

Three Join Board

WDI is pleased to announce the appointment of three new members to its board of directors.

Alonzo Fulgham, vice president of International Relief & Development (IRD), **Bill Lanen**, associate dean for global initiatives and the KPMG Professor of Accounting at the Ross School of Business, and **Wallace (Wally) Hopp**, associate dean for faculty and research and the Alessi Professor of Business Administration at Ross, are the new board members.

They join Alison Davis-Blake, who became the Ross School's new dean on July 1, and was appointed president of WDI at that time. All four attended the WDI board meeting in December.

Fulgham has more than 20 years of development experience around the world. He directs IRD's strategic business activities across the non-profit's program operations, program development, and emerging business divisions. IRD is a leading non-profit development organization specializing in conflict and post-conflict environments. Before joining IRD, he was appointed Acting Administrator of the U.S. Agency for International Development (USAID) by President Obama in January 2009. He managed more than \$15 billion of foreign assistance programs in more than 88 countries and a staff of more than 7,000. He previously served as Chief Operating Officer at USAID from 2006-09.

Fulgham joined USAID in 1989, working in Swaziland. He has served as USAID Mission Director to Afghanistan and USAID Director for South Asian Affairs. He has also worked in Jordan, Serbia, Montenegro, Georgia, and Azerbaijan.

While at USAID, he advocated for using international development as an essential foreign policy tool in support of U.S. national security interests.

Fulgham visited WDI in 2008 to host a career session for students interested in international development, and to give a talk as part of the WDI Global Impact Speaker Series. He also



Bearing Fruit

Unique Set of Capabilities Attracts Funders

For the past several years, WDI has done a lot of research and consulting work for government funding agencies such as the U.S. State Department and the U.S. Agency for International Development (USAID).

For example, the State Department's Middle East Partnership Initiative (MEPI) contracted WDI to deliver some training and SME development for entrepreneurs in Morocco. USAID gave WDI a grant to compare the BoP approach to poverty alleviation to the value chain approach favored by development agencies.

"But those were mostly targets of opportunity where we utilized our capabilities to react to USAID's or the State Department's needs," said WDI Executive Director Robert Kennedy.

Six years ago, WDI's strategy was revised. The Institute continued its research activities and its practical approach to development consulting. The revised vision drew on WDI's unique capabilities with a focus to:

- Deliver high quality, in-country research, training, and consulting services

- Develop strong relationships with partner organizations that can help us deliver programs and provide funding to extend our reach
 - Create opportunities for the U-M community in ways that complement WDI's core activities and solidify our partnerships
 - Disseminate our intellectual capital via books, articles, op-eds, teaching materials, speeches, conferences, and the Web
- "We emphasized what makes WDI unique—thought leadership in our research focus areas, being a bridge between theory and practice, and our capability to deploy intelligent, high-energy student teams," Kennedy said. "We put the right management team in place and developed complementary activities across the initiatives.
- "We are now seeing strong results."

Development agencies and global foundations are now seeking WDI out, aware of the interesting, productive, and high impact work the Institute is doing. Over the past year, leading development organizations such as the Rockefeller Foundation, the Bill & Melinda Gates Foundation, UNITAID, the World Health Organization, Goldman Sachs,

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re:view

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The William Davidson Institute (WDI) is an independent, non-profit education, research and applied practice organization established at the University of Michigan in 1992. Through a unique structure that integrates research, educational outreach, field-based collaborations, and development consulting services, WDI works with businesses, universities, development organizations, and governments in emerging economies to implement sound business practices and speed the transition to global engagement. WDI also provides a forum for academics, policy makers, business leaders, and development experts to enhance their understanding of these economies. WDI is the leading U.S. institution of higher learning fully dedicated to understanding and promoting actionable business and public policy approaches to addressing the challenges and opportunities in emerging market economies.

greetings

from the William Davidson Institute at the University of Michigan.

As you will see in the pages of this newsletter, WDI continues to do interesting, insightful, and impactful work around the globe. Our initiatives - research in emerging markets, executive education, development consulting, educational outreach, and support for international projects at the University of Michigan – remain strong.

Adding to the excitement at the Institute is the launching of a third research initiative, this one on venture development. We are collaborating with Anurag Jain, a Ross School of Business alumnus, on this initiative.

Anurag is an extremely successful serial entrepreneur, and was most recently a senior executive at Dell. His latest venture is Viziniti, a business incubator paired with an investment fund to create and scale businesses for the base of the pyramid (BoP).

The venture development initiative will look to capture insights on venture formation and how these businesses impact the lives of poor people in developing countries. We expect numerous insights from this work—on BoP markets, business operations, and barriers to scale. The initiative also will provide great opportunities for students in the form of MAP projects and Global Impact internships.

I have known Anurag since coming to WDI in 2003. He has been a very useful advisor on offshoring and operations in India. He also was invaluable when I was doing research for my book.

When Anurag talked about doing this initiative, he was very interested in collaborating with WDI because we both do research on these BoP markets. This partnership with Anurag and Viziniti fits WDI's model very well. We focus on practical research, and we strive to do interesting things in the field. We will update you on the initiative in the next newsletter this summer.

I also wanted to welcome three new members to the WDI Board of Directors.

Alonzo Fulgham of International Relief & Development, and Ross School of Business associate deans Wally Hopp and Bill Lanen joined the board for our December meeting. I welcome all three to the board and look forward to working with them to grow the work we do here. The board, led by Ross School of Business Dean and WDI President Alison Davis-Blake, plays a vital role in working with me and the WDI management team to guide our activities.

I am proud of the work WDI is doing. You can stay updated on this work at our website, www.wdi.umich.edu.

Thank you for being interested in and engaged with the WDI community.

Sincerely,



Robert E. Kennedy
Executive Director



The Base of the Pyramid (BoP) initiative, under the direction of Dr. Ted London, has initiated several new partnerships that will help build our global influence. We have received funding to implement projects that extend our impact assessment and centers of excellence programs in new and important directions. We also continue to facilitate the development of the BoP domain through teaching, journal articles, cases, and keynote presentations.



Sateen Sheth

Sheth Joins WDI as Research Manager

Sateen Sheth rejoined WDI as a research manager in January, managing delivery of donor- and WDI-funded research projects, including our new impact enterprise project with the Rockefeller Foundation. (See cover for more on this project.)

Sheth, who has worked for WDI both part time and full time over the past four years, will work with the BoP Research initiative. In addition to supporting project execution, Sheth will help craft a vision for future growth through new projects and other related activities that align with the initiative's goals and further enhance our thought-leadership position in the BoP domain.

He has more than 10 years of experience in both corporate and non-profit environments.

Sheth spent the last three years working for Wells Fargo in San Francisco, where he was responsible for business development and product strategy in the Internet and mobile space. He was a management consultant for Deloitte Consulting and Commerce One Global Services, managing and implementing

“I am thrilled to be returning to work for WDI again. In particular, I’m excited about the opportunity to help a prestigious foundation such as Rockefeller consider the most effective ways to participate in the support, investment, and development of impact enterprises that benefit the vulnerable.”

SATEEN SHETH

Internet business solutions for several Fortune 500 companies.

In the non-profit sector, Sheth has experience working in multiple capacities such as program development manager, caseworker, and focus group moderator. At SOS Community Services in Michigan, he developed a program that provided job training and work opportunities to homeless

individuals by linking them to businesses in the community.

At WDI, Sheth advised organizations on social business model development and contributed to the strategic design and implementation of several BoP impact assessment studies. He also co-authored, with WDI's Ted London and Ross' Ravi Anupindi, a paper published in the *Journal*

of Business Research titled, “Creating mutual value: Lessons learned from ventures serving Base of the Pyramid producers,” that assessed and developed a framework around the common constraints facing BoP producers.

Sheth received a master's degree in both business and social work from U-M. He received a bachelor's degree in Applied Mathematics and Business Economics from the University of California, Los Angeles.

“We're delighted to welcome Sateen back to WDI and the BoP Research initiative,” said WDI Senior Research Fellow and BoP Research Director Ted London. “Sateen has worked with the BoP initiative for a number of years, first as a graduate student, then full time, and over the past three years on a part time basis while he worked in the banking industry. We know that his deep interest in the field and the solid set of skills he brings will make him a great asset to the BoP initiative, and he will be a valuable member of the team as we develop and implement a number of new and exciting projects.”

Case Writing Project to Study Impact on Children

In late January, WDI Senior Research Fellow Ted London and Researcher Heather Esper will travel to Mexico to conduct interviews with key stakeholders of CEMEX's Patrimonio Hoy initiative. This BoP venture provides low-income families living in urban and semi-urban areas with the resources they need to build new or enhance their existing houses. The interviews will help the two learn how the venture directly and indirectly impacts children under 8 years of age.

The interviews are part of a project with the Bernard van Leer Foundation (BvLF) being overseen by Esper to develop six research case studies that explore the impact of BoP ventures on young children



across different sectors and geographies. The research will be conducted using WDI's Base of the Pyramid Impact Assessment

Framework developed by London. For this project, the framework has been customized to focus on both direct and indirect impacts on young children.

Each case will assess the venture's impact on these children across economic, capability, and relationship well being, and explore ways the venture can further enhance these outcomes. The cases also will include information on how the ventures can measure their impact on children more effectively over time.

One of the research case studies also will be developed into a teaching case. After completing the six case studies, London and Esper will produce a summary article across all six case studies that aggregate the findings.

Three New Cases Used in BoP Class

Ted London debuted three new teaching cases for his graduate-level course on the base of the pyramid that he taught in the fall at U-M. London created the cases in collaboration with WDI's Educational Outreach. London also developed, together with the EO team, a BoP teaching module that will help other faculty interested in incorporating one or more BoP topics into their course design.

This is the seventh year London has taught the course on business strategy and poverty alleviation at the base of the pyramid.

The three new cases highlight existing WDI partners, including: Movirtu, which provides innovative mobile cloud technology to rural poor communities in Sub-Saharan Africa and South Asia; Patrimonio Hoy, which provides home-building solutions to low-income families living in urban and semi-urban areas in Mexico; and Oxfam/Swiss Re, which have partnered to provide micro-insurance and other services to help rural farmers in Ethiopia protect their crops and livelihoods from the impacts of climate variability and change, including drought.

To enhance the discussion around these cases, Israel Moreno of CEMEX's Patrimonio Hoy and Chris Jochnick of Oxfam came to Ann Arbor to share their experiences with the students about the success and challenges of BoP venture development.

The goal of the course is to integrate concepts of strategy, international business, non-profit management, and poverty alleviation in order to stimulate the leadership skills and competitive imagination needed to create successful base of the pyramid (BoP) ventures.

Through a combination of cases, readings, lectures, videos, and outside guests, class sessions engage students in discussions aimed at: 1) identifying the opportunities and challenges associated with a new perspective on serving BoP markets; and 2) developing the strategies, business models, partnerships, and mindsets required to productively explore those opportunities.

WDI is Influencing the BoP Domain

WDI Senior Research Fellow Ted London's expertise on the intersection of business strategy and poverty alleviation has made him a popular speaker at conferences and seminars. London uses these events as opportunities to promote WDI's latest research and to influence the overall development of the BoP domain. London was a featured speaker at a number of events in recent months.

London gave a presentation at

Universidad Internacional Menéndez Pelayo in July in Santander, Spain. At the Academy of Management meeting in August in San Antonio, London participated in several symposia and panels and provided a commentary for an award ceremony featuring Jagdish Bhagwati.

London gave the keynote presentation at a San Diego conference honoring C.K. Prahalad in September. Also in September,

he gave addresses at the Instituto De Estudios Para La Sustentabilidad Corporativa in Buenos Aires, Argentina, the Columbia University Business School in New York City, and the United Nation Development Programme's (UNDP) Business Call to Action event in New York. He was also a featured speaker at the Ross School's Alumni Reunion event in October and gave a talk as part of the school's Hosmer Speaker Series.

BoP Book Translated into Japanese

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 recently been translated into Japanese. Additionally, a version of the book specifically designed for sale on the Indian subcontinent also has been developed.

"The book continues to generate great feedback, which thrills us," London said. "We are equally pleased that it has been translated

for readers in Japan, and is also now widely available in India, Bangladesh, Bhutan, and other neighboring countries. By extending the availability of the book to more countries, we hope to generate even more opportunities to move the BoP domain forward and continually advance the latest thinking."

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 leaders, to spur practice new thinking about venture development, product innovation, and market creation.

The book is widely available at major websites and bookstores. More information on the book can be found at: www.nextgenerationbop.com.

The Healthcare Research initiative was re-launched in June 2011 under the direction of Prashant Yadav. The initiative currently has eight funded field projects for a number of organizations, including the Bill and Melinda Gates Foundation, Management Sciences for Health, and the Global Fund to Fight AIDS, TB and Malaria. Yadav is working with WDI's Development Consulting Services to explore ways that can help the healthcare initiative focus on a few strategic and longer-term projects.

WDI Specializes in Upstream Thinking

WDI's Healthcare Research initiative uses research and business knowledge to help increase access to essential medicines, vaccines, and other health technologies in developing countries. The initiative's approach hinges on generating research-based policy evidence based on:

- ▶ Understanding key levers (better forecasts, economies of scale, higher competition) to lower prices for drugs and vaccines in the market
- ▶ Designing better supply chains (including incentive structures, financial and information flows) for medicines and vaccines in the public and private sector in developing countries
- ▶ Identifying factors that will increase adoption and uptake of new medicines/vaccines and thus catalyze the market through demand expansion effects

WDI's healthcare research and policy advisory work, combined with the provision of strategic technical assistance to select donor agencies and country governments, are enabling access to medicines, vaccines, and diagnostics on a larger scale.

In the initiative's current partnerships with the Bill and Melinda Gates Foundation, the Global Fund to Fight AIDS, Tuberculosis and

Malaria, UNITAID, and CHAI, the initiative's research team is helping to generate new thinking around structural changes in the upstream production stages which can improve the affordability and accessibility to malaria and tuberculosis medicines.

Specifically, the WDI Healthcare Research initiative offers unique analysis, evidence, and appropriate recommendations to address market shortcomings within these medicine supply chains. Factors such as high costs of transacting in the medication supply chain, low or high demand volatility, complex regulatory structures for importing or producing medicines, and reaching economies of scale for active pharmaceutical ingredients as well as the end line product, are rigorously analyzed.

This work and other work done by the healthcare research initiative identifies opportunities to effectively modify market mechanisms and supply systems with the end goal of improving the sustainability of access to essential medicines and, with it, healthcare.

The Healthcare Research initiative is engaged in several research projects around the globe. Here is a look at three of the projects currently underway.

Increasing Availability of Subsidized Medicines in Remote Areas

WDI has been conducting a study in Tanzania on the availability and affordability of artemisinin combination therapy (ACT) drugs in remote shops for the treatment of malaria. The project is based on the premise that poor people seek treatment in the private sector, but good, quality medicines—especially for malaria—may not be reaching the remotest drug shops.

The main objectives of the study is to examine the spatial and geographical differences in the availability and prices of subsidized drugs in three regions of Tanzania—Lindi, Mtwara, and Rukwa. 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.

The study also looks to define targeted interventions for areas that have lower availability of ACTs, or higher retail ACT prices.

WDI's team of researchers, together with their research collaborators at the Harvard School of Public Health, Results for Development, and the Clinton Health Access Initiative, did a large-scale mapping exercise, visiting every drug shop in the study regions to identify suppliers and customer demand.

As a result, the study developed a new approach for measuring the "remoteness" of a retail outlet for malaria medicines by utilizing existing approaches used in trade and market access economics, geographic information science, and supply chain management.

The research team then used geographic information system analysis and statistical regression models to compare the availability, prices, and sourcing patterns for ACTs between remote and non-remote areas. The results from this large multi-year study will lead to multiple top quality publications.

The Clinton Health Access Initiative is sponsoring this project with funding from the Gates Foundation.



Project Focuses on Health System Strengthening

Health system strengthening has become a pivotal component of improving global health efforts. The last decade has seen significant refocusing of global health efforts towards primary care delivery and health care infrastructure.

International aid organizations have recognized the role of strong delivery systems in their efforts to improve immunization and the treatment and control of infectious disease epidemics. Accordingly, investments have been made in country-led plans to strengthen health care systems.

WDI's Healthcare Research initiative is involved in tackling the rather intractable question of how best to strengthen local healthcare systems. In collaboration with Access Health International, WDI researchers will be visiting public health facilities in rural India to better understand the allocative efficiency of the National Rural Health Mission (NRHM)

Flexipool, and the impact of flexible financing on universal healthcare on immunization and vaccination activities.

The Government of India launched the NRHM in 2005 in order to improve public health services in rural parts of the country. A key component in the design of the NRHM was the Flexipool, a relatively "fungible" untied money pool allocated to each state. This pool allows more bottom-up planning and allocation, and a strengthening of ingenuity at the decentralized level.

To assess how well program resources are being spent via the Flexipool and the impact of such a financing arrangement, WDI will collect primary data from a carefully selected sample of 25 facilities, including district health units when available, in two Indian states on the following:

- Qualitative interviews with village health committees, RKS and key informants to understand the pre-allocation and

post-allocation differences in the quality of service and the perceived quality of healthcare received at the facilities

- Qualitative interviews with multiple stakeholders to understand the scope of proposed activities under the Flexipool; factors that led to the current allocation as compared to alternative resource allocations; and examples of immunization-related activities financed by the Flexipool.

These interviews will inform WDI's understanding of whether "information blindspots" or "incentive problems" led to suboptimal allocations.

WDI also will do some "scenario modeling" as part of the project. WDI researchers will run multiple scenarios of resource allocation for each facility, and compare those results against the actual resource allocation. Outcome measures will be extrapolated using simple models.

Enhancing Access to Medicines through Innovations

The WDI Healthcare Research team has been studying ways to improve access to trade credit for rural drug shops, which, in turn, could increase access to medicines for the rural poor.

The lack of affordable and available medicines in remote areas is an ongoing challenge in healthcare, due to a number of interrelated and complex issues. Access to working capital within the different layers of the healthcare distribution network is one factor that many observers and researchers have highlighted as an area that needs improvement, particularly in order to facilitate the availability of medicines in remote areas. The challenge for researchers is to develop a mechanism that provides the best possible access to working capital for rural drug shops while ensuring efficient monitoring, debt collection, and overall sustainability.

In large cities, retail pharmacies have direct access to health product distributors and may receive frequent deliveries to their shops. Because of this, they can carry minimal inventory on their books and their need for working capital is

low. Also, pharmaceutical wholesalers often extend 30-45 days credit to large pharmacies with good credit standing.

In contrast, drug shop owners in rural towns and small villages often travel to larger cities to purchase medicines or to sub-wholesalers in nearby mid-sized towns. Most of these sales require cash — credit is rarely extended. As a result, rural drug shop owners stock very small quantities of high quality products, some of which have significant public health benefits, while passing the high cost of working capital on to the consumer.

A program that enhances access to working capital for rural drug shops is needed to make these shops sustainable and to ensure high availability of a wider range of medicines. Drug shop owners must have the ability to buy a range of products in reasonable quantities without being overly credit constrained.

The WDI Healthcare Research Initiative is assessing the need for trade credit in rural drug shops, analyzing how

trade credit impacts the availability of medicines with the highest public health advantage, and comparing different options for providing trade credit on their feasibility and cost effectiveness.

To accomplish this, WDI has reviewed literature, interviewed key informants, and developed a questionnaire and framework to measure the needs and availability of working capital at drug shops.

During the month of December 2011, WDI collected the first set of data from a group of drug shop owners in rural Tanzania. Early this year, a second group of drug shop owners will be interviewed in rural Uganda.

Based on survey feedback, WDI will analyze the technical and long-term economic feasibility of different potential arrangements for enhancing the working capital needs for drug shop owners.

The project is sponsored by the Bill and Melinda Gates Foundation and Management Sciences for Health.

Yadav Pens Op-Ed

Prashant Yadav and three others wrote an opinion piece that was published in the *Financial Times* in November.

Yadav and his co-authors reacted to the news that the Global Fund announced that it does not have funding for new programs over the next two years. The writers argued that the Fund's reform process should include bottom-up accountability structures and private sector involvement in the medicine distribution and logistics functions.

The four authors wrote, in part:

"The Fund was formed with the recognition that the old ways of development aid — top down, tightly-controlled efforts, steeped in bureaucratic controls and dependent on large numbers of international staff — didn't work,

and too often built programmes that were poorly matched to local needs, lacked local leadership and were ultimately unsustainable. The Fund risks going down that path in the name of accountability. With more timely, robust and better-utilised bottom-up information on its supply chain and ultimate recipients, it doesn't have to."

Yadav's co-authors were: Vicky Hausman, associate partner at Dalberg Global Development Advisors; Daniella Ballou-Aares, partner at Dalberg Global Development Advisors; and Brad Herbert, an independent consultant and former chief of operations at the Global Fund.

The article was published as part of the *Financial Times'* coverage of World AIDS Day.



Prashant Yadav.



Yadav with drug shop owner in Kenya.

Yadav Prolific Writer, Speaker

Because of director Prashant Yadav's unique expertise in pharmaceutical supply chains, he is sought out to contribute to various publications and to speak at conferences and meetings.

Some of his recent writings, with fellow researchers, include a book chapter on the role of pharmaceuticals in health systems for Oxford University Press, a book chapter on supply chain management for essential medicines for the World Health Organization, and a World Bank policy research paper on improving patient access to malaria and other essential medicines in Zambia. Yadav's research on differential pricing for drugs and

vaccines was quoted by the *Financial Times* and *Nature*. Yadav also penned, along with three others, an op-ed in the *Financial Times* on the needed reforms at the Global Fund.

Yadav was a keynote speaker at conferences or chaired panel discussions at events around the world. Some of these appearances include the INFORMS Healthcare Conference in Montreal, the 7th European Congress on Tropical Medicine & International Health in Barcelona, the m-Health Summit in Washington, D.C., the Global Conference on Social Franchising in Kenya, the Pacific Health Summit in Seattle, and the 8th World Congress on Health Economics in Toronto.

Research Team Adds Two RAs

The growing number of Healthcare Research initiative projects and activities has resulted in the need to add more members to the research team. Two research associates have joined the Healthcare Research team in recent months. In addition to the two new members, the Healthcare Research team includes Sarah Alphas, a research associate based in Tanzania, and Jessica Yip, a visiting research associate based in San Francisco.

The new team members are:



Lisa Smith is a research associate with the Healthcare Research initiative. Smith's work is focused on assessing demand for, and access to, healthcare goods and services. She researches innovative methods for addressing health needs by improving public and private sector healthcare supply chains. She also helps coordinate and manage work with the World Health Organization, Management Sciences for Health, the Global Fund to Fight AIDS, Tuberculosis and Malaria, Bill and Melinda Gates Foundation, and the U.S. Agency for International Development.

Smith also has worked with WDI's Base of the Pyramid (BoP) Research initiative since early 2010. She continues to spend some of her time at WDI researching the intersection of business strategy and poverty alleviation with the BoP research team.

Prior to joining WDI, Smith completed the dual degree masters program in Public Health and Social Work with a certificate in global health studies at the University of Michigan. She received a bachelor's degree from Hope College, studying psychology, sociology, and German.



Monique Smith is a research associate in the Healthcare Research initiative. Her work explores the allocative efficiency of health care programs at the national and facility level, and the role of incentives in resource allocation. Smith utilizes a toolkit ranging

from system dynamics modeling to context mapping and qualitative interviewing to develop benchmarks and a comparative framework for resource allocation.

Prior to joining WDI, Smith consulted on a diverse set of public health and policy issues ranging from the population and treatment dynamics of HIV/AIDS in Jamaica to traceability in global opioid supply chains and the development of health outcome measures for cost effectiveness analysis. Most recently, she has worked as a consultant at the GAVI Alliance developing a set of tools for performance and vaccine grant management.

Smith received a master's degree in Health Policy, Planning, and Financing jointly from the London School of Hygiene & Tropical Medicine and the London School of Economics & Political Science and a bachelor's degree in Anthropology from Harvard College. She is expected to receive her medical degree from Harvard Medical School in 2014.

spoke at a U-M luncheon in Washington, D.C. in 2010 hosted by WDI.

WDI Executive Director Bob Kennedy said the Institute has worked with Fulgham occasionally in the past five years when he was at USAID.

"I was always impressed with his leadership when he was the chief operating officer and later as acting administrator, particularly the strategic restructuring done over the last two years," Kennedy said.

When Fulgham retired from USAID and joined IRD, "we thought it was a great opportunity to make a closer connection to one of the leading thinkers in the development



Left to right: Alonzo Fulgham, Bill Lanen, and Wally Hopp.

field and someone associated with a top-flight organization like IRD. Alonzo brings a different perspective to the board, and I look forward to working with him and finding projects to work on together," Kennedy said.

Fulgham said he is honored and excited to join the board, and to be "a part of a world-class institution."

"I have long been an admirer of the leadership of the Institute, and its operational vision to combine multi-disciplinary research with practical field experience and high-impact consulting services," Fulgham said. "From over 20 years of experience operating around world with governments, NGO's and companies, I know that WDI's work is critical to developing solutions to the economic challenges facing all countries. From WDI's efforts to engage companies in the design of inclusive businesses to its research of new technology applications in healthcare for governments, the Institute continues to develop cutting-edge solutions derived from quality field work.

"Not surprisingly, WDI has grown quickly over the past few years — in both size and influence. It is making tremendous contributions to the sustainable development of our world. We still have a great number of opportunities and obstacles in front of us and I look forward to working with the Institute's leadership and with other board members to help guide WDI in the coming years."

Lanen and Hopp replace Kathleen

Sutcliffe and Gene Anderson as board members. Sutcliffe, the Gilbert and Ruth Whitaker Professor of Business Administration, is currently on a year-long sabbatical leave to develop her research on management of health care organizations. Anderson left the Ross School on Aug. 1 to become dean of the University of Miami School of Business Administration in Florida.

The eight-member board, which meets twice a year, is comprised of four Ross faculty members and four members chosen by the Davidson family. The board works with Kennedy on oversight and governance.

"I am happy to welcome Bill and Wally

to the WDI board," Kennedy said. "Bill's leadership of the school's global initiatives fits nicely with WDI's role in supporting various Ross international activities—including MAP projects, summer internships, the travel-study course, our speaker series, and capacity-building projects where WDI and Ross may be able to coordinate. Wally's role as associate dean for faculty and research will allow the Institute to better complement faculty careers and the school's research enterprise."

Lanen said he happy to reconnect with WDI after participating in many of the Institute's activities during the 1990s.

"I supervised many projects in Central Europe, did research in India on performance measurement, and directed an executive management program in Vietnam — all with the support of WDI," he said. "WDI serves a vital role for students and faculty at the Ross school and around the university who are interested in global issues."

Hopp said he was excited to join the WDI board and become involved with the Institute.

"WDI is a unique institution, which provides wonderful opportunities for students and faculty at Ross and across the U-M campus to work on important issues that affect the developing world," Hopp said. "In addition, WDI's Base of the Pyramid and Healthcare research initiatives correlates nicely with my research interests in global supply chain management and healthcare delivery."



Ted London in Zambia.

and the Citi Foundation have approached and contracted with WDI to partner in activities.

"These partnerships generally focus on the Institute's thought leadership, innovative project design, and training expertise," Kennedy said. "This gives us the opportunity to leverage WDI's investments in research, increase WDI's stature, and allow us to have more influence on the domain."

WDI recently signed contracts with the Rockefeller Foundation and the Bernard van Leer Foundation in the Netherlands. Both foundations will engage with WDI's BoP Research initiative led by Senior Research Fellow Ted London.

For the Rockefeller Foundation, WDI will help them assess impact enterprises, and provide a roadmap for their future engagement in venture development at the base of the pyramid. For the van Leer Foundation, WDI will perform an impact assessment analysis that will help shape the foundation's plan to create a venture capital fund to support enterprises that benefit children. As part of this engagement, WDI will write six business cases and a white paper that pulls the findings together.

"Two reasons they came to us is because of Ted's impact assessment framework and because we have case writing capabilities internally," Kennedy said.

London developed a BoP Impact Assessment Framework to help organizations identify and track poverty alleviation impacts so they can enhance their business models. Most ventures that serve the poor primarily collect data on pre-determined business milestones and recite feel-good stories.

"We developed the framework to assist organizations in understanding — and then improving — its poverty alleviation impacts," London said. "The framework gives leaders of these organizations a clear

path to enhancing the positive impacts and mitigating the negative ones."

London and his team recently completed two impact assessment projects in Africa for Sidai Africa Ltd., a livestock franchise social enterprise, and Movirtu, which supplies innovative network infrastructure solutions for mobile operators servicing rural communities.

Nigel Waller, CEO and founder of Movirtu, said the WDI partnership gave his company "the much-needed strength to improve the sustainable livelihoods of poor rural communities and help alleviate poverty. We consider ourselves very fortunate to be able to collaborate with such a prominent institution."

WDI's Healthcare Research initiative has eight smaller projects for a number of foundations and organizations, including the Bill & Melinda Gates Foundation, the World Health Organization, UNITAID, the Clinton Health Access Initiative, and the Global Fund to fight AIDS, TB and Malaria.

Recently, WDI was part of a consortium headed by Management Sciences for Health on a global project to ensure availability of quality drugs and services in developing countries. "They wanted a partner who will focus on supply chain and policy, and knew of our capabilities in those areas," Kennedy said.

The Healthcare Research initiative was also part of a consortium on a project to improve the enabling environments in building trade capacity, improving enterprise growth and competitiveness, and creating sound financial systems. It is headed by Carana Corp., who wanted WDI as a partner because of its abilities in executive education, BoP, and healthcare. "They see us as a key player because we can deliver training and also do base of the pyramid and healthcare research," Kennedy said.

WDI's Development Consulting Services (DCS) Director Khalid Al-Naif said the Institute has "earned a reputation for high quality delivery of projects, so much so that we are being sought out for projects more frequently."

"We're seeing that our successful work on earlier projects is helping us get some new projects," Al-Naif said.

Kennedy said he is proud "of the capabilities we have built on the research side, and the executive education, and case writing side.

"We've worked hard to build up the capabilities we have, and it's gratifying to see it starting to pay off," he said.

Over the past six months, Educational Outreach (EO) has focused on increasing market awareness, and sales volume. The total number of registered educators on Globalens.com continues to climb at double the pace of last year, along with more adoptions of Globalens materials by top business schools worldwide. There has been a significant increase of high-volume sales outside U-M's Ross School of Business including: Indian Institute of Management, Northwestern/Kellogg, MIT/Sloan, New York University/Stern, UC-Irvine, UC-Berkeley, London Business School, European School of Management and Technology, University of Connecticut, and Indiana University. EO uses a disciplined, aggressive marketing strategy that is flexible enough to react to market opportunities. Gaining product exposure in prestigious media outlets such as *Financial Times*, building an internal customer database of over 20,000 faculty members, and consistent customer outreach have all contributed to EO's growing list of accomplishments.

New Entrepreneurship Course Details Starting New Business

Globalens launched a new entrepreneurship course that is a practical guide to starting a new business, and provides students with exposure to every aspect of the entrepreneurship experience.

Titled "Entrepreneurship: New Venture Creation," the course is the result of a collaboration between Globalens and course author James D. Price, adjunct lecturer of Entrepreneurial Studies and executive committee member of the Zell Lurie Institute for Entrepreneurial Studies at the University of Michigan's Ross School of Business.

"All course materials were custom-developed with a focus on premier academic quality, as well as practicality and relevance in the entrepreneurial and corporate worlds," Price said.

Initial interest in the course is strong and feedback has been positive.

"This model – elite schools bundling well-vetted content like this – is likely to grow a lot, I suspect," said Cameron Ford, director of the Center for Entrepreneurship and Innovation and associate professor

of Management at the University of Central Florida's College of Business Administration. "I really like what Globalens is doing."

The course includes four separate modules which can be adopted individually or in groups of two or more, based on individual course and curriculum requirements. Materials include conceptual notes, The Entrepreneur's Dictionary, slide decks, and teaching notes for each module, as well as individual materials.

According to Price, more than 1,100 MBAs have taken this course at the Ross School of Business and many have launched new ventures while still in school or soon after graduation. "Entrepreneurship: New Venture Creation" was structured to be taught at either the graduate or undergraduate level.

The course and its modules can be previewed at <http://globalens.com/casedetail.aspx?cid=1429199/>.

The Entrepreneurship: New Venture Creation course consists of four modules:

- MODULE 1:** Evaluating Entrepreneurial Career Options and Startup Opportunities (<http://globalens.com/casedetail.aspx?cid=1429195>)
- MODULE 2:** Understanding Startup Finances and Capital Requirements (<http://globalens.com/casedetail.aspx?cid=1429196>)
- MODULE 3:** Developing and Presenting Your Startup Business Plan (<http://globalens.com/casedetail.aspx?cid=1429197>)
- MODULE 4:** Launching and Managing the Startup Enterprise (<http://globalens.com/casedetail.aspx?cid=1429198>)



Boeing Case Featured in *Financial Times*

For the second time, the *Financial Times* (FT) featured a Globalens business case in its print and online editions.

In the Oct. 11 edition, FT published a case study summary entitled "The Supply Chain Reconsidered: Building Boeing's Dreamliner" as part of its weekly feature, Case Study. The case, by Ross School of Business Professor Ravi Anupindi, discusses why Boeing was nearly two years behind schedule in delivering its 787 Dreamliner.

Globalens collaborated closely with FT editors and Anupindi to develop a case summary under very tight deadlines. "FT was interested in very quickly publishing the summary since Boeing had just delivered the first 787 Dreamliner to All Nippon Airlines in September," said Globalens Marketing Manager Sandy Draheim. "It was a timely opportunity that allowed us to feature a great case study in a very global, widely-read media outlet."

Global readership of the *Financial Times* – online and print – is 12.3 million.

Anupindi's case, called "Boeing: The Fight for Fasteners," talks about the industry-wide shortage of aerospace fasteners, the hardware that holds the aircraft together. Engineers at Boeing never could have imagined that

fasteners, which comprise approximately 3% of the total cost of an aircraft, would become such an issue.

The case introduces students to the challenges of operating a global supply chain, and how a small part can derail a multi-billion dollar project. It provides deep discussion on the topics of value-sharing, supply chain visibility, program implementation, and globalization.

In May 2011, FT published a summary of the Globalens case, "Customer Service at American Express." 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 recent FT coverage, "Boeing: The Fight for Fasteners" became the highest viewed case on Globalens.com for several weeks. It has been adopted into courses at the University of Texas-Austin and University of Georgia, and is being considered by many other institutions.

The case can be previewed at <http://globalens.com/casedetail.aspx?cid=1428787>.

Introduction to Business Course Gets Updates

GlobalLens has recently updated its first complete course directed at undergraduates.

Initially released in April 2011, the Introduction to Business course (BA201 – “Business Thought & Action”) has added comprehensive, module-level teaching notes for all six modules, and an international business module that exposes students to exchange rates, global expansion, and global economic trends.

The new teaching notes provide detailed guidelines regarding how each module fits into the course, as well as a robust teaching plan for the materials in that individual module.

“We created teaching notes for each module as a direct result of feedback from universities interested in the course,” said GlobalLens Director Marc Robinson. “The additional notes provide adoption flexibility for faculty, and opens up more opportunities for us to have our materials adopted in a broader range of teaching applications.”

The new international business module gives students tools to make more informed strategic decisions about global markets and operating across national borders.

The Introduction to Business course now consists of six modules, and is being considered for adoption at many top-tier universities. It has been partially adopted by the University of Georgia’s Terry College of Business, where it has been well received. Professors teaching the course said they chose GlobalLens cases because they are relevant, interesting, and of an appropriate length for young college students. They also said the content was ideal for their existing course.

“Just reviewed the six modules in this new course and wanted to tell you that it is absolutely first-rate in design and content,” said Steven Permut, senior lecturer in Marketing at the University of Arizona’s Eller College of Management. “The cases and notes are perfectly matched and linked to key concepts, and the pedagogical organization should yield highly-engaged students.”

GlobalLens continues to market the updated course via email outreach and on-site presentations at select universities. The course and its modules can be previewed at <http://GlobalLens.com/ba201/>.

Courses, Modules Development Continues

Educational Outreach continues to execute its teaching materials development strategy to focus on developing complete courses and modules for business school adoption.

Courses completed to-date include the Introduction to Business course and “Entrepreneurship: New Venture Creation.” Courses and modules currently in the GlobalLens pipeline include Base of the Pyramid (BoP), Environmental Sustainability, and Operations Management. Longer-term, course/module development will occur in the disciplines of International



Marketing, Accounting, Business Communications, Entrepreneurship, Business Information Technology, and International Business.

Customer feedback has been a critical and key driver of GlobalLens’ course development.

“We have listened very carefully to faculty who are considering adoption of our teaching materials,” said GlobalLens Director Marc Robinson. “Because we maintain product design agility, we can quickly adjust our products accordingly to create a wider appeal for our materials.”



Cases by BYU Professor Examines Growth of Social Ventures

GlobalLens recently published a collection of social impact case studies authored by Paul C. Godfrey, professor of Strategy at Brigham Young University’s Marriott School of Management and associate academic director of the university’s Ballard Center for Economic Self-Reliance.

The cases—*Fundacion Paraguaya (A), (B), and (C)*—examine efforts of Fundacion Paraguaya, a microfinance organization, to move into the educational domain. The case series raises questions about the ability of socially-innovative ventures to scale their models beyond their original environments.

“The series gives students the opportunity to do a deep dive into a very successful social enterprise,” said Godfrey. “They will grapple with the thorny issues of measuring social impact.”

Martin Burt: A Conversation with a Social Entrepreneur accompanies the case studies, and features an in-depth interview with the founder and CEO of Fundacion Paraguaya. After studying these cases, students will be able to explain the historical influences, administrative style, vision, and personality of a successful social entrepreneur.

Also included in the collection is *Kinder, Lydenberg, and Domini: Socially Responsible Investing*. The case details the story of KLD Research & Analytics, a company that provides social responsibility ratings for more than 3,000 companies and was widely regarded as a leader in social investment research.

“The KLD case has a unique format that allows students to see how individual aspirations and commitments lead to organizational decisions that create social innovation,” Godfrey said.

Go to www.GlobalLens.com and search “Paul Godfrey” to preview the cases. They are currently taught in an MBA course—Corporation Social Innovation—at BYU’s Marriott School of Management.

Studying “Calling” When it Comes to Careers



Some people refer to their career as a “calling.” But the popular term’s meaning has been distorted and diluted over time, which has important implications for human resource management at nearly any business or organization.

A newly-released Globalens case, “Calling and Talent Development: Not Your Average

Working Joe (A)” explores the “calling” construct through its origins, evolution and religious influences by chronicling the life of Joseph – from his early days as a shepherd, to volunteering as a dream interpreter in prison, to his first Egyptian job working for the Pharaoh planning economic policies.

The story of Joseph is familiar to more than 50 percent of the world’s population due to its prominence in Christian, Jewish, and Islamic religions. However, this case

offers new insights into what may be the greatest theme within the story.

“I developed this teaching case by conducting more than 15 years of research and workshops with young and mature adults in the U.S. and abroad,” said author Valerie L. Myers, adjunct assistant professor of Management and Organizations at the University of Michigan’s Ross School of Business. “Yet one doesn’t need to be religious to use, understand, or benefit from this case.”

After studying this case, students will

learn to define calling as an inherently ethical concept that transcends passion, career pursuit, and religion to produce high-quality work that benefits organizations. Students will also learn how one’s calling matures and evolves throughout life.

The case is suitable for undergraduates, MBAs, or executive management courses related to ethics, leadership, diversity, social responsibility, and human resources. It can be previewed in detail at <http://globalens.com/casedetail.aspx?cid=1429200>.

NextBillion, Oikos Cases Popular with Colleges



Several award-winning Globalens cases have been adopted into courses at various universities over the past six months.

Globalens Director Marc Robinson said this success is due to both the high quality of the winning cases, as well as consistent Globalens marketing outreach to promote the cases to business schools globally.

The NextBillion 2011 case winners have been adopted at the University of Michigan, Emory University, Johns Hopkins University, New York University, Indiana University, Quinnipiac University, and Wake Forest University. The competition recognizes and publishes the best new business cases on Social Enterprise or Base of the Pyramid (BoP) topics. The goal of the annual competition is to engage students and faculty on campuses globally in the emerging field of Social Enterprise.



Professors and students at Michigan’s Ross School of Business, assisted by Globalens, won first and third place in the corporate sustainability track of the Oikos 2011 Global Case Writing Competition. The two cases have been adopted at the University of Michigan, University of Georgia, Massachusetts Institute of Technology, Weber State University, and INSEAD.

2011 NEXTBILLION CASE WRITING COMPETITION:

- 1 **Village Capital: Using Peer Support to Accelerate Impact Investing**
Bob Patillo piloted the Village Capital idea in four locations worldwide, supporting over 80 entrepreneurs and investing almost \$1 million but now he needs to make several strategic decisions about the direction of the program.
- 2 **The South Pacific Business Development Foundation: Fighting Poverty in Fiji**
Owner Greg Casagrande must decide if SPBD can successfully navigate an unstable political and economic environment and serve client needs that differ from those in the company’s existing geographic locations.
- 3 **Catch a Falling STAR: Sustainable Finance for a BoP Hospital**
A mission hospital in India benchmarks three other hospitals that serve the BoP to develop a more sustainable financing mechanism to combat impending decreases in donations.
- 4 **Good Capital: Emergence of the Social Capital Market**
The cofounder of social investment firm Good Capital considers possible expansion strategies.
- 5 **Habitat for Humanity: Implementing a Global Strategy Locally**
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?

2011 OIKOS CASE WRITING COMPETITION:

- 1 **Corporate Sustainability Track: Coke in the Crosshairs**
In 2006, controversy erupted between University of Michigan activists and the Coca-Cola Co. regarding Coke’s water management issues, bio-solid waste, and pesticides in its products in India, and poor labor practices in Colombia.
- 3 **Corporate Sustainability Track: The Clorox Company Goes Green**
Despite robust distribution and economies of scale, Clorox’s launch of the environmentally-friendly Greenworks brand of products did not steal revenue from smaller players. Instead, it caused the market for green-cleaning products to explode.

In early 2010, WDI signed on as a managing partner of the NextBillion website and blog that brings together business leaders, social entrepreneurs, NGOs, policy makers, and academics to explore the connection between development and enterprise.

Website Redesign Readied for Launch

The NextBillion network of websites has implemented a top-to-bottom redesign that features a more logical information architecture, improved usability for readers, and enhanced content sharing and discussion features to advance conversations around best practices in the growing social enterprise sector.

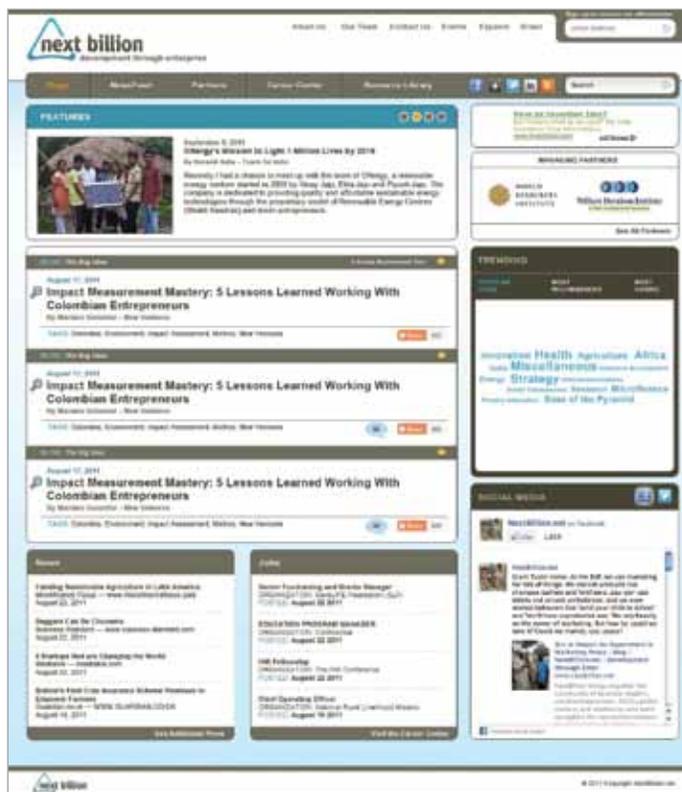
The new design will launch in January on NextBillion.net, and will be rolled out to the two NextBillion sister sites—NextBillion Espanol and NextBillion Brasil—later in the first quarter of 2012. The redesign was funded by a grant from the Citi Foundation.

As part of the redesign effort, NextBillion will formally welcome several “content partners”—organizations focused on enterprise development—that will manage their own institutional blogs on the NextBillion platform. Each organization paid an annual fee to have blogs on the NextBillion network. Thus far, committed content partners include: Acumen Fund; Ashoka; AVINA Foundation; Citi Foundation; ANDE; Inter-American Development Bank; and TechnoServe.

“NextBillion is one of the Internet’s most-valued spaces for cutting-edge thinking and doing in social enterprise and base of the pyramid (BoP),” said Scott Anderson, managing editor of NextBillion. “In talking with some of our partner organizations, we discovered that many were interested in a space on NextBillion to collect their contributed posts, provide links to their important research or events, and to engage with our growing NextBillion community. This model will provide a new platform for these influential organizations to share ideas and interact with readers while allowing NextBillion to be fiscally sustainable.”

Additionally, the new site will enable NextBillion to create multiple topical blogs focused on issues important to readers, such as agriculture BoP business knowledge, energy and technology, finance, and capturing impact.

“What is most valuable about this new site is the flexibility it provides us to both drive the discussion, and to establish new content venues to reflect what is ‘trending’—that is, what posts and content is most important to our readership,” Anderson said.



Here are the 2011 numbers for NextBillion, and the three NextBillion sites combined.

NextBillion Network

	2011	2010	% CHANGE
PAGE VIEWS	1,402,849	1,170,435	20.0
VISITS	753,132	629,216	19.6
UNIQUE VISITORS	495,930	432,872	14.5

NextBillion.net

	2011	2010	% CHANGE
PAGE VIEWS	1,222,426	1,106,262	10.5
VISITS	591,904	591,904	11.2
UNIQUE VISITORS	433,001	404,386	7.1

raise NextBillion’s profile in the social enterprise space, while helping to recruit new readers and writers to the site.

- ▶ The NextBillion social media channels, including Twitter, Facebook and LinkedIn, each have more than tripled in followers during the last 12 months. NextBillion has more than 10,500 Twitter followers, nearly 2,400 Facebook fans, and almost 1,500 members of NextBillion’s LinkedIn group.

Readership Grows in 2011

Over the past year, the NextBillion network has achieved strong gains in readership.

Readership on NextBillion.net, as well as the other two NextBillion sites, showed strong growth in page views, visits, and unique visitors.

The network has followed a strategy of closer collaboration, working together to translate and share content between and among the three sites to bring knowledge and trends in development through enterprise to readers in multiple languages and geographies.

Also helping draw readers to the site include three, month-long topical focuses—or Big Idea Pages, as they are known. These month-long discussions consist of analytical articles, thought pieces, and interviews with leaders from many disciplines. The Big Idea series has covered impact investing for poverty alleviation, improving microfinance outcomes, and innovations in affordable housing. The three series have generated more than 40,000 page views.

In Brief

- ▶ NextBillion was included among a handful of content providers included in an Apple iPad application called Flipbook, a quickly growing e-magazine that pulls together sources and streams from numerous publications and blogs. NextBillion also was selected by Google as one of the first content partners to participate in the Google Currents “app” for Android tablets and smart phones, as well as the Apple iPhone and iPad.
- ▶ All three NextBillion sites have served as the “media partner” for 10 social entrepreneurship conferences over the year. This participation has helped to

PROJECT

PORTFOLIO



KPMG Global Sustainability Study

// Global

PARTNER: Erb Institute for Global Sustainable Enterprise at U-M

FUNDING AGENCY: KPMG International Cooperative

GOAL: Assess key sustainability trends for key sectors of the global economy.

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: FHI Development 360 LLC

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

GOAL: Promote public-private partnerships by reforming legal and institutional issues, serving as a bridge between government and private sector interests, establishing a capacity building communications program, and creating a project development facility to build and finance a pipeline of public-private partnership projects.

Business Environment for Agile Markets (BEAM)

// Global

PARTNER: Carana Corp.

FUNDING AGENCY: USAID

GOAL: Improve the enabling environments in building trade capacity, improving enterprise growth and competitiveness, and creating sound financial systems.

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.

Impact Enterprise

// Global

FUNDING AGENCY: Rockefeller Foundation

GOAL: Assess impact enterprises and provide roadmap for Rockefeller for future engagement in venture development at the base of the pyramid.

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.

Systems for Improved Access to Pharmaceuticals and Services (SIAPS)

// Global

PARTNER: Management Sciences for Health

FUNDING AGENCY: USAID

GOAL: Ensure availability of quality drugs and services in developing countries.

NEW PROJECTS

Development Consulting Services (DCS) currently has nine international projects and is waiting to hear on several more proposals. DCS continues to evaluate funding opportunities from the federal government while also expanding efforts to tap other funding sources, such as private foundations and the World Bank, to support research and technical assistance projects. DCS has positioned WDI as a consortium partner on several multi-million dollar indefinite delivery, indefinite quantity contracts from USAID and continues to look for opportunities to support the other initiatives at WDI.

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WDI To Assist Entrepreneurship Efforts in Jordan

WDI and Washtenaw Community College (WCC) in Ann Arbor, Michigan were awarded a grant to develop the skills of young entrepreneurs in Jordan.

The award is the second phase of the Broader Middle East and North Africa (BMENA) — U.S. Community College Entrepreneurship Proposal Development Grants competition administered by Higher Education for Development (HED). Last year, WDI assisted WCC in developing a proposal for a three-year project to support entrepreneurship training at Al Quds Community College. The proposal was one of six selected by HED.

For the second phase of the project, WCC is partnering with Al Quds Community College in Amman to cultivate an entrepreneurial mindset among the college's students by infusing entrepreneurial concepts, business skills, and practical experience into the vocational and technical coursework students are pursuing. WDI will help WCC implement

strategies, and establish a business incubator at Al Quds to support and assist students in launching successful businesses. WDI also will offer training and expertise to further assist students in gaining an understanding of how to establish, operate, and grow small businesses.

"The time is right for creating an entrepreneurial culture in Jordan as the gap widens between the wealthy and the poor, the number of youths reaches record numbers, and employment opportunities that pay a living wage become more scarce," said WDI's Khalid Al-Naif.

Additionally, seven vocational faculty members will attend a week-long Entrepreneurship Immersion Boot Camp developed by WDI for Al Quds students to learn the principles of entrepreneurship. Three additional faculty or administrators will attend the boot camp with the intention of becoming boot camp instructors.

"WDI has had great success in building the capacity of partner universities," Al-Naif said. "The BMENA project expands our portfolio to now include work with community colleges, thereby substantially expanding the depth of our outreach across the education spectrum."

This initiative is a response to the U.S. Department of State'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.



Ukraine Project to Promote Public-Private Partnerships

WDI's Development Consulting Services (DCS) has been awarded a new project in Ukraine.

The Institute is partnering with FHI360, a major Washington, D.C. consulting firm, on the Public-Private Partnership (PPP) Development Program in Ukraine. The five-year USAID-funded program will promote the use of public-private partnerships through:

- ▶ Undertaking necessary legal and institutional reforms
- ▶ Establishing a national public-private

partnership unit to serve as a bridge between the government of Ukraine and private sector interests

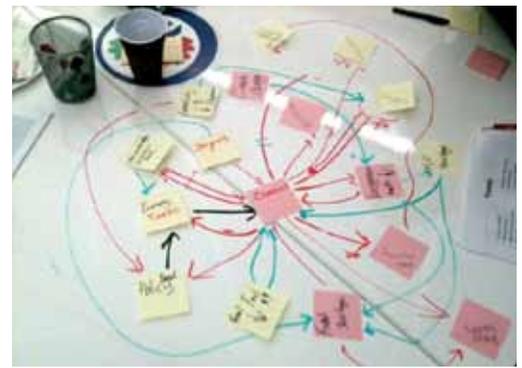
- ▶ Undertaking a capacity building and stakeholder communications program
- ▶ Creating a project development facility to build and finance a sustainable pipeline of PPP projects

The program will also work toward achieving assistance objectives under a number of program areas including: Infrastructure; Good Governance; Private Sector

Competitiveness; and Economic Opportunity.

WDI will provide technical assistance to specific tasks needed for the project. Expertise in subjects such as transportation, water and waste water systems, and PPP parking concessions are a few examples of engagement. WDI will also assist in work with the Government of Ukraine to establish a policy framework for public-private partnership projects that is in line with international best practices.





WDI Teams Up with Erb Institute on Study

WDI and U-M's Erb Institute for Global Sustainable Enterprise (Erb) partnered on a research project commissioned by KPMG International Cooperative (KPMG). KPMG is a leading global service provider in the area of climate change and sustainability, and assists enterprises in better understanding the complex and evolving business and regulatory risks while helping them to capitalize on the commercial opportunities.

WDI acted as project manager on the contract. Erb carried out an assessment of the most important sustainability trends, and the implications of these trends for key sectors of the global economy. The final report also provided an analysis of promising policy, business, and public-private partnership solutions to sustainability issues. The project was completed in December.

"We were very pleased to collaborate with the Erb Institute on this project," said DCS Director Khalid Al-Naif. "The report is a powerful document which captured the world's knowledge and expertise on sustainability issues. We were honored to work with KPMG and the Erb Institute, and look forward to other future partnerships."

A team consisting of Erb faculty members, graduate students and research managers identified key sustainability challenges and the high impact trends for the next 20 years, as well as what those mean for businesses and policymakers. The research team also translated what these identified trends mean for the energy, transportation, financial services, industrial/chemical, consumer goods/retail, pharma/health, infrastructure, and mining/natural resources sectors.

Additionally, the researchers identified what businesses need from policymakers so they can innovate, shift to more green thinking, and implement sustainable business models. This part of the study offered a different perspective from previous policy studies as it viewed the policy question through the lens of megatrends—and any related implications—highlighted in the WDI/Erb study.

The report will be showcased at the KPMG Global Business Summit on Climate Change and Sustainability in February in New York City. The summit will bring together business leaders and leading scientists, economists, civil society representatives, media members, and government officials. The event precedes the United Nations' Rio+20 conference in June in Rio de Janeiro, Brazil.



Grant Awarded to Study Impact Enterprises

WDI was awarded a grant by the Rockefeller Foundation to assist in a research project that will evaluate and analyze impact enterprise sectors, business models, and enabling conditions that have the greatest potential to benefit poor and vulnerable populations globally. The Institute's BoP Research initiative will lead this one-year engagement.

WDI will conduct desk, interview-based, and field research to develop a series of reports that provide a clearer definition of impact enterprise, a careful assessment of the key factors that can enhance or constrain the growth of impact enterprises, a better understanding of high potential sectors, geographies, and business models, and an

analysis of the impact potential of these enterprises. The project will evaluate the impact enterprise sector of today and provide insights into how the Rockefeller Foundation can accelerate the development of the sector going forward.



WDI Partners to Provide Services to USAID

WDI's DCS is a member of a consortium led by Carana Corp. that was recently awarded a two-year global project to improve the enabling environments in building trade capacity, improving enterprise growth and competitiveness, and creating sound financial systems. The Business Environments for Agile Markets (BEAM) project is funded by USAID. This is an indefinite quantity contract which means that WDI is among the group of firms

that are pre-vetted to bid on task orders under this funding mechanism.

WDI is also member of a consortium led by Management Sciences for Health for a global project to ensure availability of quality pharmaceuticals and services in developing countries.

The Systems for Improved Access to Pharmaceuticals and Services (SIAPS) project will help developing countries make sure that

valuable resources are not wasted through mismanagement, and that desired health outcomes are achieved from effective pharmaceutical services. WDI's Healthcare Research initiative will coordinate the pharmaceutical supply chain management activities. The project is affiliated with the Health Systems Division of the USAID Office of Health, Infectious Diseases and Nutrition.



ONGOING PROJECTS

Development Consulting Services currently has three ongoing projects. All of the projects are going well. Here are some project highlights.



Rwanda // GSSP // Goldman Sachs Scholarship Program

The first cohort of Goldman Sachs Scholarship Program (GSSP) scholars graduated from the School of Finance and Banking (SFB) in Kigali, Rwanda in December 2011. Fourteen women in the program went through commencement ceremonies at SFB.

The program, which is under the *10,000 Women* initiative umbrella, provides scholarships for disadvantaged women to attend SFB in Rwanda as undergraduates in the four-year bachelor's of Business Administration (BBA) program. There are currently 30 women enrolled at SFB under the program, which is managed by WDI.

Under a mentoring project instituted by WDI in March 2010, the women receive 3 ½ hours of mentoring each month from SFB faculty members. The mentoring program has positively impacted the scholars' perfor-

mance, giving relatively underperforming students a chance to benefit from more focused attention, and enhancing capabilities of high-performing students. Mentoring has provided the scholars with the advice they need in multiple areas of studies, from time management skills and help with English to academic ethics and career planning. A total of 9 mentors, all of them SFB professors, have been assigned to the scholars.

Feedback from the Rwandan women has been extremely positive. One, Febronie Mukasonga, said having a scholarship relieved her worry about affording school and she was able to concentrate on her studies.

"When I think about my future, I see myself applying for the master's program," she said. "I would like to become a teacher at SFB. This idea was solidified during the

sessions with my mentor."

Another, Josephine Mutoni, said having a scholarship changed her outlook on life.

"I have hope and aspirations," she said. "Eventually I would like to start my own business, a supermarket, but before I do that I'd like to complete MBA and get more practical experience. Being an entrepreneur is my dream.

"The road to graduation has not always been easy. But, whenever I had challenges or problems in my studies, I could rely on my mentor's advice that let me understand how those problems may be handled, and how I can attain my goals. My mentor also taught me about time management and careful planning. I was also encouraged to read more books and do research in order to become more creative in my thinking."



South Africa // SALETTI // South Africa Logistics Excellence and Transportation Training Initiative

Two University of Johannesburg (UJ) faculty members visited WDI and the University of Michigan in September 2011 as part of the SALETTI project.

Gert Heyns and Cynthia Celliers, both lecturers at UJ's Department of Transport and Supply Chain Management, gave a lecture at WDI on how Africa, and South Africa in particular, is poised for economic growth and a larger role in the global economy despite some obstacles. The two stressed that the African continent is ready for growth because there is more political stability across the continent, more stable

economies, deregulation, and better business conditions.

In addition to the lecture, the two visitors audited Ross School of Business classes and visited several local companies in and around Michigan to witness supply chain operations first hand.

The SALETTI project includes 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. The project created course content and the

curriculum for a master's program in Supply Chain Management. The new master's program was launched at UJ in 2011.

WDI's Development Consulting Services (DCS), in partnership with U-M's Transportation Research Institute (UMTRI), the Ross School of Business, and U-M's African Studies Center, is implementing the SALETTI project. The project is funded by the U.S. Agency for International Development (USAID) and administered by Higher Education for Development (HED).



Algeria // RESUME // Recruiting Employable Students at the University with Management Education

The University of Mentouri Constantine (UMC) has just launched a new master's program in General Business Administration that was recently approved by the Ministry of Education in Algeria. The program curriculum was created by WDI in conjunction with UMC faculty as part of the RESUME project. Also, the English for Specific Purposes courses, developed by WDI and U-M's English Language Institute,

are in the second year of instruction at UMC. In other developments, the Career Center at UMC that was developed and launched by WDI is in its third successful year of operation. The center connects students to private sector employers and it is a very successful resource. The RESUME project is funded by USAID/ OMEP through Higher Education for Development. It is designed to increase the

employability of UMC students by enhancing UMC's English language studies and Business Management curricula and by establishing a career center to help Mentouri students make informed decisions about career paths and to strengthen the school's relationships with private sector employers.



West Bank/Gaza // ESAF // Expanded and Sustained Access to Financial Services

WDI completed the program ESAF in September. The program, funded by U.S. Agency for International Development, aimed 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 enhanced the enabling and

regulatory environment through university training, strengthened a training institution for bankers, and provided technical assistance to the Ministry of National Economy, and the regulatory body for the securities industry. The three-year program was broken into five sub-projects. They were: University Strengthening; Reshaping the Role and Effectiveness of the Palestine Institute for

Financial and Banking Studies (PIFBS); Land Registry: Improving the Surveying Profession; Technical Assistance to the Palestine Capital Market Authority (PCMA); Technical Assistance to the Ministry of National Economy.



WDI's Executive Education business is going strong, with a record 50 programs in 10 emerging market countries scheduled to run this fiscal year. The department continues to look for new partnerships and new funding sources to expand its programs. Potential new partnerships are in the works in South Africa, China, and Saudi Arabia. Teaming up with WDI's Development Consulting Services, WDI Executive Education will offer business training as part of various grant and indefinite quantity contract proposals. The department delivered its first distance-learning program recently and looks to do more of those in the future.

Distance Learning Program for Telefonica is WDI's First

WDI's Executive Education successfully delivered its first-ever distance learning program, earning praise from the participants.

The program, run for two weeks in August and again for two weeks in October, trained hundreds of executives in Mexico on systemic thinking and entrepreneurial thinking in a webinar setting.

"Feedback was very positive from the executives," said WDI Executive Education Director Amy Gillett. "The sessions were dynamic, with participants asking many questions of the professors."

The executives, from the Spanish telecommunications giant, Telefonica, participated from their individual offices all around Mexico.

"Telefonica needed to train hundreds of executives in strategy and entrepreneurial thinking, but these employees are located in different locations throughout Mexico," Gillett said. "By using web-based videoconferencing software, we were able to create a set of live, 90-minute customized sessions that the employees could attend directly from their offices.

"This is a highly efficient way for companies to train large groups of employees, especially when these employees are in multiple locations and would otherwise have to take time out of their offices for travel."

The first sessions, on systemic thinking, began on Aug. 22. Taught by WDI Faculty Affiliate Kamalesh Kumar, professor of Business Strategy at the University of Michigan-Dearborn's College of Business, they lasted 90 minutes each. Four new sessions were held daily, and the first stage of the program was delivered over three days for a total of 12 sessions.

Then for three days beginning Aug. 29, WDI Faculty Affiliate Matt Brown taught sessions on entrepreneurial thinking.

A translator was used for the Spanish-speaking participants.

"Telefonica has a new strategic vision, so I was showing these executives how to go about acting on the new vision," Kumar said. "There seemed to be a lot of interest in the topic. There was a lot of enthusiasm. They realized that changes have to occur."

Kumar teaches a Web-based MBA program at the University of Michigan-Dearborn, but said "the dynamics are a little different" because the WDI sessions were live broadcasts. He conducted the sessions for Telefonica from an office at WDI.

Program participants gave the sessions high marks. See their comments below.

Gillett said she is excited about exploring additional videoconferencing programs in other markets.



"It was a positive experience with Telefonica so we look forward to serving other clients using this technology in the future," she said.

WDI Faculty Affiliate Kamalesh Kumar during Telefonica program.

HEAR WHAT THEY ARE SAYING:

"Excellent training program; I am very motivated and it'll really help us grow as a company and managers."

"Hopefully we can participate in more meetings of this kind, or at least have more cases and material to continue learning and developing our entrepreneurial mindset."

"This is a wonderful means of communication between managers and employees."

"It was excellent and the communication was seamless."

"Very good tool; hopefully they consider doing more seminars."

"I think it was a well organized conference. The question and answer session was well organized."

"The professor covered the topic in an excellent way. The material presented was very useful."

"I think it would be good to have this kind of training one hour a week, allowing us to break away from daily operations and have a more strategic vision."

"I really liked this seminar and I hope you invite us to participate in more."

HR Network Adds Three New Members, Plans Spring Workshop

WDI's Strategic HR Network Europe (SHRNE) has added three new members.

Starwood Hotels and Resorts Worldwide, Inc., which operates about 1,000 properties globally; Hertz, the car rental company with 8,100 locations in 147 countries worldwide; and Owens Corning, a leading global producer of building materials, have joined the leading HR network in Europe.

"We are thrilled to welcome Starwood Hotels, Hertz and Owens Corning to the SHRNE," said WDI Executive Education Director Amy Gillett. Starwood is a world leader in the hospitality industry with an impressive portfolio of hotels and resorts, including W, Sheraton, and Westin. Hertz is an iconic brand dating back to the Model T that has now grown to the largest car rental company in the world with locations in 69 major European airports. Owens Corning has been a Fortune 500 company for the past 57 years and is an industry leader across three areas: composites, roofing, and insulation.

"We believe the network will be a great opportunity for the senior HR leaders from Starwood, Hertz and Owens Corning to network with peers across industries and stay on the cutting edge of HR practices by attending our bi-annual workshops."

The SHRNE workshops bring together HR directors and vice presidents 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.

The HR leaders from Starwood, Hertz and Owens Corning will join other SHRNE members on April 26-27 in Vienna for a workshop titled, "Social Media Best Practices for HR Professionals."

The workshop, led by WDI Faculty Affiliate Tracy L. Tuten, will focus on how organizations can use social media for recruitment and communication with current and future employee base. Increasingly, organizations are using social media tools to find the best employees globally.

Though traditional recruitment channels still hold value, social media is heavily used by younger generations and can provide an inexpensive communication channel for attracting talent. In this seminar, participants will learn how to use LinkedIn, Twitter, and Facebook and other social media channels for HR recruitment. In addition, discussion of how networking tools can help retain current employees will also be included.

The second part of the workshop will be devoted to developing social media policies that build and protect corporate reputations, including codes of conduct for employee use of social media. Monitoring social media sites can help organizations learn what stakeholders are saying and hearing about the organization.

Social media, therefore, is used as a word of mouth communication. Organizations need to ensure that social media is used appropriately, or risk losing control of the messages being shared by and with stakeholder groups. In this session, participants will learn the steps in creating a social media policy, review best practices in social media policies, and begin to create a social media policy that will work for their organizations and employees.

At the fall 2011 SHRNE workshop last October, Shirli Kopelman, a negotiation professor at the Ross School of Business at the University of Michigan, talked to the executives about "Negotiating Mindfully: How HR Professionals Can Tap the Power of Positive & Negative Emotions in Organizations."



WDI Leads its First Program in South Africa

WDI's Executive Education delivered its first-ever program in South Africa in August, "Integration of Social Media into Direct Marketing Strategy." The program went so well that the Direct Marketing Association of South Africa (DMASA) and WDI are discussing a formal partnership in order to run more programs in the country.

"The Direct Marketing Association of South Africa is delighted to have started a relationship with the William Davidson Institute," said CEO Brian Mdluli. "We really see this as a long-term relationship to help transfer skills to our young nation. New communications systems are changing our society as we speak. Nearly all adults in South Africa have access to a cell phone, even if they do not have a postal address on their house. As marketers we have to find the most efficient and effective ways to harness these new communications systems and bring the right products to the right market."

WDI Executive Education Director Amy Gillett said she is pleased to be working with the DMASA "to expand the Institute's activities in South Africa. There is clearly a need for the type of specialized training for executives that WDI can bring to this market. Together with the DMASA and its vast network of South African marketing executives, we are in a great position to meet this need."

The DMASA co-sponsored the August program, which was held in Johannesburg. WDI Faculty Affiliate Tracy Tuten helped the 50 participants align their internal strategy to

social media platforms.

"Some people came from the agency side, others as b2b providers, and some client side," Tuten said of the participants.

Tuten said despite Internet penetration of just 8 percent in South Africa, the participants were well versed on social media.

"Use of social media has been growing just as in other locations, but with such a low penetration, I wasn't sure what to expect," she said. "I was greeted with a

knowledgeable, interested, and idea-driven group of 50 direct marketers."

One participant, Ray Johnson, CEO of Customer Development Corp. Ltd. in the South African town

of Westville, near the city of Durban, said he was reluctant at first to sign up. He thought he was too old for things such as Facebook and that social media was "too complex." Tuten's class, he said, made him "realize how short-sighted I was, and for this I am extremely grateful."

Johnson said the program was "extremely well structured, and with a huge amount of case study support that really brought it to life. While the assignments were time-stressed, they were great in terms of making the group dynamic work."

Tuten — author of two books on social media marketing and e-commerce — taught a six-module, certificate program in e-commerce for WDI earlier in 2011. She is an associate professor of marketing at East Carolina University.



GOLDMAN SACHS



10,000 WOMEN ENTREPRENEUR CERTIFICATE PROGRAM



Videos Profile Program Graduates

WDI has created a series of short video biographies that highlight some of the graduates of the Goldman Sachs 10,000 Women Entrepreneur Certificate program in Rwanda.

Five women are profiled in the videos. There also is a video that features the aspects of the successful entrepreneurship program, which is organized and designed by WDI in cooperation with the School of Finance and Banking in Kigali, Rwanda. "The video series is designed to tell their personal stories, as well as demonstrate the impact of the training on their businesses," said Sharolyn Arnett, WDI's program manager for Executive Education who oversees the entrepreneurship program.

"I've had the opportunity to visit the

participants and graduates of the 10,000 Women program several times, and I am constantly amazed at their strength, tenacity and compassion for one another," Arnett said.

The graduates profiled are: Rosalie Mukangenzi, who owns a maize mill factory and retail store for maize flour; Jacqueline Nyabwire Kabaharira, who owns a tailoring shop; Marceline Ikigennyne, who owns a farm with pigs, goats and chickens; Marie Claire Uwamahoro, who owns a dairy farm; and Aimee Claudine Tuyisenge, who owns an auto repair and welding shop.

WDI worked with Harvest Creative Services of Lansing, Michigan to create the video series. The videos will be featured on WDI's website as well as on YouTube,

Facebook, and other outlets.

To date, 187 women have graduated from the program. A seventh cohort of 30 women is scheduled to graduate in early February.

Started in September 2008, the six-month-long program trains women 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 is held for the women. Five women are awarded \$1,000 each for the best business plans.

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.

Above clockwise from top left: Marceline Ikigennyne, Marie Claire Uwamahoro, Aimee Claudine Tuyisenge, Jacqueline Nyabwire Kabaharira, and Rosalie Mukangenzi.

Opposite page clockwise from top left: Euphrasie Mukanyarwaya with President Clinton; Therese Iribagiza, left, and Emelienne Nyiramana, right, with designer Nicole Miller; Mukanyarwaya accepting her award; Iribagiza and Nyiramana with Miller's design staff.

U.S. Trips Reward Program Participants

Three participants in the Goldman Sachs *10,000 Women* Entrepreneur Certificate program in Rwanda recently traveled to the U.S.



Emelienne Nyiramana, who graduated with the fifth cohort from the program, and Therese Iribagiza, who will graduate in February with the seventh cohort, toured New York City and Washington, D.C. for 17 days in October as guests of the social enterprise Indego Africa. Euphrasie Mukanyarwaya, a graduate of the sixth cohort, traveled to New York City in November to pick up an award from Women for Women International.

Nyiramana and Iribagiza spent their time in a dizzying series of meetings, panel discussions, trainings, events, and tourist activities. The pair gave a talk at a New York law firm and New York University's Development Research Institute. They also traveled to Goldman Sachs' global headquarters, talking about how the *10,000 Women* program has helped them. The entrepreneurship program is organized and designed by WDI in cooperation with the School of

Finance and Banking in Kigali, Rwanda.

They later spent two days with fashion designer Nicole Miller and her team, where they were given tips about new techniques in sewing and design, and advice about business strategy. They also toured DANNIJO, a jewelry design studio in the city. Both Nicole Miller and DANNIJO work with Nyiramana and Iribagiza's handicrafts cooperative.

The women then traveled to Washington, D.C. where they met with State Department officials and representatives from the Office of Global Women's Issues. They were interviewed by the Voice of America, and attended a reception at the Rwanda Embassy.

The signature event of their visit was Indego Africa's "Meet the Artisans" dinner in New York. The women participated in a panel discussion moderated by a *New York Times* writer. Indego Africa helped form the handicraft cooperative Cocoki, of which Nyiramana is

a founder and treasurer and Iribagiza is a vice president. Indego Africa provides accounting, computer training, and English lessons to the women of Cocoki, and works with it to create sustainable access to Western markets.

Mukanyarwaya received the Goldman Sachs *10,000 Women* Excellence in Entrepreneurship Award at the Women for Women International 2011 Gala in New York on Nov. 17. The event was held at the Museum of Modern Art in Manhattan, and also honored former President Bill Clinton with the 2011 "Champion of Peace Award."

In addition to being a Goldman Sachs *10,000 Women* Entrepreneur Certificate program graduate, Mukanyarwaya also is a graduate of Women for Women International's year-long program where she was given job skills and business training. The proceeds from the awards dinner went to Women for Women International programs that provide

participants with direct aid, rights awareness, and leadership education, as well as business and vocational skills training that lead to sustainable income generation.

Prior to the gala dinner, Mukanyarwaya participated in a special *Marie Claire* magazine event where she shared her experience as a budding entrepreneur and emphasized the importance of supporting women in the developing world.

She also was the guest of honor for a Goldman Sachs *10,000 Women* luncheon. Fifty Goldman Sachs employees attended to learn about her experiences and achievements, as well as the work of Women for Women International and why it's important to support women. As a savvy business woman, Mukanyarwaya brought along more than \$500 worth of her hand-crafted jewelry to sell to the group, which sold out in moments.

While spending this past summer working all over the world, WDI's 21 interns contributed regularly to a blog to keep their fellow interns updated on their work and experiences. Here are some posts from the blog: www.wdi2011.blogspot.com

It's important to remember that the dynamics of doing business at BoP are very different than those of traditional business practices. This is another factor that makes this field interesting; we need to understand the need, think out of the box and come up with commercially viable solutions. It's challenging, but it's fun and exciting!

**ONUR AKSOY, PFIZER,
NEW YORK CITY**



In an attempt to learn further my knowledge of Twi, I enthusiastically bargained with a street vendor for an English-Twi translation book. The book "aims at introducing everyday English expression" and may be the best \$0.75 I've ever spent. I figured I would end each blog post with a couple useful phrases, so that everyone else can learn the language along with me. I have been choked by a fish bone: *Enam nkasee ahia me*. When you talk, your breath stinks of onion: *Se wokasa a gyeene pampan bun w'anum*.

**EVELYN HALL, KWAME NKURUMAH
UNIV. OF SCIENCE & TECHNOLOGY,
GHANA**



Only a week remains in my Rwandan adventure, and I find myself experiencing very mixed emotions. I am very much looking forward to reuniting with friends and family, but the "au revvoirs" to my Ruli friends and family will be truly difficult. I'm making the most of every minute, and praying for the opportunity to come back to Ruli someday!

**SEAN MORRIS, RULI DISTRICT
HOSPITAL, RWANDA**



I strongly believe that teaching someone to produce electricity using everyday items found in local markets isn't "Westernising" them or causing them to lose their culture. On the contrary, I believe it is empowering them to take important, life-saving matters into their own hands.

**CHELSEA RANSOM, TECHNOLOGY
FOR TOMORROW, UGANDA**



India is often singled out as the diabetes capital of the world, with just over 50.7 million people between the ages of 20 and 79 living with the condition. That's more than the population of most countries. In fact, if diabetics in India could form their own nation, they would comprise the 24th most populous nation in the world, just between Italy and South Africa.

DAVE YEH, PATH, INDIA

The question I find myself thinking about daily, which I ask you to consider, is: what risks do you accept in your everyday life that you ordinarily don't think twice about? I believe this question lies at the heart of my project. The valuable public health outcome that PharmaSecure seeks to achieve requires population-wide behavioral change, such that consumers demand accountability for genuine drugs.

SHILPA GULATI, PHARMASECURE, INDIA



Working for the past five weeks has reinforced to me one important thing about finance and consulting. Complete, relevant, and accurate data, data, and more data are critical in an analysis.

JOFRESH LABIANO, DRUK HOLDING & INVESTMENTS, BHUTAN



An urban Tanzanian town such as Arusha is full of odd juxtapositions between anachronisms of the past and ultra-modern influences. Fully wired businesses and offices often sit powerless for hours during a business day due to the recent and massive national power cuts. I've seen people dressed in full traditional Masai garb checking his Facebook messages at the local internet café. Often, I see brand new Range Rovers owned by local government officials, inching along gingerly on uneven and rocky unpaved roads to their offices.

DAVID SEO, SUPPORT FOR INTERNATIONAL CHANGE, TANZANIA



Rickshaws are like mini-urban rollercoasters. Without seatbelts in a vehicle with an entire side wide open to the mayhem, you always get the sense that you're a sharp bump, an abrupt turn, or a slammed brake away from being jettisoned onto the street fully exposed to the onslaught of cars, pedestrians, motorcyclists, beggars, street hawkers and the occasional wandering buffalo. I find it exhilarating — a morning cup of coffee just doesn't wake you up the same way!

ROHINI CHOJNAKI, TECHNOSERVE, INDIA



Trees in Bangladesh are prone to be stolen, yes, stolen. There is nothing to fear from the law. This is not happening in remote areas in the jungle near Burma (well, actually it is), but in Dhaka's botanical garden and in Chittagong. Jhau trees planted on the embankment of a touristic spot in Chittagong (Parky Beach) are cut down by illegal lumberjacks and carried away to sawmills, ignorant people whose fate may be to be climate refugees very soon. Silent stumps are left, witnessing these actions contributing to enhance embankment degradation and to make floods more likely.

ARTURO HUESCA, INTEGRATED DEVELOPMENT FUND, BANGLADESH



The people of Bangladesh are really welcoming and in spite of the daily trials and tribulations of life, take things easy and are forever smiling. I would go back again there in a heartbeat. Now let's see where life will take me next.

SHVETA SUNEJA, CARE, BANGLADESH

INTERNSHIPS

Last summer, 21 U-M students worked around the world as part of the WDI Global Impact Student Internship program. The 21 interns came from 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 Medical School. They worked in 10 countries for both nonprofits and for profit corporations. Eight of the interns shared some of their thoughts and experiences from their summer abroad.

David Yeh

// Seattle/India

PATH

WDI: Give a brief description of your work.

YEH: For the past decade, the prevalence of diabetes in India has risen dramatically, from around 32 million in 2000 to approximately 50.8 million today. While awareness of the severity of the condition is improving, programs addressing diabetes are not coordinated and many are in the nascent stages of development. PATH is perhaps best known for developing low-cost, user-friendly technologies to address the burden of infectious disease and malnutrition in low-resource settings. My task through the WDI fellowship was to help them identify the best ways PATH could leverage its competencies in technology development, health systems strengthening, and behavior change communication to make a unique contribution to addressing the rise of diabetes in India.

WDI: Give me an example of a typical day.

YEH: Each day was unique depending on whether I was in the field, synthesizing data, or interviewing leaders of NGOs or ministries. Typically, I would wake up to the sound of men riding through the neighborhood hawking household goods and services from their bicycles. After waving down a recalcitrant auto-rickshaw driver and haggling over the fare, I'd arrive at PATH's office in Delhi frazzled, dusty, and perhaps a little damp from the humidity. Delhi's morning traffic is not the most forgiving. Between cups of tea, my in-country supervisor and I would develop our interview agenda and set out to meet with the heads of government research programs such as Indian Council of Medical Research or diabetes-related NGOs, such as the Chronic Care Foundation. Getting to the destination was always an adventure, requiring the identification of significant landmarks near the destination office, numerous stops for directions, and sometimes a few phone calls to colleagues to confirm details. That's on a good day. When it rained, the water could get up to waist level in about a half hour. It was

monsoon season after all. Suffice it to say, I got really good at working in traffic. Observing my supervisor, I got the impression that it was fairly standard practice to line up the next few days of meetings during a car ride.

WDI: What challenges did you face?

YEH: My position as an outsider and a student came with an interesting set of advantages and challenges. I found that people were often more willing to meet with me than expected. My colleagues at PATH playfully referred to this as the "student discount." However, once I sat down with them for an interview, I had to be careful to take responses with a grain of salt. My interviewees would often provide responses they thought I'd want to hear, or would be helpful to the project but were not necessarily based in fact. On one occasion, I spoke with a lab director at a prominent research center in Delhi who told me she was on the verge of developing a technology that could revolutionize the way diabetics monitored their blood sugar. A literature review and a few conversations with scientists at PATH showed compelling evidence that the technology this scientist was referring to simply could not be developed.

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

YEH: I was surprised by how natural it felt to live and work in Delhi. The lively lunchtime conversations ranging from corruption in Indian politics to the promotion of contraception were a refreshing change from the more sterile conversations I had in my corporate job before graduate school. I found everyone in the organization to be warm, welcoming, and especially patient in answering seemingly silly questions about how things worked in India. Delhi, while not a very hospitable place in June and July, is a fascinating city to explore on foot. I was thankful to have other Michigan classmates with me for those weeks to visit temples, museums, and take the chance on street food.

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

YEH: WDI provided me an amazing opportunity to work closely with global health organizations, through this global impact internship and through my MAP project with the GE Rural Health Initiative. I have spoken with numerous health professionals in PATH and in the organizations it collaborates with, and these conversations have given me a unique perspective into the realities of improving health in low resource settings. On a personal level, I've made a number of new friends in Delhi, Seattle and in the Michigan community.

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

YEH: Halfway through my time in India I found that I needed to get more data from the field. While I had spoken with a number of program leaders in their Delhi offices, I needed observational data from rural clinics. I managed to combine a weekend volunteering trip at an English medium school in Madhya Pradesh with impromptu field research. The doctor I was volunteering with had tried to arrange a number of meetings with local clinicians and administrators that would help with my research. Unfortunately, last minute changes in schedules forced these doctors to cancel. Left somewhat stranded, I decided the only thing I could do was to drive up to the next county and interview doctors at a redesigned government clinic that focused on non-communicable disease. The doctor helped me hire a cab for the day and recruited a new teacher at the school who had just come from the district I wanted to visit. By 10:30 a.m., we were racing down a single lane highway through sleepy towns and lush green farmland trying to get to the next district before the doctors left for the day. Prior to that day, I had already known that drastic changes to work plans can occur without warning but that things still work themselves out eventually. This research trip was completely improvised and my translator and I were completely at the mercy of doctors, who would entertain an unscheduled conversation. However, it turned out to be one

of the most valuable learning experiences from the trip.

Peter Coats

// India

Grassroots Business Fund

WDI: Give a brief description of your work.

COATS: I was engaged in the first part of a two-year technical assistance program designed for the Indian manufacturer/retailer Mother Earth by the Grassroots Business Fund (GBF). Participation in the technical assistance program was stipulated as a part of GBF's equity investment and included capacity building in the areas of supply chain management, marketing, and strategy.

WDI: Give me an example of a typical day.

COATS: Aside from a total of two weeks of training and wrap up in New York and Washington, D.C., I was stationed in the office of the portfolio company. I walked five minutes through the Bangalore neighborhood of Koramangala to the office of Mother Earth and spent the day attending meetings, including the heads of supply chain, design, the CEO, CFO, buyers, and merchandisers.

I also made various visits to manufacturing units and warehouses. Otherwise, I spent my time building tools, working with the MIS and ERP systems, and working with financial models. Lunches were usually with a large group of people in one of the conference rooms.

WDI: What challenges did you face?

COATS: My most significant challenge involved working with external vendors to the company on whom I relied for data to complete my own work and who did not fully understand my purpose for being there and did not respect the time sensitivity of my projects.

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

COATS: When completing my core courses during the first year of my MBA, it was challenging to gauge how much value what I was learning could add to a company. I was surprised at the degree to which I was able to apply what I had learned and how



much room there was for improvement of the company. I am happy to say that I was able to accomplish a lot in my 10 weeks in Bangalore, but I know that there is so much more I could do if I were to remain with Mother Earth for a much longer period of time.

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

COATS: In applying for the WDI fellowship, I sought the opportunity to work in a private equity environment in an emerging market and to gain an understanding of how company operations in a place like India might differ from those of an American company. Professionally, the WDI fellowship offered me valuable experience facing the challenges of company operations in an emerging market.

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

COATS: One of the most memorable moments during my summer was when I was on a weekend trip to a village called Hampi where I stumbled upon one of the artisan workshops that sold a significant number of products through Mother Earth. There, I was able to witness the most genuine examples of the artisan groups that Mother Earth was helping employ in a setting that was completely natural.

Jennifer Cho

// Honduras

Hospital Evangelico

WDI: Give a brief description of your work.

CHO: I worked with a financially unstable community hospital in Siguatepeque, Honduras to help with strategic financial planning and employee relations.

WDI: Give me an example of a typical day.

CHO: 6 a.m. – Woke up and put on a cup of joe; 8 a.m. – opened the trusty Macbook Pro and listened to Spanish lessons; 9 a.m. – walked to the hospital and met with doctors and staff; noon – munched on a baleada, which consists of a tortilla stuffed with beans, cheese and montequilla; 1 p.m. – data analysis and Excel madness; 4 p.m. – setup/prepared meetings for the next day;

6 p.m. – went for a run with some of the nurses at the hospital.

WDI: What challenges did you face?

CHO: Not speaking any Spanish was probably the most difficult barrier that I had to overcome. I'm so thankful that the community in Sigua was patient with me. By the end of my stay, I could communicate with everyone well.

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

CHO: I was so surprised that the cuisine in Honduras is mainly tortillas, beans, and cheese. I thought the cuisine would be a little more diverse and a lot more flavorful, but it wasn't at all. In terms of work, I was pleasantly surprised by the warmth with which I was welcomed to Sigua. So many people were open and supportive.

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

CHO: My eyes were opened to the world of how things are run in a developing country. I would have never imagined it to be so different and in some cases debilitating. Learning how to navigate cultural differences and being patient in all circumstances were my two big takeaways.

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

CHO: When I went to the village's children's home, one of the kids gave me a friendship bracelet. I was so touched by that gesture. The kids live in need, and they still had the heart to share with a privileged foreigner. I couldn't have asked for a more precious keepsake from Honduras.

Colm Fay

// India

Abt Associates

WDI: Give a brief description of your work.

FAY: Develop a strategic plan for a Center of Excellence (CoE) for Market-Based Partnerships, an organization that seeks to develop private sector partnerships that aid in delivering preventative healthcare products and services to underserved markets in India. The CoE will focus on

USAID priority areas including maternal and child health, family planning, indoor air pollution, TB control and care, hygiene and safe water. The core of my internship involved carrying out a client needs assessment to understand the gap in the market for support services provided to multiple types of organizations including foundations, government agencies, multinational corporations, NGOs, and social enterprises involved in healthcare delivery at the base of the pyramid.

WDI: Give me an example of a typical day.

FAY: The day started at 9 a.m. where I made the five-minute walk to the office, checked in with colleagues and prepared for meetings during the day. I would typically try and have one meeting in the morning and one in the afternoon, because mostly this involved traveling across town and Delhi traffic makes it difficult to rush from one appointment to another. Meetings consisted of describing to the organization what we were trying to do with the CoE and trying to understand how the work that they did interacts with public health issues. Sometimes this would be easy, for example with VisionSpring, and sometimes it was a little more tenuous such as with IDE India. However, speaking to organizations outside of the traditional health areas was a great way to generate valuable connections with other sectors or to identify needs that were not obvious to others. Lunch was typically at the office where the conference room was turned into the cafeteria with everyone either partaking in a thali (selection of two or three curries, rice and roti) or bringing amazingly varied lunches from home in tiffins. After lunch, I hopped into an auto-rickshaw and traveled across town for another meeting and made it back to the office around 4 p.m. to debrief with colleagues and write up project notes. I typically left the office around 6 p.m. to catch up with the other interns or to touch base with family and friends in the U.S., which was just starting its day.

WDI: What challenges did you face?

FAY: The biggest challenge was trying to synthesize the inputs from multiple organizations and multiple types of organizations to come up with some coherent and consistent indicators on where the greatest needs were, and how to prioritize the activities of the CoE as a result.

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

FAY: What surprised me most was the seemingly paradoxical situation where there is a significant amount of donor or philanthropic funding that is targeting the health sector in India, but where social enterprises in the health space continue to experience funding gaps that result in a large number of failed enterprises. Diving further into this, it became apparent that funding alone isn't enough, that there are support services that are required by startup enterprises that are very difficult to come by in India.

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

FAY: Personally, it was fantastic to have the opportunity to spend three months living and working in a country that I have read about and studied so much. The additional context and understanding gained from being there day to day and really having the opportunity to more deeply understand the motivations and interests of people in India and the barriers they face to improving their lives will be hugely valuable as I continue in a career where I will be helping to develop solutions with them to some of their biggest challenges.

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

FAY: When we were on a visit to rural Uttar Pradesh, we stopped off in a village to talk to the elders. We were sitting around under a canopy as it rained and there was a rumor that an ASHA (Accredited Social Health Activist) was going to stop by to talk to us. I'd worked on distribution strategies for health products that leveraged the ASHA network in my previous internship and had



discussed them during the course of my work for this internship, but I had never met one. They were a mythical concept in my mind, almost superhero-like for their role in delivering healthcare to underserved communities. When she showed up, she walked through the dull rainy landscape wearing a sari in superhero green and black. Blew my mind. Plus, she was legitimately awesome in terms of how she went about her job.

John Moore

// India

GE Healthcare

WDI: Give a brief description of your work.

MOORE: I was part of GE Healthcare's Maternal-Infant Care marketing team. I performed preliminary market research on a neonatal medical device that GE is considering developing. By the end of my 12-week internship, I was expected to describe the clinical need and market case for investing in product prototyping and additional market research that will eventually lead to the launch of a new product.

WDI: Give me an example of a typical day.

MOORE: During the first half of my project, a typical day consisted of visits to 1-2 hospitals to speak with clinicians regarding their neonatal care practices. A Maternal-Infant Care sales representative typically escorted me, and while we traveled via auto-rickshaw or waited for the doctor we'd discuss dynamics in the Indian healthcare sector. During the second half of my project, I met with GE Healthcare engineers and marketers at GE's research campus in Bangalore to discuss the results of the interviews and what the clinical and business implications were for the product we were developing. I compiled this information into a presentation using GE's proprietary marketing software.

WDI: What challenges did you face?

MOORE: The biggest challenge I faced was learning about neonatal physiology and standard of care. Though I do not have much of a science background, I truly enjoyed the

opportunity to gain knowledge in a new area.

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

MOORE: My summer with GE Healthcare was exactly the type of emerging markets exposure I was seeking. Along with my work experience before business school, it serves as the basis from which I will continue working to promote positive financial and social impact.

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

MOORE: One day in Mumbai, I visited a very well-appointed private hospital staffed with world-class Indian doctors who were on the cutting-edge of their fields. On the same day, I visited a government hospital with significantly fewer resources and many challenges. The contrast posed interesting questions about development, business, and the role of the private sector in global public health.

Meeraj Thaker

// Uganda

University of Michigan's Male Circumcision Project

WDI: Give a brief description of your work.

THAKER: I spent the summer in Uganda working with a U-M team on the development of a medical device that seeks to improve safer outcomes of traditional male circumcision. Given that male circumcision has proven to reduce HIV/AIDS transmission rates, our goal was to make the traditional practice safer as a way to turn it into a culturally appropriate HIV/AIDS prevention strategy. My role was to demonstrate a path to commercialization for the device through the evaluation of community acceptability, manufacturing options, distribution strategies, and potential partnerships and funders.

WDI: Give me an example of a typical day.

THAKER: A typical day was spent holding meetings with various stakeholders across Uganda. This included traditional cutters and clan leaders in the rural communities in areas where the practice is predominant, NGOs that assist in safe male circumcision

programs, or circumcision experts at the Ministry of Health. Because I was a one-man show, I normally took public transportation so you'd see me on the back of a 'boda-boda' motorcycle or squeezed into a 'matatu' mini-bus with 12 other people crisscrossing Uganda.

WDI: What challenges did you face?

THAKER: The biggest challenge was getting honest feedback from stakeholders. My biggest concern was many people would tell me what I wanted to hear and not what they truly felt. Good information is hard to come by but the best way to achieve this was to build relationships and spend time in the community.

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

THAKER: The biggest surprise for me was how welcoming and open people were to the project's aim. I expected to meet a lot of resistance given the deep-root nature of the traditional male circumcision practice and perhaps not welcomed by certain segments of the community. But, in fact, the opposite happened. Many stakeholders acknowledged that there are problems with the practice and were looking for ways to make it safer while still maintain its cultural integrity.

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

THAKER: I really enjoyed the entrepreneurial aspect of the work. It was challenging at times having limited resources to achieve my goals but very rewarding to see that a concept designed in a U-M classroom has the potential to make a real impact in the developing world. While we're still not ready to launch the product, dedication, and hard work will hopefully allow us to see it through.

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

THAKER: So many memories, but the coolest was witnessing a lion hunt at Serengeti National Park in Tanzania. A few lions snuck behind our truck to take cover from a herd

of zebras at a waterhole and then sprung out for an attack. Luckily the zebras were on high-alert and able to escape (for another day!). It was amazing to witness the chase live.

Sean Morris

// Rwanda

Ruli District Hospital

WDI: Give a brief description of your work.

MORRIS: As a WDI fellow, I worked with the Ilangane Project to improve the community-based nutrition services offered by the Ruli District Hospital in the northern province of Rwanda. My work was very broad in scope, and included an evaluation of the hospital's community health worker (CHW) network, an assessment of the potential union of the HIV and nutrition programs, the development of a pilot farming cooperative to provide both food security for a nutritionally at-risk group, and to begin local production of fortified therapeutic foods for the nutrition center. I worked with a Rwandese public health student to survey CHWs, hold focus groups with HIV mothers, and conduct interviews and discussions with hospital staff members and project stakeholders in order to make cost-effective recommendations to improve the nutrition program.

WDI: Give me an example of a typical day.

MORRIS: The majority of my days were spent with the Ruli District Hospital health workers, either collecting surveys from CHW groups at nearby health centers, or observing CHW activities in the field. I spent a great deal of time interviewing hospital staff members, project stakeholders, community health supervisors, community members, and nutrition center patients. In addition to my internship responsibilities, I took the time to travel within the country, to visit the mountain gorillas, and to discuss public health challenges in Rwanda with my host, who was both the Ruli Hospital administrator, and the director of clinical services for the Ministry of Health in Rwanda.

WDI: What challenges did you face?



MORRIS: The greatest difficulties that I faced were those relating to transportation and language. Ruli's surrounding villages are widely spaced geographically, and observing the work of CHWs in the field typically required long walks over many hills. Traveling to surrounding health centers by road was also difficult, as the majority of rural regions in Rwanda lack paved roads. The first few weeks of my internship presented some frustrations as I was adjusting to language barriers. By the end of my internship, though, my patience developed dramatically, as did my French and Kinyarwanda language skills. Communication with non-English speakers became one of the most rewarding features of my internship experience.

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

MORRIS: I was amazed by the level of enthusiasm, motivation, and cheerfulness that I witnessed in the Rwandans that I worked with. I approached the experience with preconceived notions of the difficulties surrounding work in developing countries, but these ideas were quickly turned around when I met my first Rwandans. The vast majority of the people that I met and worked with on a daily basis were eager to improve their circumstances, and to work positively toward the development of their village and the region. This made for an extremely productive and effective internship experience. Everyone that I worked with went out of their way to make me feel welcome and safe at all times, and they were actively invested in the progress of my project.

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

MORRIS: In addition to providing me with a great deal of insight into my career direction, my experience in Rwanda helped me to develop a compassionate, patient, and sensitive perspective on work in international health. As I finish my master's degree in Public Health this year, I look

forward to the possibility of continuing to work with my WDI host organization, the Ilangane Project in Ruli. My experience working with the community nutrition program at the hospital helped me decide to pursue a medical degree in the next level of my education, which would allow me to make meaningful change in health care projects in emerging market settings.

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

MORRIS: Sadly, the memory that will stay with me the most was the loss of a patient in the nutrition center, with whom I had developed a particular closeness. I met Oliva, a one-month-old infant, and her mother Sarafina, who was only 18 years old, at a village screening while observing CHW duties. Oliva was severely malnourished and underweight for her age. Her malnutrition was the result of many antagonizing factors, and the severity of this case spurred hospital staff into an increased sense of urgency regarding the problem of malnutrition within their catchment area. The story of Oliva and her mother will remain with me forever, and I plan to cherish her memory by committing myself fully to international development work in the future.

Greg Thorne // Seattle/Bangladesh

PATH

WDI: Give a brief description of your work.

THORNE: I worked at PATH, an international NGO focused on technology-driven health interventions. Specifically, I supported expansion of PATH's rice fortification project into Bangladesh by performing a landscape analysis of the local rice industry and food fortification efforts. Based on my findings, I developed a comprehensive introduction strategy for bringing PATH's rice fortification project to Bangladesh, including identifying highest-potential intervention pathways and recommending key local partner organizations. To execute this combination of research, analysis, and strategic synthesis,

I conducted a lengthy series of consultations with relevant bodies such as the WFP and FAO, government ministries, local and international NGOs focused on nutrition, local research institutes, and private companies. To complement these meetings, I also utilized extensive review of prior research and performed some first-hand field research. Through the course of my internship, I was able to draw out the high-level operational structure of a chaotic and highly fragmented private rice industry and establish that high potential pathways existed for rice fortification through both the public and private sectors.

WDI: Give me an example of a typical day.

THORNE: Completing my project required a combination of meetings, field research, and secondary research. Consequently, most of my days formed some combination of these approaches. For example, I would spend my morning in a meeting at the Ministry of Food – struggling through traffic in both directions – then returning to my desk at the Helen Keller International office (which lent me workspace) to review findings from a previous day spent interviewing urban rice traders.

WDI: What challenges did you face?

THORNE: Most of the challenges I faced were logistical in nature. I needed to meet with a lot of organizations that PATH did not have preexisting contacts with, and reaching out to such organizations through emails or cold calls routinely failed to get me anywhere. As such, I ended up simply showing up at a lot of organizations and asking to meet with someone, which worked, so long as I could find the actual office. The street and address system in Dhaka is pretty terrible, so even when I got within the general vicinity of an office, I still ended up wandering around (in dripping heat) for a while before I (usually) found the location I was searching for. And, of course, no discussion of Dhaka challenges is complete without reference to the always-present, atrocious traffic.

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

THORNE: Honestly, the biggest surprise from my summer project was how well my project was received by the various NGO, government, and private sector individuals that I met with. Once I had explained how the rice fortification product worked, the reaction was near-universally one of excitement and encouragement. Of course, this positive reaction was normally moderated by discussion of the numerous difficulties associated with implementing rice fortification on a large scale, but drawing out such obstacles was essentially what I was trying to learn in such meetings. I expected that I would have to sell the benefits of the project harder, but the people I met with were open-minded and eager to consider new tools for addressing the country's severe nutrition deficiency.

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

THORNE: On the professional front, my project made a valuable contribution to my internship organization, in that it helped lay the foundation for PATH to expand rice fortification into Bangladesh. On an individual level, the internship was also immensely beneficial in that it reinforced my desire to pursue an international development career and provided me with critical experience that I can draw upon in future health-improvement efforts.

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

THORNE: One of the more memorable moments occurred during field work, when I huddled in the opening to a small mill with my interpreter and the mill operator and his family/staff during a thunderstorm. We talked about how the miller ran his business, with his wife and employees interjecting insightful comments and his children climbing over sacks of paddy. The smiles I saw at that mill were among the most open ones I encountered during the entire summer.

WDI hosted three guest speakers in fall 2011 as part of its Global Impact Speaker Series. The series features leading thinkers who work in emerging markets. The goal of the series is to spur discussion around development and developing country issues.



Daniella Ballou-Aares talks to students about creating change.

Having Good Intentions and Making an Impact

Daniella Ballou-Aares, partner and North American regional director for Dalberg, talked to students about what it takes to combine good intentions and skills to make an impact on the ground. Ballou-Aares was the WDI Global Impact Speaker on Oct. 12.

She created the Global Health Practice for the strategic consulting firm Dalberg and has been actively building the firm's presence in the sector over the past six years. She frequently facilitates board-level strategic planning processes, and has supported the creation of innovative global initiatives such as the Affordable Medicines Facility for malaria and the Pledge Guarantee for Health.

Ballou-Aares told the audience a story of an internship she had in Liberia many years ago. She was trying to implement changes in the education system thinking she would be making an impact, but a local woman told her nothing would change until the buying and selling of "conflict diamonds" from Liberia stopped. Ballou-Aares realized later the woman was right, and it started a journey for her on how to use her good intentions "for something meaningful."

She said she wanted to find out "how to decrease our time on things that don't matter, and increase our investment in things that do matter. At Dalberg, at least, we are increasing the likelihood that the work our clients are doing is actually creating change."

To achieve change, the firm built a global team and works with a broad range of sectors and clients, Ballou-Aares said. Dalberg's Pledge Guarantee for Health is an example of having an impact, she said.

The project addresses inconsistent delivery of health commodities such as HIV and malaria drugs with a new financing mechanism that enables African banks to extend credit to smooth donor funding flows.

"No new large, global funding mechanism was needed, just connecting a malaria program manager to a local bank and educating both sides," Ballou-Aares said.

One problem that remains for those trying to implement change is that too often those hoping to have an impact don't know if they are. Investments are made on the assumption of impact, Ballou-Aares said.

"One of the drivers of this (problem) is that we're really missing the feedback loop between those who are investing to make change and those they hope to affect," she said. "We spend too little time with customers."

A few reasons why this occurs is that it is often difficult to reach people in outlying areas, there is insufficient accountability if needs are not being met, and the term "aid recipient" is too passive and should be changed to "customer," Ballou-Aares said.

But technology, specifically mobile phones, is changing

that. Mobile phone penetration in developing countries is nearing 70 percent. This means customer information is not as difficult to get as once before, and demand for responsiveness is increasing.

Ballou-Aares said mobile phone technology could increase impact. Good information is now more readily available on how much medicine should be bought by pharmacies and drug shops. Distributors can use the technology to avoid stock-outs. Patients can register complaints if a doctor fails to show up at a clinic. And patients can use mobile phones to verify authentic medication.

Barriers, however, still exist. The public needs to see that reporting doctors that don't show up at clinics or counterfeit drugs at a pharmacy has an effect. And many of the projects using mobile phone technology have not been scaled.

Still, Ballou-Aares said she is hopeful.

"Even when we're in moments where there are a lot of factors that make development and making a contribution to the world challenging, we're still seeing an increased demand for responsiveness in the way that governments work, in the way international assistance works," she said. "It may, at times, be de-stabilizing, but it's very positive."

And she told the students that now is their time.

"I think it's all of you who are technology savvy, who want to do things in different ways, who understand business and who also want to change the world, who can find creative solutions that those of us in these institutions who have been working at them for a long time have often missed along the way," she said.

Combating Counterfeits

Ashifi Gogo, the founder and CEO of a venture-backed, for-profit enterprise that protects consumers from counterfeit medicines, said fake drugs kill 700,000 malaria and TB patients annually.

"Consumers, day in and day out, are being duped," said Gogo of Sproxil, Inc. He gave a talk, "Battling Counterfeit Medicines with Technology and Social Enterprise," on Nov. 29 as part of the WDI Global Impact Speaker Series.

Counterfeit, falsified, or poor quality drugs are some of the biggest threats to public health. According to some reports, a majority of the drugs sold in some less-developed countries are counterfeit. The computer technology available to forge labels and packaging has become so sophisticated and easily accessible that it is now possible to reproduce any label within hours in even the remotest corners of the world.

"The pharmaceutical market is an attractive target for counterfeiters because of higher margins and inability for the patients to verify the 'real' product," said WDI Director of Healthcare Research Prashant Yadav, who invited Gogo to the talk. "Ashifi and his company Sproxil attempt to solve this huge problem through technology and mobile phones."

Sproxil provides product authentication and supply chain consulting services to pharmaceutical companies. With a free text message, consumers can verify that their medication is not counterfeit. Pharmaceutical companies pay service fees to Sproxil for the increase in sales of genuine products. It enables consumers to participate in bringing an end to the \$75 billion trade in counterfeit medication, while putting manufacturers directly in touch with consumers to close the feedback gap in a cost-efficient scalable electronic way.

Gogo said the difference between a counterfeit bottle of medicine and the real one may be as small as 1 millimeter. Therefore, a patient suffering from the effects of an illness cannot be expected to be able to tell real from fake.

Because developing nations' supply chains are often broken or fragmented, counterfeit drugs are able to enter at multiple sources – from manufacturer to pharmacy.

Gogo said when he started thinking about an anti-counterfeiting venture, he thought about who really cared about having safe pills. The answers were the manufacturer and the patient. He started designing the venture with those allies in mind, to have the manufacturer mark packages and have patients authenticate them.

This created a domino effect. Once patients started to realize retailers were selling counterfeit drugs, they threatened to go elsewhere. This brought the retailers into the program too, Gogo said, further securing the supply chain.

The reason to use mobile phones for authentication was simple, Gogo said. Most people have them and no special equipment or training was needed. Gogo cautions that counterfeiters continue to try and stay one step ahead of Sproxil and other drug authentication programs. "The folks who are doing this are here to stay," he said.

"Technology is only one step," Gogo said. "Technology doesn't put handcuffs on counterfeiters. It's important to hand information over to the brand owners."



Top left: Ashifi Gogo; bottom left: Sproxil drug package; right: Luciano Oliveira.

Charting a Course in Emerging Markets

Luciano Oliveira, director of corporate strategy at Cummins, said the company – which is the largest independent manufacturer of diesel engines – always has had a global presence. But he was excited to join the company to build the next phase of growth.

"That was one of the reasons I joined the company," he said. "They said they needed someone who understood Latin America, someone to design the growth strategy for the region."

Oliveira was the WDI Global Impact Speaker on Nov. 17. Cummins initiated an internationalization strategy in the 1960s and 1970s when the company set up operations in China, India, and Brazil. Presently, Oliveira and his team are working to consolidate Cummins' presence in these markets while also planning its next growth markets – Africa, the Middle East, and some of the "Next 11" – Bangladesh, Egypt, Indonesia, Iran, Mexico, Nigeria, Pakistan, Philippines, South Korea, Turkey, and Vietnam.

In his role, Oliveira is responsible for the formulation of strategies and the development of new growth initiatives and partnerships covering all Cummins' business units (Engines, Components, Power Gen and Distribution) globally. Furthermore, he acts as a key liaison for the strategic development of business in Latin America.

Oliveira said it is a two-speed world, and the emerging markets are growing much faster than the mature markets. "About 4-5 percent faster," he said. "To me, these markets will become more and more important in the future."

While Oliveira and his colleagues look for growth in emerging markets, the BRIC countries (Brazil, Russia, India, China) and the Next 11, they also are looking at the next important regions. That includes Africa and the Middle East. "We are doing a lot of work to strengthen our ties there," he said. "We want to be present in these regions."

Demand in these growth markets is exploding, Oliveira said. A growing population will need shelter, transportation,

communication, water. And in order to have these things, trucks and buses and other equipment is required. "A lot of this equipment comes with diesel engines," he said.

Oliveira said Cummins is in a good position to capture this growth.

"We are very lucky because back in the 1960s the leaders at Cummins were able to identify the opportunity and invested in India," Oliveira said. "We've been in India since '62. In China since 1975, Brazil since '71.

"As our predecessors were kind to us, we are providing for the future as well. We are investing heavily in Africa. You have a lot of differences in the way they operate there. So we decided to split the continent into regions. We are establishing leadership teams that are region based."

Being in so many different regions requires Cummins to be flexible because of how operations differ.

"It's easy to think about maintenance and service in regions that are mature," Oliveira said. "If we go to new frontiers, what we have is very different in the way they operate the equipment, the way they maintain the equipment, the way they own the equipment. It's totally different, so we have to prepare for that."

Going forward, Cummins will focus on a few key areas. These include adopting a growth mindset, developing from a multinational to a global company, achieving supply chain excellence, and investing in leadership development.

"We will see growth in emerging markets and in new capabilities that we need," Oliveira said. "We didn't need a growth strategy in Latin America years ago. We need one now. We didn't need early stage engineering development in China years ago. We need it now."

"The company will be more and more global instead of being one company with headquarters in the U.S. We are going to be a strong company with strong leaders from different regions and a diverse environment."



calendar

E-marketing program for Eli Lilly

Feb 3 | Mexico City, Mexico

Goldman Sachs 10,000 Women: Group 7, Session 9 Business Plan Presentations and Graduation Ceremony

Feb 7-11 | Kigali, Rwanda

Goldman Sachs 10,000 Women: Group 8, Session 2 Operating a Business in Rwanda, Customer Care, Time Management

Feb 13-16 | Kigali, Rwanda

Goldman Sachs 10,000 Women: Reunion 4 & 6

Feb 14-15 | Kigali, Rwanda

Strategic Sales Leadership

Feb 21-22 | San Jose, Costa Rica

Goldman Sachs 10,000 Women: Group 8, Session 3 Marketing & PR

Feb 27-Mar 1 | Kigali, Rwanda

Goldman Sachs 10,000 Women: Group 8, Session 4 Budget & Financial Accounting

Mar 12-15 | Kigali, Rwanda

Strategic Project and Risk Management

March 22-23 | Bogota, Colombia

Goldman Sachs 10,000 Women: Group 8, Session 5 Financial Management & Loans

Mar 26-29 | Kigali, Rwanda

Negotiations

March 29-30 | Riga, Latvia

Goldman Sachs 10,000 Women: Group 8, Session 6 HR & Organizational Management

April 23-26 | Kigali, Rwanda

Spring SHRNE Workshop Social Media for HR Professionals

April 26-27 | Vienna, Austria

Strategic Implications and Applications of IT

May 16-17 | Santiago, Chile

Program for CEOs on Decision Making

May 18 | Santiago, Chile

Strategic Project and Risk Management

May 28-29 | Santiago, Chile

HR Professionals Program

May 30-31 | Riga, Latvia

Supply Chain Management

May 28-29 | Riga, Latvia

Logistics & SCM

May 3-4 | Panama City, Panama

Strategic Management Program

May 14-25 | Riga, Latvia

Operations Management

May 31-June 1 | San Jose, Costa Rica

Goldman Sachs 10,000 Women: Group 8, Session 7 Developing a Successful Business Plan

June 4-6 | Kigali, Rwanda

Goldman Sachs 10,000 Women: Group 8, Session 8 Cohort Consulting

June 25-26 | Kigali, Rwanda

Advanced Negotiations

June 26-27 | Bogota, Colombia

Strategic Account Management

June 28-29 | Santiago, Chile

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GlobaLens top sellers

[past 6 months]

- 1 Pricing Games: Sony PlayStation and Microsoft Xbox**
By Valerie Suslow and Francine Lafontaine, University of Michigan's Ross School of Business
- 2 Toll Brothers**
By Scott A. Moore, University of Michigan's Ross School of Business
- 3 Coke in the Crosshairs**
By Andy Hoffman, University of Michigan's Ross School of Business
- 4 Friction and Frustration at TMG, Inc: Leading and Motivating Teams**
By Scott DeRue, University of Michigan's Ross School of Business
- 5 A & E Shirts LLC: Assessing First Month Performance**
By Greg Miller and Hal D. White, University of Michigan's Ross School of Business
- 6 Cash Flow Statements: Financial Due Diligence for a Strategic Acquisition**
By Greg Miller and Hal D. White, University of Michigan's Ross School of Business
- 7 Inventory Gremlins**
By Greg Miller, University of Michigan's Ross School of Business
- 8 Understanding Macauley Duration: A Simple Explanation of a Complex Financial Concept**
By S S S Kumar, Indian Institute of Management-Kozhikode
- 9 Snapple Beverages**
By Robert J. Dolan, University of Michigan's Ross School of Business
- 10 The South Pacific Business Development Foundation: Fighting Poverty in Fiji**
By Philip Powell, Jacob Hiatt, Matthew Hutchens, Rocio Ortiz, Indiana University's Kelley School of Business

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