 months, 18 months, and 30 months after graduation so the women can discuss challenges they are facing and attend timely seminars. WDI also gives them assistance in accessing

capital, organizes industry-specific networking events, and offers post-graduation training.

Sessions are held in the areas of marketing, finance, accounting, HR, legal aspects of running a business, and operations.

Prior to the graduation ceremony, a business plan competition was held for the women. Four women were awarded \$2,500 each for the best business plans.

They are: Aimee Claudine Tuyisenge, who owns a welding business; Agnes Umumaranyota, who is in the home construction business; Asterie Mushimiyimana, who manages a weaving cooperative; and Daphrose Nyirandikubwimana, who manages a cooperative that creates juice.

## WDI Taps Rwanda Organization

WDI's Executive Education has strengthened its relationship with Generation Rwanda, an organization that offers university scholarships and job placement services to disadvantaged and orphaned Rwandans. Formerly known as "Orphans of Rwanda," Generation Rwanda works to develop leaders among the youth of Rwanda.

For its entrepreneurship training program, WDI recently hired an administrative assistant, Esperance Ndayiragije, who is one of those served by Generation Rwanda. She is an evening BBA student at the School of Finance and Banking (SFB) in Kigali, and has started her Certified Public Accountant (CPA) coursework.

In 2007, she was awarded a scholarship from Generation Rwanda to pursue her BBA. Due to her good performance in her BBA courses, SFB awarded her a scholarship in the CPA program. She is in her last year of her BBA studies, and is on track to complete her CPA in June 2013. She plans on eventually having a career as an accountant.

In addition to Esperance, WDI also uses students from Generation Rwanda to assist with the monitoring and evaluation of the entrepreneurship program, and as accountants for program graduates. With the students help, WDI will start English language training for graduates.

# Five Projects, Four Countries

**T**wenty-four University of Michigan graduate students participated this year in the travel-study course at the Ross School of Business. The students formed five teams and traveled to health care facilities in India, China, Rwanda, and Honduras as part of the course on international business.

This year, the International Business Immersion course explored some of the issues involved in health care delivery in emerging markets. The course, open to MBA2 and Evening MBA students, began with an overview of the issues in health care delivery, a number of relevant case studies, and guest speakers from Johnson & Johnson, the U-M Medical School, and the College of Engineering. In late February and early March, the student teams then travelled to their selected country to interview leaders and staff at each institution.

The course instructor, Paul Clyde, the Andy Andrews Distinguished Adjunct Professor of Business Economics and Public Policy at Ross, said the teams closely examined organizational challenges faced by hospitals and local urgent care and outpatient/rehabilitation clinics that partner with them. The teams relied on program data from previous Ross Multidisciplinary Action Projects and case studies to prepare for the immersion projects.

“They wanted to find out if there is a (private sector) business model that’s going to work — where you can decouple a hospital service and therefore make the hospital more efficient,” Clyde said.

MBA student Pradeep Avoronnan and his team evaluated the Agewell Institute of Rehabilitation Medicine in Madurai, India. The team recommended the development of a tracking system to better monitor patient outcomes, as well as the creation of a new patient outreach coordinator — a suggestion that clinic managers took up immediately with a simple staffing change. The U-M team also suggested a new logo and clinic name, “LiveWell,” which the clinic owner is considering, Avoronnan said.

“This is action-based learning,” Avoronnan said. “Case studies are fine, but there are a lot of assumptions built in. The week before we got there we had no idea what to expect, and we had to analyze and design solutions very quickly.”

MBA student Kate Bossart of the Rwanda Ruli District Hospital team, discovered hospital staffers had no accurate system for knowing how many referrals local clinics were sending to the hospital in a given day or week. That created staffing and equipment management problems.

The team suggested local clinic workers send daily referral text messages from each of the health centers and the hospital adopt a software system to manage them.

“It was a very clear and well-known issue for the hospital,”

Bossart said. “We just figured out the best methodology to manage it.”

She also thanked WDI, which provides financial and administrative support for the travel-study course along with the Dean’s office, for the opportunity to participate in the program.

“This is probably one of the highlights of my experience at business school,” she said.

## THE FIVE STUDENT PROJECTS WERE:

- 1 A team of students worked with Ruli District Hospital in Rwanda on improving the efficiency of the interaction between the hospital and the clinics that refer patients. This project follows on work done as part of a WDI internship last summer. There is also a WDI intern working with this hospital this summer.
- 2 A team of students worked with a mission hospital in Honduras on their cost structure. Specifically, the team generated specific costs for each unit and identified potential improvements in the operations.
- 3 This student team worked on a start-up clinical support project for diabetes in Hyderabad, India. Building on some work done by a major health care company, the team identified services such as counseling, data, reminders, etc. aimed at changing the behavior of diabetic patients. The operation supported the work done by clinicians in the area.
- 4 A team of students consulted with Agewell, a new rehabilitation facility in India, designed to support patients of stroke, orthopedic surgery, etc. who no longer need the complete care provided by a hospital but do need care that cannot be provided at home. Agewell is founded by Dr. Aravind, a Ross School alumnus and a member of the leadership team at Aravind Eye Hospitals.
- 5 A team of students reviewed the operations of a government hospital in China, and gained an understanding of the relationship between clinical training and clinical services. The final project compared the operations at the hospital in Kunming, China with similar operations in the U.S. such as U-M Hospital.

The course is designed to enhance participants’ global leadership capabilities, increase awareness of diverse business issues on the current international landscape, and provide on-the-ground experience in a foreign country. The course responds to the increasing need for managers to have an international business perspective that enhances their business and management knowledge.

Shannon Sakewski, an Evening MBA student, says her



**Top to bottom:**  
**Student team in Rwanda.**  
**Student team in Honduras.**  
**Student team in India.**

trip to Hyderabad, India to work on the diabetes project was a great opportunity to potentially make a difference in people’s lives. It also challenged her.

“No amount of reading and discussion can truly prepare someone to understand and enter an unfamiliar business market,” she says. “Speaking with stakeholders, observing processes and participating in the environment are essential components to learning. Thankfully, our hosts were extraordinarily gracious and willing to share their knowledge.”

Ukrit Archapiroj, who traveled to Hospital Evangelico in Honduras, said working in the country was “much more enjoyable than researching on the Internet or at the library.”

“We can understand the business more deeply by interacting with people and observing the business issue by our eyes,” he said. “Moreover, the amazing thing is that we stayed in the house of Nahim, the hospital managing director, which allowed us to see how enthusiastic he is and how often he was in touch with the hospital staff.”

Chris Chojnacki, who traveled to Rwanda to work at Ruli Hospital, said it was a great experience.

“The hospital was really happy to have us, and even asked for more students to come from the business school, school of public health, and the medical school if possible,” he said. “Everyone we met was extremely friendly and grateful.”

This is the third consecutive year WDI has supported the Ross travel-study course. In 2009, students learned about Turkey and travelled to that country as part of the course, “Bridging in a Globalizing World: Turkey and the European Union.” Last winter, Ross students travelled to Moscow and St. Petersburg as part of the course “Marketing in Russia.”





# WDI STUDENT INTERNS LOOK TO MAKE IMPACT AROUND THE WORLD

**T**wenty-one U-M students are working around the world this summer as part of the WDI Global Impact Student Internship program.

WDI divides its summer internships into two categories — Institute initiated and student initiated.

The 13 students who chose a WDI-initiated internship partner with an organization identified by the Institute that is doing work related to one of its research initiatives: base of the pyramid, health care, sustainable development, and globalization of services.

The 8 students who chose to do a self-generated internship identified and contacted an organization in an emerging market that is doing innovative work. The student, along with the organization, co-defined an opportunity, received a commitment from the organization, and submitted a proposal to WDI.

The 21 interns come from six different departments, schools, and colleges at U-M. These include: the Ross School of Business; the Ford School of Public Policy; the School of Public Health; the School of Natural Resources and Environment; the College of Engineering; and the U-M Medical School.

They will work in 10 countries. They are: United States, India,

China, Ghana, Tanzania, Uganda, Honduras, Bangladesh, Bhutan, and Rwanda.

Several of the organizations that students are working with this summer have been partners with WDI in the past. CARE, PATH, Pfizer, GE Healthcare, and Grassroots Business Fund have partnered with WDI and its students on internships for the past three years. CARE, GE Healthcare, Grassroots Business Fund, and Pfizer also sponsored MAP projects in the past, as has Acumen Fund and Abt Associates.

PharmaSecure and KNUST were partners in 2010, and Druk Holding & Investments, and TechnoServe were partners in 2009. Additionally, Hospital Evangelico and Ruli Hospital were part of WDI’s travel-study course in 2011.

“Global Impact internships provide students with hands-on experience in emerging market countries and an opportunity to deepen the knowledge that they acquired in the classroom,” said WDI’s Associate Director Rosemary Harvey. “Many students have returned from the field and said that their internships were life-changing and influenced their career decisions.”

Here are descriptions of the WDI Global Impact Internships:

Clockwise from left: A rice truck in Bangladesh; Sean Morris in Rwanda; a rice warehouse in Bangladesh; Jennifer Cho in Honduras; Jofresh Labiano in Bhutan.



INSTITUTE-INITIATED

**Arturo Huesca**

// Bangladesh

**Integrated Development Foundation (IDF)**

IDF is a non-profit organization that combats poverty in the impassable hilly regions and other underserved areas of Bangladesh for creating a poverty-free country.

Huesca will study the feasibility of eco-tourism in Chittagong Hill Tracts (CHT) in particular, and Bangladesh in general. The feasibility study would potentially be used by IDF, the Bangladesh government, CHT Regional Council, interested investors in eco-tourism in CHT and Bangladesh, and the Networking Body and Associations on eco-tourism; and other organizations.

**Jofresh Labiano**

// Bhutan

**Druk Holding & Investments**

Druk Holding & Investments (DHI), established by Royal Charter by the King of Bhutan, holds and manages commercial

companies of the government, makes new investments, raises funds and promotes private sector development.

Labiano will do an analysis to see if DHI can leverage any potential synergies from its portfolio of companies to control operational costs. He also will do a trend analysis of major cost heads across seven DHI companies. Labiano will identify controllable costs and make recommendations for cost control.

**Onur Aksoy**

// New York City

**Pfizer**

Pfizer is the leading pharmaceutical company in the world, with top-selling products in a variety of different therapeutic areas. In 2009, Pfizer launched its Emerging Markets Business Unit. As part of this unit, Pfizer also launched the Global Access to Medicines (GA) team to develop commercially-viable and socially responsible business strategies that target the Base of the Pyramid (BoP) as a new commercial market segment.

Aksoy will help the Global Access group prepare its operating plan for 2012. He will analyze available data from various team work streams; work with work stream leads to support further refinement of Global Access' strategic approaches and tactics for 2012; quantify revenue opportunities, develop forecasts, and operating expenses; quantify financial and intangible benefits of Global Access' strategies for the corporation, its customers, partners and patients; work with Global Access' team lead to develop overall story line of Op Plan and develop impactful materials such as slide decks and other supporting materials.

**Shveta Suneja**

// Washington, D.C.

**CARE**

CARE is one of the world's largest private international humanitarian organizations, committed to helping families in poor communities improve their lives and achieve lasting victories over poverty. CARE wants

to improve its ability in the BoP field, and working closely with WDI's BoP research initiative, will establish a Center of Excellence focused on social enterprises and base of the pyramid.

Suneja will lay the foundation for the center by identifying high-level goals, the methodology for extracting and synthesizing knowledge, and developing a proposal for long-term funding.

**John Moore**

// India and Bangladesh

**GE Healthcare**

GE Healthcare's Maternal Infant Care has been a pioneer in advancing neonatal care around the world, including its Infant Warmer, Phototherapy units, and incubators. GE Healthcare's Rural Health Initiative has taken the company into new, underserved markets.

Moore will help the Maternal Infant Care business understand these new markets, and define a strategy to viably serve these markets in order to affect infant mortality at the BoP.



STUDENT-INITIATED

**Colm Fay**

// India

**Abt Associates**

Abt Associates is a mission-driven, global leader in research and program implementation in the fields of health, social and economic policy, and international development. As part of USAID India's Program for "Market Based Partnerships (MBP) for Health", Abt is committed to working with a local NGO to establish the structure, funding and operational processes of a "Center of Excellence/Partnership Forum" for MBPs in health towards building local capacity for pursuing these partnerships.

Fay will assist the local partner to develop a viable business plan for a Center of Excellence for MBPs in health that is financially sustainable; assist the local partner to 'learn by doing' through the evaluation and documentation of management and operational methodologies and tools of one specific MBP; deliver project report to Abt Associates focusing on knowledge management lessons learned and best practices.

**Peter Coats**

// India

**Grassroots Business Fund**

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

Coats will assist Grassroots Business Fund in implementing its capacity development program at a client's businesses in India. GBF's capacity-building programs are grant-funded and include strategic guidance, training programs, financial planning and support, governance advice, mentoring, monitoring and evaluation, marketing, and fundraising advice.

**Rakesh Bajaj**

// India

**Acumen Fund**

Acumen Fund aims to create a world beyond poverty by investing in social enterprises, emerging leaders, and breakthrough ideas. Bajaj's internship is a continuation of a 2011 WDI/MAP project which was a comprehensive analysis of the regulatory environment in the education sector in India in advance of Acumen potential investments of over \$6 million in the education sector with specific focus on private schools, school services and vocational training serving low-income populations in India. Bajaj will source new deals by interacting with entrepreneurs and investment bankers; conduct due diligence of potential investments based on the internal social and financial metric developed by Acumen; maintain a log of meetings and conversations with entrepreneurs and sector experts; work with Acumen's legal counsel to close an investment deal if the company decides to go ahead with an investment in a business.

**Rohini Chojnacki**

// India

**TechnoServe**

TechnoServe was founded in 1968 to assist the rural poor in identifying and capitalizing on business opportunities. In 2009, TechnoServe implemented a pilot program to increase the income of 2,800 soy farmers across five districts of South East Rajasthan with support from Bill and Melinda Gates Foundation (BMGF) and Bunge, one of the largest global procurers/traders of soy.

Chojnacki will identify the optimal farming organization governance structure; identify the most appropriate model for sustainable market linkages; develop partnerships and credit terms with financial institutions that can provide access to credit; identify partners to facilitate storage of the soybean produce in warehouses; and develop an ICT-based system to provide timely information.

**Yongwoo Seo**

// Tanzania

**Support for International Change**

Support for International Change (SIC) is a non-profit NGO dedicated to limiting the burden of HIV/AIDS in rural, underserved communities. It provides education in schools, workplaces, and community centers, and offers counseling and testing.

Seo's project goal is to leverage existing mobile technology in order to make the evaluation of services more efficient and automated. He will identify and coordinate with an appropriate mobile survey partner to set up the necessary hardware and software; modify SIC's existing patient evaluation questions to best fit the format of the short message service (SMS) survey; create and deliver a training program to community health workers how to execute a patient survey using this platform; pilot the survey and assess initial outcomes; and troubleshoot technical and methodological issues and standardize method for next round of surveys.

**Neelay Choudhury**

// India

**MHealth Ventures India (MVI)**

MVI was formed in late 2010 to bring reliable healthcare advice to men at an affordable cost. Its first product is a "call-a-doctor" service that lets anyone speak to a doctor 24/7 in Hindi, Marathi, and English for as little as 75 cents U.S. per consultation. The service targets 40 million Hindi- and Marathi-speaking households who lack anytime medical care, but have access to mobile phones.

Choudhury will work with MVI to develop a distribution strategy, including how it grows geographically, financial projections, staffing/resourcing, and investment requirements. She will also come up with a set of bundled product concepts that MVI can approach prospective partners with and/or a method for us to assess the attractiveness of bundled product and distribution options.

**Chelsea Ransom**

// Uganda

**Technology for Tomorrow**

Technology for Tomorrow has successfully developed numerous technologies that have gained international attention, including: MakaPads, a low cost sanitary napkin made sustainably from papyrus; MAK IV Incinerators ignited by waste paper and a match used for burning medical waste; and the ISSB compressed mud bricks. The group has also designed the Bicycle Energy Generator (BEG), an on-demand, human-powered electricity generator.

Ransom will provide technical assistance in assessing the potential energy output of the BEG. She also will test the transferability of this technology to two Ugandan markets – rural and urban. She will train technicians in rural Uganda, evaluate the feasibility of spreading this technology, assess energy needs and market niches for this product, and look to link with microfinance organizations in the area that can provide seed funding to the entrepreneurs.

**Da Huo**

// China

**PlaNet Finance**

PlaNet Finance (PF) is an international non-governmental organization that aims to alleviate poverty worldwide through the development of microfinance. As part of PlaNet's creation of China's first Rural Business and Innovation Center (R-BIC), a physical hub for dissemination of agri-cultural information, renewable energy technology, and entrepreneurial trainings, Tongwei II will provide over 460,000 people and a local government with the tools, knowledge and support necessary to access and participate in sustainable green development. The project will disburse 3,000 loans at the village and township levels.

Huo will develop R-BIC's outreach and engagement strategy to ensure that Tongwei's residents have access to the center's resources; recommend external communication strategy



to import and export new knowledge, skills, strategies and markets between R-BIC and other research and development institutions; and assess the BoP, systems, and communities in Tongwei County and advise on potential businesses and economic activities that could be introduced relating to renewable energy technologies.

### **Nina Maturu**

// Tanzania

#### **Movirtu**

Movirtu is a supplier of innovative network infrastructure solutions for mobile operators to enable them to address a market of 1 billion people living below the poverty line who cannot afford to own a mobile phone and yet spend several billion dollars a year on phone services by borrowing other people's phone or using village payphones.

Maturu will work with Movirtu on a market study in about 50 villages around Dar es Salaam to see if they should offer the service there. She will provide on-the-ground management of the impact assessment field work, direct the format of questionnaires, and organize the local field team, data collection, and data analysis.

### **Meeraj Thaker**

// Uganda

#### **University of Michigan's Male Circumcision project**

The project's goal is to develop a device that will improve safe outcomes of traditional male circumcision.

Thaker will: assess manufacturing options, product costs, and distribution channels for the device; identify economic buyers and verify end user needs; analyze user education and market demand creation initiatives; understand regulatory environment for medical devices, and rules and regulations for start-ups and foreign direct investments; and develop an overall business model and perform 12-month cash flow analysis.

### **Jennifer Cho**

// Honduras

#### **Hospital Evangelico**

Hospital Evangélico serves the health-care needs of the local population. Its mission is to reach out to the local community to provide affordable service, but do so in a self-financing manner. The population around the hospital has grown, and competing hospitals have been established.

Cho will examine the hospital's business model and augment its comparative advantage relative to other hospitals in providing health care that will allow it to generate revenues sufficient to cover the costs of its mission.

### **Evelyn Hall**

// Ghana

#### **Kwame Nkrumah University of Science and Technology (KNUST)**

The vision of KNUST is to be globally recognized as the premier center of excellence in Africa for teaching in science and technology for development, and producing high caliber graduates with knowledge and expertise to support the industrial and socio-economic development of Ghana and Africa.

Hall's project follows on a 2010 WDI internship. She will address maternal mortality by improving data collection of obstetrical complications. She will implement and evaluate complications registers in eight regional hospitals in the Ashanti region of Ghana.

### **Shilpa Gulati**

// India

#### **PharmaSecure**

PharmaSecure is a social enterprise founded in 2007 to address the problem of drug counterfeiting around the world. PharmaSecure features Unique Identification codes that can be printed or affixed onto every single unit of a medicine and verified by a consumer at the point of purchase via a text message or on the web. It also has communication modules that can be used

by manufacturers to reach out to consumers who have purchased their medicines for the purpose of prescription refill notifications, information about new products, and reminders to take their medicines.

Gulati will assess the impact of PharmaSecure's codes in the market and measure usage by consumers; interview consumers and pharmacists and understand the levers to increase usage; explore and assess feasibility of using alternate channels for reaching consumers.

### **David Yeh**

// Seattle, India, Tanzania

#### **PATH**

The PATH Diagnostics Group is a large, international non-profit organization that works in all areas of diagnostics development, specifically for low resource settings, including user needs assessments, diagnostics R&D (in our in-house laboratories and with collaborative external partners), validation of tests and lab and field settings, advocacy and support of introduction efforts.

Yeh will survey the landscape of activities of Western and Indian companies in the diabetes segment in India; survey the landscape of government programs related to diabetes control in India and Africa; determine current diabetes care practices in various settings in India and Tanzania; investigate current business models related to privately-funded diabetes care and determine the feasibility of franchise or pharmacy-based models at the village/township level.

### **Sean Morris**

// Rwanda

#### **Ruli District Hospital**

Ruli District Hospital is a 150-bed hospital with 8 physicians on staff about 50 miles from Kigali. It is funded by the government and user fees. The leadership of Ruli District Hospital in Rwanda would like to increase the effectiveness of its malnutrition program by considering business models that will

improve its financial sustainability, efficiency, and effectiveness.

Morris will analyze the financial structure of the malnutrition center, including sources of revenue and donated goods/services, to develop a case study focusing on its ability to cover costs; assess the community nutrition program and barriers to its effectiveness through employee and staff surveys, as well as by joining the volunteer Community Nutrition Workers as they perform their duties in the field; and consider the stakeholders involved in the development of an agricultural cooperative that would include income generation for the cooperative members, a model garden for clients of the malnutrition program, training services, and the cultivation of grains required to locally produce fortified sosoma.

### **Greg Thorne**

// Seattle, Bangladesh

#### **PATH**

PATH is an international, nonprofit organization that creates sustainable, culturally-relevant solutions, enabling communities worldwide to break long-standing cycles of poor health. PATH's Ultra Rice is a cost-effective and culturally-appropriate food fortification technology specially designed to meet the needs of low-resource, rice-consuming populations. The Ultra Rice project focuses on expanding the evidence base for the technology and on demonstrating successful in-country models of supply and demand necessary for building markets and broadening product adoption.

Thorne will: assess potential local implementation partners; detail the distribution channels; conduct small scale primary research on the acceptability of Ultra Rice in the population through sensory studies; investigate rice industry dynamics; estimate costs associated with importing Ultra Rice from India or Brazil; and assess the potential for local production.

Companies or organizations interested in partnering with WDI on a BoP or a Health Care Delivery project should contact [wdi-mapinfo@umich.edu](mailto:wdi-mapinfo@umich.edu). Project proposals are accepted for consideration each September through early December. Projects take place during a seven-week period between early March and late April. Sponsors receive top-notch deliverables and data-driven recommendations from a team of MBA students with diverse skills, knowledge, backgrounds and work experience. More information can be found at: [wdi.umich.edu/students/MAP/Info](http://wdi.umich.edu/students/MAP/Info).

# WDI MAP Teams Help Partners with Operations, Strategy

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

WDI identifies and develops international projects with host organizations. The Institute also provides financial and faculty support. WDI Executive Director Robert Kennedy said the MAP projects are “great opportunities for WDI, the Ross School, and the students.”

“We team up with our research partners to create impactful projects in emerging economies that strengthen WDI’s mission, help Ross continue its leadership in action-based learning, and allow students to explore their interest in the Institute’s research topics,” he said.

David McGuire, division vice president for International Health for Abt Associates, said he was “very satisfied and impressed with the quality of the MAP team and the work they did for us in India.”

“Their final report was excellent, providing thoughtful analysis of a complex situation and data-driven recommendations for overcoming the challenges we face,” McGuire said. “Abt Associates is eager to engage another MAP team next year.” Here is a brief synopsis of each of this year’s projects.

Below-left: GE Healthcare MAP team members in Bangladesh.

Below-right top: CARE MAP team members with women in Bangladesh.

Below-right bottom: Aravind and TTT MAP team members at the Kerala backwaters in India.

Right: Acumen Fund MAP team members and WDI’s Ted London in India.



### GE Healthcare

// Bangladesh, Indonesia

**DIRECTED BY:** Ted London, WDI and Ross School of Business; James Walsh, Ross School of Business

**MAP TEAM:** Erin Conter, Tova Grunes, Matthew Tarantino, David Yeh

The goal of GE Healthcare’s Rural Health Initiative is to provide low-cost, appropriate diagnostic technology in rural areas of developing countries to improve clinical efficacy and tangibly improve public health outcomes. The student team assessed the entrepreneurial models already in practice with GE Healthcare’s Bangladesh and Indonesian partners, explored the potential for transference of lessons learned from other social enterprises, and recommended a GE business model that could fund and scale these rural health entrepreneurship models. GE Healthcare and WDI collaborated on a MAP last year in India, Bangladesh, and Tanzania where the students proposed a variety of recommendations to enhance the effectiveness of the design, implementation, and outcomes of the piloting process for GE Healthcare’s Rural Health Initiative.



### CARE USA

// Bangladesh

**DIRECTED BY:** Ted London, WDI and Ross School of Business; James Walsh, Ross School of Business

**MAP TEAM:** Mia Bongiovanni, Andrea Cunningham, Cynthia Lee, Sheryl Lee

CARE Bangladesh looks to achieve lasting impact at broad scale on underlying causes of poverty and social injustice. The student team drafted a business plan and a set of recommendations for scaling CARE Bangladesh’s workforce training and empowerment model for local female garment workers. In 2009, WDI and CARE teamed up on a MAP in Uganda exploring the feasibility of applying the BoP distribution model for clean energy equipments in Uganda.

### Aravind Eye Care System

// India

**DIRECTED BY:** Paul Clyde and Ravi Anupindi, Ross School of Business

**MAP TEAM:** David Ellis, Katie Swartz, Leslie Chang, Tim Katerberg

Aravind is the largest and most productive

eye care facility in the world, encompassing five hospitals, three managed eye hospitals, a manufacturing center for ophthalmic products, an international research foundation and a resource and training center that is revolutionizing hundreds of eye care programs across the developing world. The student team reviewed Aravind’s processes and organization and looked for new opportunities at the market. They also analyzed how to integrate some new, wholly-owned hospitals in one of India’s states. Aravind and WDI worked together on several MAPs over the years, including 2009 developed a detailed recruitment plan and a road map for building training institutions.

### TTT (Thalir Thiran Thittam)

// India

**DIRECTED BY:** Paul Clyde and Ravi Anupindi, Ross School of Business

**MAP TEAM:** Mark Capeless, Jennifer Jaramillo, James Sullivan, Sanjay Vachani

Thalir Thiran Thittam, part of Aparajitha Foundation, focuses on teaching and helping students apply life skills that typical curriculum does not cover. The student team developed a plan to scale a “study center”

program to other languages besides Tamil. Last year, a student team sponsored by WDI and Aparajitha developed a growth strategy for TTT.

### Abt Associates

// India

**DIRECTED BY:** Ted London, WDI and Ross School of Business; Jane Dutton, Ross School of Business

**MAP TEAM:** Mansi Bhandari, Kyle Brouwer, Brian Hartmann, Kate Schrinisky

Abt Associates is a mission-driven, global leader in research and program implementation in the fields of health, social and economic policy, and international development. Abt’s Market-based Partnerships for Health (MBPH) is targeting indoor air pollution due to open cook stoves, or “chulahs.” Advanced cook stoves (ACS) burn more efficiently and produce fewer emissions than chulahs. The student team developed positioning strategies and value propositions for priority market segments that are most likely to become ACS users. They also gave recommendations on how to leverage existing rural distribution

networks for ACS. This is the second time WDI and Abt collaborated on a MAP. Last year, students helped develop a commercially-viable BoP strategy for a chlorinated tablet in Indonesia.

### Acumen Fund

// India

**DIRECTED BY:** Ted London, WDI and Ross School of Business; Ravi Anupindi, Ross School of Business

**MAP TEAM:** Rakesh Bajaj, Grant D’Arcy, Lea Jehin, Pia Kristiansen

Acumen Fund exists to help end poverty by changing how the world addresses it. Acumen invests patient capital to strengthen and scale business models that effectively serve the poor and champions this approach as a complement to both charity and pure market approaches. The company is revising its strategies and asked the student team to evaluate how it operates in the education sector. The team assessed Acumen’s overall strategy and current funding approach, and compared it to their competitors. Acumen and WDI teamed up on prior MAPs, including in 2009 when a student team helped refine Acumen’s healthcare strategy in India.

and running entrepreneurship training programs in emerging markets," Gillett said. "We wanted to explore the many facets that go into these programs — from recruitment and selection, and curriculum development to monitoring and evaluation.

"We are very pleased with how it went. We could see our participants networking, getting new ideas for programs and partnerships. Feedback from attendees was extremely positive. Many participants told us they made valuable new relationships and picked up some new tools they'll be able to apply to their programs."

"The summit was a fantastic opportunity to interact with colleagues from different NGOs, government agencies, universities and financial institutions about improving entrepreneurship education in emerging markets," said Daisuke Funai, program manager of Youth and Livelihoods for the International Rescue Committee. "It was inspiring that there seems to be an emerging consensus on best practices and to learn about the innovative work in which many are engaged."

Mick Mullay, vice president of Eastern Europe and Central Asia for The Echo Group, said entrepreneurship plays a vital role in economic development.

"The conference highlighted the important role of academia in providing entrepreneurial knowledge and practical skills, the challenges in doing it effectively, and — most importantly — presented new approaches to meeting these challenges," Mullay said. "I especially appreciated the specific methods introduced by entrepreneur/adjunct professors that bridged the gap between the classroom and practical application. Great value was also found in the informal discussions between participants."

In his keynote address, Kattouf told the audience that the recent uprisings in the Middle East means the time is right for entrepreneurship to take root. It can play a role in the political, social, and economic changes taking place in the region.

"People came into the streets in Tunisia and Egypt for many reasons, but certainly the lack of employment opportunities and the absence of social justice were prominent



## GLOBAL SUMMIT ON EDUCATING entrepreneurs

among them," Kattouf told the conference attendees. "Youth unemployment rates are intolerably high in many MENA countries. In Egypt, Tunisia, and some other states, they are particularly high among public university graduates."

Kattouf said entrepreneurship in the form of small and medium-sized enterprises can help fill some of the estimated 90 million new jobs needed in the

Koltai said funding is not keeping up with entrepreneurs, mostly due to the economic crisis in the U.S. and around the world. And he was not optimistic about things changing soon.

"The level of support for (entrepreneurship) programs is decreasing rather than increasing," he said. "We are trying to help at the margins, to help tip countries."

He said there needs to be better



"Congratulations on a terrific event... new ideas, new friends, what's not to like?"

"I just wanted to say wonderful job on the Conference...it was a huge success. I met sooooo many great people and heard so many great ideas that I am still buzzing about it."

"Thank you for organizing such a wonderful event!"

"Managed very smoothly. Appreciated having selection of breakouts."

"It is a plus initiative for the WDI team."

"Great in framing communal problem in different ways."

region in the next 10 years. But what is needed is an environment that will foster this entrepreneurial growth, Kattouf said. Too often, he said, budding entrepreneurs face hurdles such as corruption, cronyism, bureaucratic red tape, limited seed money, and rigid political structures that discourage risk taking.

"The uprisings that have energized the region's youth may lead to changes that will be favorable to entrepreneurial success," Kattouf said hopefully.

"I don't expect more funding anytime soon," he said. "I expect smarter funding, I hope, soon."

WDI has a long history of equipping leaders of small and medium enterprises (SMEs) with business training to foster their growth. When the Institute was founded in 1992, some of its early activities were entrepreneurship training in Eastern Europe and deploying students to work with entrepreneurs in those former Soviet-bloc countries.

From 2004-06, under a grant from the U.S. State Department, WDI trained over 100 entrepreneurs from throughout Morocco, including a cohort of 25 women from the handicraft sector. WDI has also provided leaders from 25 SMEs in Europe with scholarships to attend our 10-day, mini-MBA programs.

WDI is currently providing entrepreneurship training to Rwandan entrepreneurs from throughout Rwanda as part of Goldman Sachs' 10,000 Women project.

To date, the Institute has trained 187 Rwandan women in the program. WDI also offers up to three years of counseling, mentoring, and support after the women graduate from the program.

Because of these experiences, WDI realized how much goes into preparing and delivering a quality program, and how big a need there is for a forum for sharing information and knowledge.

Gillett said WDI will consider repeating the conference again in the future.

"We are exploring the possibility of running this conference again in June of 2013," she said. "Many of our conference participants expressed interest in gathering again two years from now to explore best practices in the area of entrepreneurship training programs.

"For our next conference, we will be presenting new themes. We have already gathered feedback on some areas to cover and look forward to continuing to do so over the next year."

- 1 A session on developing a curriculum for SME entrepreneurs in emerging markets.
- 2 Attendees mingle outside Blau Auditorium during a break.
- 3 Noa Meyer of Goldman Sachs (center) speaks with Steven Koltai (right) and Peter Bamkole.
- 4 Conference participants network during a lunch break at the Ross School.
- 5 WDI's Khalid Al-Naif moderates a discussion on U.S. entrepreneurship programs and the Middle East.



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5

# Globalens top sellers

[past 6 months]

- 1 Lean Process Improvements at the Cleveland Clinic (Izak Duenyas)
- 2 Pepsi and Coca-Cola Company: Vertical Integration (Aneel Karnani)
- 3 Bharti Airtel (B) (C.K. Prahalad, M.S. Krishnan, Sheel Mohnot)
- 4 Aravind: A Profile in Growing a Health Care Facility (Paul Clyde)
- 5 Bharti Airtel (A) (C.K. Prahalad, M.S. Krishnan, Sheel Mohnot)
- 6 Business Model Innovation at Tutor Vista (C.K. Prahalad, M.S. Krishnan)
- 7 Note on Strategies and Tools for Developing Cultural Intelligence: Bridging in a Globalized World (Jeffrey Sanchez-Burks, John Branch)
- 8 Blu-Ray versus HD DVD: The Battle Over the Next Generation High Definition DVD Format (Michael Jensen)
- 9 Job Crafting at Burt's Bees (Jane Dutton)
- 10 B & O Railroad Museum: Getting Back on Track (A) (Kathleen Sutcliffe)

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# calendar

**Branding**

July 27-28 | Guatemala City, Guatemala

**Goldman Sachs 10,000 Women: Group 7, Session 2:**

**Marketing & PR**

Aug 1-4 | Kigali, Rwanda

**Effective Sales Management**

Aug 2-3 | Panama City, Panama

**Goldman Sachs 10,000 Women: Group 7, Session 3:**

**Operating a business in Rwanda, Customer Care,**

**Time Management**

Aug 22-24 | Kigali, Rwanda

**Strategic Marketing**

Aug 23-24 | San Jose, Costa Rica

**Goldman Sachs 10,000 Women: Group 7, Session 4:**

**Budget & Management Accountant**

Sept 12-15 | Kigali, Rwanda

**Goldman Sachs 10,000 Women: Group 7, Session 5:**

**Financial Accounting & Loans**

Oct 3-6 | Kigali, Rwanda

**HR Executive Program**

Oct 17-21 | Miami, Florida (USA)

**Fall SHRNE Workshop: Negotiations**

Oct 20-21 | Vienna, Austria

**Foundations of Online Marketing**

Oct 21-22 | Mexico City, Mexico

**Goldman Sachs 10,000 Women: Reunion**

**Groups 3 & 5**

Oct 24-27 | Kigali, Rwanda

**Negotiations**

Nov 7-8 | Riga, Latvia

**Goldman Sachs 10,000 Women: Group 7**

**Session 6 - HR and Organizational Management**

Nov 23-25 | Kigali, Rwanda

**Effective Sales Management**

Nov 28-29 | Bogota, Colombia

**Goldman Sachs 10,000 Women: Group 7, Session 7:**

**Developing a successful business plan**

Dec 14-15 | Kigali, Rwanda

**Goldman Sachs 10,000 Women: Group 7, Faculty Visits**

Jan 9-13 | Kigali, Rwanda