



In Full STRIDE

The pace of activities associated with the five-year Development Consulting Services (DCS) project in the Philippines known as STRIDE has increased dramatically over the last six months.

It has been a little less than a year since DCS, in partnership with RTI International, was awarded the major USAID grant in the Philippines. And after an unexpected delay due to a deadly November 2013 typhoon, DCS representatives have made several trips to the Southeast Asian island nation to meet with officials and hold workshops on business case writing and career centers.

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

DCS Director Khalid Al-Naif traveled to Manila for the project's official inauguration in late 2013. While there, he met with partners from more than 20 Philippines universities, Philippines industry leaders, officials with project partner RTI International and funding agency USAID, as well as other key local, private sector stakeholders to help determine the future direction of the STRIDE project.

CONTINUED ON PAGE 25 >

TAKING the HELM

PAUL CLYDE APPOINTED WDI PRESIDENT

WDI conducted a yearlong, global search for a new president for the Institute. In the end, the person we found was closer than we realized.

Paul Clyde, a member of the business economics and public policy faculty and director of the Living Business Models Initiative at Michigan's Ross School of Business, was named the new WDI president on June 30. He took over officially on July 1.

"As it sometimes goes, you end up finding the best person right here," WDI board chair and Ross dean Alison Davis-Blake said in introducing Clyde to the WDI staff.

Not that Clyde really needed much of an introduction. Since joining the Ross faculty in 1997, he has engaged with WDI on numerous fronts. He has been a WDI research fellow, led a WDI-Ross team on a USAID grant on curriculum development and program development at Ukrainian business schools, and participated in conferences in emerging markets on behalf of WDI – including lectures given in India, Poland, and Russia on competition policy, equity market issues, and health care.

More recently, he has concentrated on health care delivery in emerging markets. He was co-director of a WDI grant with the University of Michigan Medical School to work with hospitals on developing a financially sustainable model for serving the poor in emerging markets. He also has taught a travel-study course at Ross on rural health care delivery that was organized and partially funded by WDI (see page 38). Students in the course have worked with hospitals in China, Uganda, Rwanda, Democratic Republic of Congo, India, Haiti and Honduras.

Clyde also has sourced and led Ross student team projects that were organized and funded by WDI. And he has authored five business case studies for GlobaLens, WDI's publishing division.

"When I came to the University of Michigan in 1997, WDI was an important reason," Clyde said. "I even called WDI before accepting the job at Ross to see if I could work with them. The whole time I've been at Ross I've taken opportunities to work with WDI.

"So WDI has been at the front of my mind from the moment I came to U-M."

CONTINUED ON PAGE 15 >

table of contents

14



RESEARCH UPDATES

- 4 Base of the Pyramid
- 7 Healthcare

PROGRAM UPDATES

- 12 Educational Outreach
- 16 NextBillion
- 20 Development Consulting Services
- 26 Executive Education

SUPPORTING INTERNATIONAL ACTIVITIES

- 31 Speaker Series
- 32 Multidisciplinary Action Projects
- 35 Internships
- 38 Travel-Study
- 40 WDI Calendar

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.

Cover photo of Paul Clyde: Scott Soderberg. Photos on pages 5, 7, 22 and 23 courtesy of Creative Commons. Photo on page 35 and "Elderly Women's Dance" on page 36 courtesy of Jodi-Ann Burey. Photos on page 37 courtesy of Emanuel Ott and Lauren Farwell.

25 years ago

development economics didn't show much promise. India had yet to go through its liberalization. There were no transition economies. The Asian economy of note was Japan, not China. Latin American economies cycled through periods of growth followed by periods of significant decline, and African economies seemed truly hopeless.

A few years later, in 1992, the William Davidson Institute was created to do something few, if any other, institutions at the time were doing: champion the role of private sector solutions to transition markets.

I first learned about WDI in 1993 while I was in Washington, D.C. I was an economist with the U.S. Department of Justice, and had just served as an advisor to the Czech and Slovak governments the preceding year. Most economic development institutes at that time were focused on public policies. My experience convinced me that the best policies in the world were no substitute for a thriving private sector. WDI caught my attention because of its private-sector approach.

Much has changed over the past 20 years. We have moved beyond thinking about transition economies as a separate category and they are now part of emerging or developing economies. There are now many organizations focused on private sector development in emerging markets. And, perhaps most importantly, there is not just hope that the private sector can play a role in economic development, there are concrete examples.

Bill Davidson effectively anticipated many of these changes and the reason for them in 1992 when he founded WDI. His vision for a thriving private sector leading economic development remains on point today. As a result, WDI has been able to impact emerging markets by capitalizing on its legacy and its position within the University of Michigan.

Few institutes can call on the lessons learned from more than 20 years of experience working in the private sector in emerging markets. Few universities have the breadth and quality of University of Michigan schools — including medicine, nursing, law, engineering, public health, and business. Add to that WDI's partnerships worldwide, and the Institute will undoubtedly continue to contribute to economic development through the creation of knowledge and application to the private sector.

One of the major reasons I came to the University of Michigan in 1997 was the opportunity to engage with WDI. I became a research fellow and participated in projects and conferences on behalf of WDI. I also have taught a travel-study course partly sponsored by WDI (see page 38) and have sourced and led several student project teams from the Ross School of Business that were organized and funded by WDI. It has been an important relationship in my career.

I am honored to serve as president of WDI and build on the Institute's reputation and experience. Already known for its work in health care, BoP and education programs, WDI uniquely bridges the gap between research and the private sector in an increasingly receptive business community.

Multinational firms recognize growth opportunities in some of these emerging markets, but are hesitant to do much until they see concepts proven. Some smaller businesses have even more appetite for engaging emerging markets, but lack the experience and training. Other institutions recognize the importance of market-based solutions to distributing products and services and are looking for new ones.

WDI has played, and will continue to play, an important role in these areas. WDI also will look for opportunities to integrate more fully with partners by developing and testing business models, and engaging more students and faculty in creating and executing market-based solutions.

I am excited about the opportunities before us, and ask that you join us on this journey. You can stay up to date with the latest WDI news at our website, www.wdi.umich.edu, and on Twitter at [@wdi_michigan](https://twitter.com/wdi_michigan).

Sincerely,



Paul Clyde
Tom Lantos Professor of Business Administration



The Base of the Pyramid (BoP) Research Initiative, under the direction of Dr. Ted London, has continued to expand its impact and influence by generating new intellectual capital, implementing field-based projects, and hosting cutting-edge workshops. We are engaged in Africa, Asia, and Latin America, working with companies, non-profits, development organizations, and foundations to enhance the development of specific BoP enterprises and to support the growth of the overall BoP domain.

Fay Rejoins WDI to Lead Summit Roadmap Activities



Colm Fay, a former WDI research assistant and two-time Global Impact summer intern, has rejoined the Institute. He will work with the BoP Research Initiative to build further momentum around the ideas and partnerships presented in the BoP Roadmap, which was developed in the aftermath of WDI's recent BoP Summit, including working with funders interested in supporting follow-on activities proposed in the roadmap. Read more about the summit at: <http://nextbillion.net/bopsummit/>

Fay has experience in business model design, capacity building and assessment, market based partnerships for health, supply chain innovation for global health, social entrepreneurship and impact investing.

Fay received his undergraduate degree from Trinity College, and worked for Accenture in Ireland for six years before attending graduate school at the University of Michigan. In addition to his MBA from Ross, he also has an MS in Natural Resources from the School of Natural Resources and the Environment.

He has more than eight years' experience in project management in both financial services and international development sectors, and has worked on development projects focused on Ethiopia, India, Indonesia, Kenya, Malawi, Nigeria and Uganda.

"Colm brings knowledge, passion, and expertise in the area of BoP enterprise development," said Ted London, WDI's director of BoP research.

BoP Impact Assessment Article Voted "Best Paper"

An academic article authored by BoP Research Director Ted London, WDI Impact Assessment Program Manager Heather Esper, and WDI Research Associate Yaquta Kanchwala Fatehi has been accepted as a best paper and will be published in the 2014 Proceedings of the Academy of Management (AOM) meeting.

The article, "Exploring the Links Between Business Strategy and Social Impact: Comparing Poverty Impact Profiles," was developed

from the summary article for the Bernard Van Leer Foundation project that assessed impacts on children across six ventures.

Additionally, Esper presented research findings from the VanLeer project at the Subsistence Marketplaces Conference titled, "Consumption and Entrepreneurship in Subsistence Marketplaces: Spanning Geographies and Substantive Domains" at the University of Illinois in June.

TALKS, PAPERS, AND BOARDS



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 around the world. London uses these events as opportunities to share WDI's latest research and to influence the overall development of the BoP domain. Some recent activities are highlighted below:

- In March, London gave keynote lectures at Tel Aviv University's Recanati Business School and at Israel's Export Institute on business strategies for the BoP.
- While in Israel, London also taught a three-day MBA course, Business Models for the Base of the Pyramid, at the Sofaer International MBA Program, Recanati Business School.
- At a World Bank event in February, London delivered a keynote address on revisiting the notion of a "fortune at the base of the pyramid." After London's remarks, panelists from the World Bank, International Finance Corp., the Aspen Network of Development Entrepreneurs, Coca-Cola, and American Standard discussed whether the BoP remains a viable idea or has become a reality.
- London has contributed a chapter for a forthcoming book in which he shares his experiences teaching the next generation of leaders in the BoP domain. He draws on his more than 10 years experience teaching his BoP course to MBA students at the Ross School of Business and the Kenan-Flagler Business School at the University of North Carolina.
- London was the keynote speaker at a strategy retreat in Modena, Italy for global food packaging company Tetra Pak on shaping innovative business models.
- London and several colleagues will have the paper, "Convergent Innovation for Sustainable Economic Growth and Affordable Universal Healthcare," published in an upcoming issue of the *Annals of the New York Academy of Sciences*.
- WDI Senior Fellow Ted London spoke in May about better understanding the immense opportunities at the base of the pyramid at the inaugural Ross Positive Business Conference.
- London recently was invited to join the advisory board for the UNDP Istanbul International Center for Private Sector in Development. He also became a founding member of the Editorial Review Board of the *Annals of Social Responsibility*.

Partnership with the School of Social Work Continues to Flourish



The collaboration between WDI, Ross, and the School of Social work at U-M has been on-going for more than four years. School of Social Work Professor Andy Grogan-

Kaylor has played a key role in the project the BoP initiative has with Danone in Mexico. Grogan-Kaylor has played a key role in the survey design and analysis of the incoming data.

This work comes on the heels of Grogan-

Kaylor's engagement with WDI's London and Esper in their work with VisionSpring in India. This latter collaboration has yielded a recent publication and a promising working paper. The paper "Connecting poverty to purchase

in informal markets" by London, Esper, Grogan-Kaylor and Ivey Business School's Geoff Kistruck was published in the *Strategic Entrepreneurship Journal* in early 2014.

WDI Awarded Contract to Measure Impact in Kenya

WDI's BoP Impact Assessment program has begun work on a newly awarded, multi-year project to measure the impacts on farmers who use compost manufactured by TakaTaka – a Kenyan social enterprise.

WDI will use the BoP Impact Assessment Framework to understand the key impacts on farmers, identify key indicators to quantify impacts, develop a survey tool, and collect and analyze impact data.

The project, "Closing the Urban-Rural Nutrient Cycle: From Waste to Increase Agricultural Productivity," is in partnership with the U.S. Agency for International Development's Development Innovations Ventures group. The overall goals of the project are to create a market for organic fertilizer - compost - produced by TakaTaka Solutions, and develop adequate access to quality input

products for small-scale farmers through the Farm Shop franchise system.

Kenya's agricultural sector is predominantly made up of small-scale farmers who account for 75% of total agricultural production. However, in the past 20 years, the agricultural sector in Kenya has performed dismally. Two reasons for this are declining soil fertility and lack of adequate distribution networks.

Addressing soil fertility by promoting organic fertilizer will increase productivity and will help fuel the next green revolution in Africa. The project will address these issues through a holistic approach of sourcing urban waste, composting and selling high quality organic fertilizers through a growing network of agro-dealers.

WDI will conduct a holistic qualitative assessment of potential multidimensional



Composting production in Africa

poverty impacts on farmers through literature reviews, discussions with agriculture experts and a field visit to conduct qualitative interviews with project stakeholders including farmers, staff, partners, and relevant members of the community to identify additional potential impacts on farmers.

The qualitative research will inform the research design and the development of a quantitative survey to capture the changes in prioritized potential impacts on farmers.

Farmers and a comparison group will be interviewed at two points in time to assess the impact of compost on those that use it.

Data Collection Continues in Danone Project in Mexico City



Semilla sales associates

Baseline data collection of more than 800 individuals that began in May is continuing this summer in Mexico City. The data collection is part of WDI's three-year impact assessment project of the social venture, Semilla, supported by the Danone Ecosystem Fund.

Danone asked WDI to assess the impact that Semilla has on its salespeople who sell yogurt door to door in various communities in Mexico City. The company recruits women and men from low-income households that have little or no education and have difficulty finding employment. With the support of the

local NGO Cauce Ciudadano and Ashoka's Social Entrepreneurs Network, Semilla also provides life-skills and sales training to the women.

Heather Esper, program manager for impact assessment at WDI, traveled to Mexico City in January to pre-test the survey content using cognitive interviews. The pretest helped ensure that the intended meaning of each question was clear to the population being surveyed and allowed WDI to assess the respondent's level of understanding when answering the questions. The WDI research team then used the results from the cognitive

interviews to tailor the language, format, and reduce the length of the survey.

In March, Esper and Yaquta Kanchwala Fatehi, WDI's research associate in the impact assessment program traveled to Mexico City to pilot the updated survey. The pilot served as an opportunity to test survey logistics and do a final dry run before baseline. The pilot also included testing the screening mechanism for the comparison group using selection filters of key characteristics of Semilla salespersons and implementing the survey to Semilla's newly hired salespeople.

In May, Fatehi traveled to Mexico City to oversee the start of baseline data collection. This included re-training interviewers using role-play techniques as well as de-briefing with each one post their first completed interview with a salesperson and/or a person from the comparison group.

In addition to Esper and Fatehi, the research team consists of: WDI Senior Research Fellow Ted London; University of Michigan Professor Andy Grogan-Kaylor; University of Illinois Professor Madhu Viswanathan; and York University Professor Geoff Kistruck.

WDI Hosts Impact Assessment Webinars; Workshop Next

WDI'S IMPACT ASSESSMENT PROGRAM DELIVERED THREE WEBINARS FOR ORGANIZATIONS LOOKING TO BETTER UNDERSTAND AND MEASURE THEIR TRUE IMPACT ON POVERTY ALLEVIATION.



Heather Esper leads the first webinar.

WDI's BoP Impact Assessment program delivered three webinars—one each in May, June and July—for organizations looking to better understand and measure their true impact on poverty alleviation. During the webinars, Heather Esper, WDI program manager for impact assessment, Yaquta Kanchwala Fatehi, WDI research associate for impact assessment, and guest speakers from Grameen Foundation, SolarAid and Danone Ecosystem Fund introduced the concept of measuring multiple dimensions of impact through qualitative and quantitative methodologies.

The webinars will be followed by a hands-on Impact Assessment Workshop on October 22-24 in Ann Arbor, Michigan. The goal of the workshop is to help attendees develop customized action plans to measure their organization's multi-dimensional impacts on poverty alleviation.

Although the webinars and the workshop fit together, it was not necessary to attend the webinars in order to participate in the workshop. Rather, the webinars were meant to introduce attendees to the value of capturing multidimensional poverty impacts and demonstrate how to do so qualitatively as well as quantitatively through real world project examples.

On the other hand, the workshop provides an opportunity for attendees to learn technical concepts such as power calculations, as well as gain one-on-one guidance from experts, said Esper. (Find more information at: <http://bopworkshop.com/>).

The workshop will be similar to those delivered last year by the WDI team in Johannesburg and New York, as well as to past workshops in Ann Arbor in 2010. Continued interest and practitioner demand remain high for these workshops, Esper said.

Measuring a venture's impact in an accurate and timely manner is crucial to that venture's success, she said. Many organizations struggle to capture a complete picture of what is going on inside the organization, including positive and negative outcomes for its stakeholders. This reduces organizations' ability to course correct to better meet their stakeholders' needs. It also creates difficulty in showing investors the positive socio-economic effects promised.

"Robust assessment is necessary to enhance your venture's positive impacts, reduce or eliminate any of your negative impacts, and sustain and scale your business," Fatehi said.

The webinar series was targeted to development practitioners, managers of social enterprises, impact investors, CSR

managers, and evaluation officers. More than a total of 550 people registered for the three webinars. Additionally, video replays of the webinars have been viewed more than 230 times so far. (The slide decks and videos of all three webinars can be found at: <http://wdi.umich.edu/research/bop/webinar2014>)

The free, hour-long May 28 webinar explained the importance of not only measuring the economic impact of a venture, but also changes in capabilities (i.e. knowledge, health, aspirations, self-esteem, empowerment, etc) and relationship well-being (status, social support, social networks, violence, local environment, etc) of local stakeholders namely buyers, sellers, and communities. Such assessments provide a complete picture of a venture's impact. Julie Peachey, director of social performance management at the Grameen Foundation, was the guest presenter for this webinar. Peachey shared examples of how Grameen's PPI model is used in evaluations.

The June 17 webinar focused on qualitative methods to assess multidimensional impacts on all local stakeholders. WDI shared how to do so using WDI's "Focusing on the Next Generation: An Exploration of Enterprise Impacts on Child Poverty" project work with the Bernard van Leer Foundation. The project

entailed qualitatively assessing the poverty impacts of six different ventures across sectors and geographies: Patrimonio Hoy, Sanergy, SunnyMoney, Honey Care Africa, Villa Andina and Penda Health. Kat Harrison, director of research and impact at SolarAid, joined Esper and Fatehi for the webinar. Harrison reviewed how the SolarAid's SunnyMoney venture uses qualitative assessments in monitoring and evaluation (M&E) processes and shared some best practices on the same.

The third and final webinar of the series held on July 18 detailed quantitative methods to assess multidimensional impacts. Attendees learned how the Impact Assessment Framework was applied to Danone Ecosystem Fund's Semilla project. Jean-Christophe Laugee, social innovation and ecosystem director at Danone, was a guest presenter. Laugee shared details on the different impact studies that Danone Ecosystem is carrying out through partners.

The strength of these techniques is that they can be used across many business sectors and geographies, and have been successfully tested and executed by WDI. The framework, developed by WDI Senior Research Fellow Dr. Ted London, was featured in the *Harvard Business Review*.

The Healthcare Research initiative uses research and business knowledge to help increase access to essential medicines, vaccines, and other health technologies in developing countries. Our research looks to better understand key levers in global drug markets to lower prices and increase supply reliability, design better supply chains, and identify factors that will increase adoption and uptake of new medicines and vaccines. We are engaged in several research projects around the world, partnering with large philanthropic agencies, multilateral and bilateral development aid agencies, developing country governments, and private companies. We also collaborate with other WDI initiatives, including Base of the Pyramid Research, Educational Outreach, and Development Consulting Services, on various projects.



Learning from Coca-Cola

With its product available in 200 countries worldwide—from the biggest, bustling cities to the most rural, dusty villages—Coca-Cola exemplifies a successful supply chain. Its efficiency in delivering its product to 20 million retail points of sale weekly in developed—as well as developing—countries is something that businesses big and small want to replicate.

That is why for years firms have examined Coke's operations—distribution, plant logistics, marketing, supply chains—to unearth “best practice” nuggets to better help them run their organizations.

Global healthcare is no different. People often ask why Coke can deliver a bottle of soda to the remotest villages of Africa, yet governments and nonprofits struggle to do the same with essential, life-saving medicines.

It is no surprise, therefore, that more and more organizations that work in healthcare are turning to the soft drink giant for advice and examples of how to do things better. There is a growing recognition that there are opportunities for two-way learning between

the public and private sector. WDI's Healthcare Research Initiative has been at the forefront of developing this thinking. Research director Prashant Yadav has written about this and has advised large philanthropies and multilateral agencies on this issue.

A few recent partnerships between Coke and global health organizations have now emerged and show how this collaboration can benefit the wellness of a region or country.

In 2010, the Coca-Cola Company started a project supported by the Bill and Melinda Gates Foundation and the Global Fund to transfer core expertise to Tanzania's Medical Stores Department, the agency which distributes medicines across the country. Accenture Development Partnership (ADP) worked closely with the soft drink company to incorporate Coke-like performance management, monitoring and evaluation, and planning methods into the government's medicine supply chain.

In Mozambique, the Clinton Health Access Initiative is working with Coca-Cola and the government of Mozambique to bring Coke's

expertise in transport planning into the country's public medicine distribution system.

ColaLife, a social enterprise in Zambia, uses the distribution networks and incentive systems that Coca-Cola and other Consumer Packaged Goods (CPG) companies use, to leverage private sector supply chains for distributing oral rehydration salts and zinc supplements to the farthest regions.

And in Ghana, Coke is teaming up with ADP. This time, the two plus the Ghana Health Services (GHS) is working on the Last Mile Partnership for Equipment Maintenance Improvement in Ghana.

Coca-Cola has more than 15,000 fridges in Ghana that are nearly 100 percent operational due to rigorous preventive maintenance performed by a team of technicians. The repairmen are equipped with tools, a vehicle, spare parts, performance targets and standard operating procedures.

On the other hand, GHS has many cold vaccine refrigerators at health clinics and hospitals that do not work. ADP, Coke and GHS set up a pilot project in seven districts

in Ghana's Volta region in which Coca-Cola and GHS technicians traveled together to service the Coke coolers and repair the vaccine fridges. During a five-week span, 57 pieces of equipment in 50 different facilities were fixed.

After the pilot was completed, it became important to carry out a careful external evaluation to better understand the impact of the partnership model. This included which elements of Coca-Cola's strengths (expertise, institutional best practice, or knowledge of market actors) contributed to each of the outcomes achieved and which key success factors enabled (or can enable) institutionalization of such best practice sharing.

WDI was asked to evaluate the project so areas with the highest potential to improve performance of public sector delivery through commercial best practice sharing can be identified.

“We hope this partnership and others will seed a broader discussion on commercial partnership models in healthcare delivery and supply chains,” Yadav said.

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

Modeling Important for Impactful TB Regimens

Multidrug-resistant Tuberculosis (MDR-TB) is a form of tuberculosis (TB) that is resistant to the first line of anti-tuberculosis medications. Resistance to first line treatment occurs when the TB bacteria can withstand the attack of the drug and can pass on that ability to resist treatment to the next generation of bacteria. Inappropriate treatment or improper use of the anti-tuberculosis medications remains an important cause of drug-resistant tuberculosis. Drug-resistant TB is costly and lengthy to treat. If the treatment regimen used to treat MDR-TB is not selected thoughtfully, an even more severe form of TB, extensively drug-resistant TB (XDR-TB) emerges.

However, excess fragmentation across MDR-TB drug markets, as well as limited evidence to support a high degree of treatment

individualization, means that regimens used in many countries are not optimal.

In a given setting, the optimal MDR-TB regimen will require consideration for existing TB drugs, drug resistance, and regimen success. Therefore, careful analysis is needed to establish the optimum drug regimen for each epidemiological context.

Mathematical modeling serves as a useful tool to guide decision-making for harmonizing regimens in countries with varying degrees of drug susceptibility testing (DST). While many mathematical models attempt to accurately capture TB transmission dynamics, they do not account for the dynamics of the markets for the drugs utilized in the regimen. By incorporating market related factors, existing models can be applicable for

realistic decision-making in this context.

WDI, along with Ravi Anupindi of the University of Michigan Ross School of Business, and Nimalan Arinaminpathy of Imperial College London will build an epidemiological model that can estimate mortality and morbidity, individual patient benefits, reductions in transmission, and changes in market variables such as price for a given treatment regimen. The project will focus on India, which has a high MDR burden and where Arinaminpathy has been conducting TB research.

The model will employ a deterministic, compartmental framework to capture the transmission dynamics of drug-sensitive and drug-resistant strains, as well as the generation of drug resistance. Using data from the World Health Organization and other sources, the

model will be calibrated to the TB transmission dynamics in India for incident and estimated cases. A central feature of the model will be to capture the population heterogeneity that gives rise to the use of different regimens: for example, the demography in India, and the existing profile of drug resistance in the population.

The project team features a complementary set of skills across organizations ideal for creating a model that accounts for both the epidemiological impact and market impact of harmonized MDR-TB treatment regimens. Arinaminpathy has broad and extensive experience in epidemiological modeling, while WDI and Anupindi provide extensive knowledge of pharmaceutical supply chains and global market dynamics for MDR-TB products.

WDI, U-M Mark World Malaria Day with Forum



From left: Mercedes Pascual, Prashant Yadav, Mark Wilson

On April 25, WDI hosted a World Malaria Day event at the Michigan Union featuring plenary speakers and research presentations on topics ranging from malaria prevention to smoothing out supply chains for delivery of anti-malarial medicines.

The University of Michigan Medical School's GlobalReach initiative and the U-M School of Public Health's Global Public Health initiative sponsored the event along with WDI. More than 50 people attended the event, including faculty and staff from across campus as well as students.

The World Malaria Day Forum featured opening remarks by WDI Director of Healthcare

Research Prashant Yadav. He said he imagines a parasite snickering at the thought that malaria is only an epidemiology problem or a business problem.

Instead, Yadav said, malaria is a problem that everyone—from the medical and public health communities to the business community—must tackle together. Multidisciplinary cooperation at U-M and across the world is needed to address malaria.

The first of the two plenary speakers was Mark Wilson, a professor of epidemiology at U-M's School of Public Health. Wilson's talk was titled, "Challenges to Malaria Prevention: Determining Who is Infectious to Interrupt

Transmissions." He described the multiple parasites that cause malaria as well as the different treatment resistant strains of the disease. He also discussed a research project of his in Malawi that is targeting "silent" carriers of malaria who show no symptoms but spread the disease.

The second speaker, Mercedes Pascual, is a professor of ecology and evolutionary biology at the U-M Medical School. Her talk was, "Insights on Malaria Trends: Climate Change, Poverty Traps & Synergies in Control." She discussed the elements of climate change and how they impact malaria.

Following the plenaries, there were five presentations that featured researchers from WDI and U-M who are studying different aspects of the prevention, treatment, and cure for malaria. They were:

- **Plasmodium vivax malaria and relapse treatment: Insights from a Seasonal Epidemic System** // Manojit Roy, Howard Hughes Medical Institute

- **An Evaluation of Factors Affecting Anti-Malarial Drug Quality in the Private Sector** // Anne Fitzpatrick, PhD candidate, U-M School of Economics & School of Public Health
 - **Estimating In-Country Costs of Getting Artemisinin Combination Therapies & Rapid Diagnostic Tests to Health Facilities** // Brittany Johnson, WDI
 - **Optimal Coverage at Minimal Cost: A Dynamic Modeling Approach to Simultaneous Allocation of Multiple Anti-Malaria Interventions** // Beatrix Balogh, M-Cubed project team member and WDI
 - **Exploring Semi-Batch Production of Artemisinin for Artemisinic Acid** // Denise Cherba, Emily Carroll, Victor Pan, Ning He, U-M Chemical Engineering
- Videos of all the presentations are available at <http://wdi.umich.edu/research/healthcare/malaria>

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

Yadav, Smith Author Chapters of Health Encyclopedia

Prashant Yadav, WDI's director of healthcare research, and Lisa Smith, WDI research specialist on access to medicines, wrote two chapters for the just-published *Encyclopedia of Health Economics*. The two chapters were on pharmaceuticals and national health systems, and pharmaceutical distribution in emerging markets.

The encyclopedia offers students, researchers and policy makers objective and detailed empirical analysis and reviews of current theories and policies. It helps practitioners such as health care managers and planners by providing accessible overviews into the broad field of health economics, including the economics of designing health service finance and delivery and the economics of public and population health.

In the chapter on pharmaceutical company strategies and distribution systems in emerging markets, the authors discuss how leading pharmaceutical companies are rethinking their strategies for growth in emerging markets due to decline in research productivity, a large number of patent expirations, and pressure for cost containment from major payers.

Emerging markets now represent a significant portion of the global pharmaceutical market, and are growing at much faster rates than the more mature developed-country pharmaceutical markets. Pharmaceutical markets in emerging markets tend to be very different than developed markets with private sector out-of-pocket expenditures leading financing in Asia, some parts of Africa, and Latin America.

Additionally, publicly funded medicines tend to be more prominent in other emerging market regions, especially within the African context. The nature of the distribution system used for pharmaceuticals in emerging markets is different from developed-country pharmaceutical markets in several ways. Successful growth strategies for emerging markets will depend on expanding the reach of supply chains as well as increasing its overall efficiency.

In the chapter on pharmaceuticals and national health systems, Yadav and Smith point out that despite an increase in spending on health in many low- and lower-middle income countries, there remains an inequality of spending on pharmaceuticals across countries and consistent access to medicines is still a challenge.

An optimally designed health system will operate at a high level of technical and allocative efficiency. In this form, pharmaceuticals may be purchased and distributed at the lowest cost possible and the most appropriate set of pharmaceuticals will be provided to serve the needs of each specific population. To achieve these goals, elements of financing, procurement, distribution, and provision of pharmaceuticals must be effectively aligned.

The authors discussed some of the most common forms of financing—private prepaid funds, revolving drug funds, private healthcare insurance—and purchasing—decentralized models and international pooled procurement. They also discussed the pros and cons of different levers to manage the prices of medicines, from regulating wholesale and retail margins to developing a domestic market for pharmaceutical production.

The final step—distribution—often takes place through a combination of the public and private sector, and NGOs and faith-based organizations. Fragmentation within each of these sectors and across sectors often equates to poor information flows and lack of transparency in the distribution chain. Improvements and investment in national healthcare distribution systems may facilitate more consistent availability and affordability of pharmaceuticals.

Unclogging the Bottlenecks

Results-based financing for health refers to any program that transfers money or goods to patients when they take health-related actions—such as having their children immunized—or to healthcare providers, when they achieve performance targets—such as immunizing a certain percentage of children in a given area.



The World Bank project aims to improve product management at drug warehouses like this one in Haiti

The Health Results Innovation Trust Fund (HRITF) is a multi-donor trust fund created by the World Bank in 2007 to support results-based financing (RBF) approaches in the health sector. Since its inception, the HRITF has supported 36 RBF programs in 31 countries. Data and evaluations from HRITF-supported programs show that RBF approaches are increasing coverage and quality of key maternal and child health services, and also making country health systems more efficient and accountable.

But there are concerns that system bottlenecks related to poor availability of drugs and medical commodities are constraining RBF programs. Designers of RBF programs have limited information about supply chain bottlenecks and options to improve the flow of commodities.

In response to this need, the World Bank asked WDI to develop a framework to assess supply chain performance and distribution bottlenecks specifically in RBF programs. While supply chain reform in many countries is a complex process with challenging political economy dynamics, this project focused on measures that can be taken to improve product availability in RBF programs in the short to medium terms while being cognizant of long term supply chain reforms.

To conduct this assessment, the WDI team

consisting of research associate Brittany Johnson and research director Prashant Yadav created a two-part tool. The first part was a model to diagnose which part of the supply chain is creating the most significant bottleneck. The second part was a diagnostic to define the primary issues responsible for the bottleneck and make recommendations to address these. The recommendations included areas where incentives tied to performance indicators could lead to better performing supply chain systems.

"This report is intended as a guide for RBF implementers to assess and address supply chain bottlenecks in country," Yadav said. "As a guide, this tool is intended to lead implementers through some of the more common issues. Implementers must keep in mind the context of how product pipelines are interconnected at all levels."

Prashant Yadav presented the preliminary concept of the assessment tool at a RBF partners meeting in Buenos Aires, Argentina, and led a session to share global knowledge, best practices and potential opportunities of supply chain issues in health care.

The WDI Healthcare Research Initiative team is now working to field test this tool in 1-2 countries. Brittany Johnson traveled to Haiti with the World Bank team for the first field test of the developed tool.

To stay updated on the latest thinking and best practices in the global healthcare field, members of the research initiative team occasionally attend conferences and symposia around the world, and contribute articles to leading health care publications. Here are a few examples.

Hotte Participates in High-Level Malaria Elimination Meeting



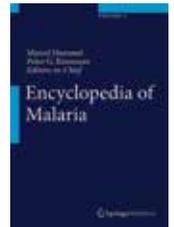
Research specialist Nora Hotte attended a meeting in March to discuss the rollout of single, low-dose primaquine, a prescription malaria drug, to interrupt malaria transmission in Africa, which is critical for countries pursuing elimination. The drugs currently used are primarily for clinical cure of malaria whereas primaquine is an anti-malarial drug which interrupts malaria transmission and can be an important tool in elimination of malaria.

The meeting discussed updates and new information related to efficacy and safety of low-dose primaquine, identified persisting knowledge gaps, and developed new research and policy priorities for the next several years. Of particular importance to WDI was the discussion around drug supply and regulatory issues for the low-dose medicine primaquine since this could impact the global community's forecasting expectations under different scale-up scenarios for the drug in the future.

HRI Team Contributes to Malaria Encyclopedia

Yadav, along with WDI research associates Sarah Alphas and Nora Hotte, wrote a chapter for the Encyclopedia of Malaria. The chapter, "Parasite-Based Diagnosis and Its Impact on Health Systems," provides an overview of the current landscape for parasite-based diagnosis for malaria and outlines the benefits for the health system of further scale-up.

The authors wrote: "Scaling-up access to parasite-based diagnostic testing for malaria is essential for achieving further gains in the reduction of malaria transmission, morbidity, and mortality. Even more, the overall health system in endemic countries will benefit from improved health outcomes for febrile patients, reduced overconsumption of expensive malaria medicines, minimized drug pressure that could contribute to drug resistance, and increased surveillance of disease burden."



WDI HRI Team Attends CPhI China 2014



In June, team members from the Healthcare Research Initiative attended the leading pharmaceutical trade show, CPhI China in Shanghai. During the event, the team held meetings with active pharmaceutical ingredient (API) and finished pharmaceutical product (FPP) manufacturers in three therapeutic areas – malaria, HIV/AIDS, and tuberculosis. Conversations were intended to discuss ways to strengthen active pharmaceutical (API) markets for products in these therapeutic markets as part of the initiative's ongoing work with UNITAID.

Article Examines Procurement Practices

Yadav and research associate Leslie Arney wrote an article on how framework agreements as a strategic procurement practice used by the U.S. federal government that may also be suitable for global health supply chains.

The article, "Strategic Contracting Practices to Improve Procurement of Health Commodities," examines how practices such as flexible, pre-established framework agreements can improve timeliness, cost of procurement, and help improve commodity security. Addressing legislative barriers and building technical capacity in contract management may facilitate the use of such practices, the authors wrote.

"Additional, comprehensive research on the use of framework agreements for the public procurement of health commodities in developing countries is warranted," they wrote. "Highlighting successful use of framework contracts in sub-Saharan Africa may encourage additional countries to adopt more strategic contracting practices."

Smith Takes Part in TB Course



Research specialist Lisa Smith attended an advanced course on TB diagnostics at McGill University in Montreal with 50 other participants from around the world. The week-long course covered principles and practice of: diagnostic research focused on accuracy of tests; principles of alternative designs to evaluate impact of new tests on clinical decision-making; therapeutic choices and patient-important outcomes and principles of implementation research; collecting evidence for scale-up; cost-effectiveness analyses; and modeling studies in TB diagnostics. During the course, Smith participated in a TB diagnostics market dynamics panel and shared her insights on the interplay between the TB diagnostics and TB medicines markets.

The Growing Respiratory Drug Markets

Yadav wrote an article for the Respiratory Drug Delivery on the growth of the respiratory drug market in developing countries. More than half of those with asthma, chronic obstructive pulmonary disease (COPD), and other chronic respiratory diseases live in low- and middle-income countries.

While these countries are a potential growth market for pharmaceutical companies, they first must learn to operate there. Yadav wrote that with "well-formulated strategies, both revenue growth and increased access are feasible for pharmaceutical companies." However, "successful growth strategies for emerging markets will depend on expanding the reach of supply chains, as well as increasing its overall efficiency."



Yadav, Two Others Pen TB Op-Ed

THE LANCET

Prashant Yadav and two colleagues wrote a March 24 op-ed in the medical journal *The Lancet* to commemorate World Tuberculosis Day, designed to raise awareness about the burden of tuberculosis (TB) worldwide and the status of TB prevention and control efforts. The day also is an occasion to mobilize political and social commitment for further progress.

Yadav, Ross School of Business Professor Ravi Anupindi, and Madhu Pai of McGill University wrote that continued innovation in the development of scalable, sustainable, and replicable models to provide patient-centric solutions is crucial to dealing with TB.

"Whether it is mobile phone service or vacation travel, good businesses know that success depends on providing a complete and customer-centric solution," the three authors wrote. "Should patients with tuberculosis not be offered a complete solution that is patient-centred? After all, millions are affected and a large market at the base-of-the-pyramid remains unserved."

A patient-centric solution includes care that meets international standards for TB care, and also is delivered with dignity and compassion as a patient goes from symptoms to cure.

A solution-based innovation requires an approach that puts patients at the center of design strategies so their clinical and psychological needs can be met. It also must be cost-effective.

TB patients in India, whether seeking treatment in the private sector or the public sector, struggle to get a complete solution, the three wrote. Although the Revised National Tuberculosis Control Programme (RNTCP) has done well to reach scale and provide free diagnosis and treatment for patients with drug-sensitive disease in the public sector, the program falls short in making sure that all patients get screened for drug resistance. It also fails to ensure adequate therapy for all patients with multidrug-resistant (MDR-TB) and extensively drug-resistant tuberculosis.

RNTCP is actively scaling up capacity to diagnose and treat MDR-TB. "If adequately funded and successful, these initiatives should improve patient experience in the public sector," Yadav and the others wrote.

The authors commended a few initiatives that address some of the systemic problems. Operation ASHA, a non-governmental organization, extends the RNTCP model, and uses public sector diagnostics and drugs to orchestrate a solution by establishing community-based treatment centers and ensuring adherence using local community providers and partners.

World Health Partners delivers primary care (including TB care) in underserved rural markets by leveraging local entrepreneurs and informal providers and connecting them to the formal sector via telemedicine.

The Initiative for Promoting Affordable, Quality TB tests (IPAQT), a coalition of more than 60 private laboratories, has increased the availability and affordability of WHO-endorsed tuberculosis tests.

"All these models are promising, but the goal of a complete, patient-centric solution is still elusive," Pai, Anupindi and Yadav wrote. "Continued innovation in the development of scalable, sustainable, and replicable business models to provide such solutions is crucial. To improve accessibility and affordability, many of the models will depend on community workers and coordinators, underscoring the need for well designed strategies for their recruitment, training, incentivisation, and performance management. Information and communications technologies will also be crucial for success.

"Solution-centric approaches have shown promise in several other base-of-the-pyramid contexts, from affordable eye care to artificial limbs," the three continued. "By using product and process innovations, often with community champions, these models have shown that it is possible to serve base-of-the-pyramid market needs effectively and efficiently and with compassion and dignity. Individuals with tuberculosis deserve nothing less."

TALKS, PAPERS, AND AWARDS



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

Yadav Gives Testimony to Congress

- Prashant Yadav recently testified in front of congressional subcommittee in Washington, D.C. about falsified and substandard medicines. The Subcommittee on Oversight and Investigations (113th Congress) convened the hearing, "Counterfeit Drugs: Fighting Illegal Supply Chains," on Feb. 27.

Yadav reported the findings of a study commissioned by the Food and Drug Administration (FDA) in 2011 to advance the public discourse on the topic of pharmaceutical crime. Yadav was a member of the Institute of Medicine Committee on Understanding the Global Public Health Problem of Counterfeit, Falsified, and Substandard Medicines.

In his testimony, Yadav said the problem of "falsified and substandard medicines is undoubtedly worst in the world's poorest countries, but poses a risk for American patients as well. We are living in what the Economist magazine recently described as 'a golden age for bad drugs.'"

Yadav Debates Pharmaceutical Challenges

- Yadav participated in a forum called a "Roaring Debate" at the 2014 TIGER Forum in Toulouse, France in June. Yadav's debate was on pharmaceutical industry challenges. He was joined on the panel by: Philippe Duneton of UNITAID; Ellen F. M. t'Hoën, formerly of Doctors Without Borders; Bertrand Parmentier of pharmaceutical laboratory Pierre Fabre; and Tomas Philipson of the University of Chicago.

The Roaring Debate was one of four held at the five-day conference. The others were: Industrial Policy for Sustainable Mobility & Energy; Secularism in the Company: Which Frontiers?; Welfare State Crisis in the Western World.

The TIGER Forum brought together economic leaders from institutions, academia, and business around a series of lectures, conferences, roundtables, prize awards providing a unique platform for scientific exchanges and policy debates. Participants included Nobel Prize-winning economist Joseph Stiglitz.

HERE IS A ROUNDUP OF OTHER YADAV TALKS AND PRESENTATIONS OF NOTE:

- "Improving Medicine Supply Chains to Debottleneck RBF Programs," to the World Bank RBF workshop in Buenos Aires, Argentina in March
- How Cost of Goods (COGS) influence product pricing, to the PDP (Product Development Partnerships) Access Group meeting, New York City in May
- "Redefining Emerging Markets," Logipharma 2014 in Basel, Switzerland in April
- "Improving Access to Respiratory Medicines and Achieving Growth in Emerging Markets: Economics, Supply Chains and a Strategic Trajectory," at the Respiratory Drug Delivery conference in Fajardo, Puerto Rico in May
- "Increased Accountability in Pharmaceutical Supply Chains: Global Trends and Experiences," at the Kenya High Level Policy Forum, in Nairobi, Kenya in March
- "Supply Chains for Global Health: Reflections and a Future Trajectory," to the USAID Standing Committee on Strengthening Health Systems, Institute of Medicine in February

Student Cases Published, Adopted

Graduate students in Professor Andrew Hoffman's "Strategies for Sustainable Development" course in 2013 were required to write a case study of a business challenge related to sustainability and the triple bottom line. The students chose a company to research, identified a challenge the company was facing, and wrote a case study and teaching note. The students were given resources from GlobalLens to help them write the case. The best cases were given to GlobalLens to edit, publish, and market.

This year, eight cases were published — double what GlobalLens published the past two years. Most of the cases have already been adopted by universities from around the world. All of the cases were eligible for the 2014 Erb Institute's Sustainability Case Competition.

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

development decisions, and production processes.

"By publishing student written cases, we are allowing students to be a deeper part of the education process, said Hoffman, the Holcim (US) Professor of Sustainable Enterprise. "They are learning from other case studies, but teaching future students by writing cases of their own. Additionally, many of the students have their finger on the pulse of the latest, cutting edge issues in sustainability and this allows them to bring them into the classroom. When we discuss cases in class that are written by their peers, I can see the students respond in very positive ways."

HERE ARE THE EIGHT BEST CASES FROM HOFFMAN'S 2013 STUDENTS.



Kellogg and Wilmar International: A Partnership Under Fire

globalens.com/casedetail.aspx?cid=1429378

Since 2011, the Kellogg Company has made aggressive changes to its policy for sourcing palm oil for its products. So, corporate executives and shareholders were not pleased when the World Wildlife Fund released a June 2013 report that accused Kellogg partner, Wilmar International, of illegally sourcing and producing palm oil in Southeast Asia. Students will learn to understand the difficulties that arise in corporate partnerships, as well as when corporations try to balance emerging market expansion with sustainability goals.

ADOPTED BY: *George Washington University; Australian Centre for Corporate Public Affairs/ Melbourne Institute.*



Whole Food Market: A Luxury Grocer in Detroit?

globalens.com/casedetail.aspx?cid=1429371

Whole Foods entered the Detroit market in an attempt to expand access to nutritious food in underserved, urban, less affluent areas. Should Whole Foods expand the Detroit model to other areas? Would expanding into these areas transform their brand image? Is it Whole Foods' role to address food access and poverty?

ADOPTED BY: *George Washington University; University of Oklahoma; Worcester State University (MA).*



H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion

globalens.com/casedetail.aspx?cid=1429373

How should Hennes & Mauritz (H&M) respond to the catastrophic garment-factory collapse in Bangladesh, considered the deadliest to date? There was no guarantee that H&M garment manufacturing had not been subcontracted to a factory within the devastated area. Students will learn to recognize impacts of market globalization and key drivers behind moving labor to developing countries.

ADOPTED BY: *Thunderbird School of Global Management; AVT Business School (Denmark); University of Washington.*

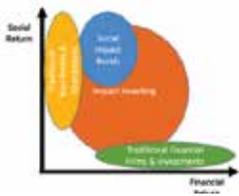


PG&E: Hanging on to a Ray of Hope

globalens.com/casedetail.aspx?cid=1429377

California's Pacific Gas & Electric (PG&E) faces declining market share and revenue due to the increasing economic popularity of solar power with consumers. In addition, proposed legislation could negatively impact future profits of the utility. Students will learn options PG&E is considering for a successful future.

ADOPTED BY: *University of San Diego*



Goldman Sachs (A & B): Determining the Potential of Social Impact Bonds

globalens.com/casedetail.aspx?cid=1429375

This case explores the challenges Goldman Sachs' Urban Investment Group experienced when considering whether or not to participate in social impact bonds. Students will learn how to identify and differentiate a bank's choices with regard to social investments.

ADOPTED BY: *University of Oregon; Simon Fraser University (CAN).*



Taking a Bite Out of Apple: Labor Rights and the Role of Companies & Consumers in the Global Supply Chain

globalens.com/casedetail.aspx?cid=1429372

This case explores the challenges Apple's CEO experienced following the airing of "Mr. Daisey and the Apple Factory" on National Public Radio. The segment highlighted the poor working conditions of an Apple supplier in China known as Foxconn Technology Group. Students will learn to understand the complex issues of labor rights in a supply chain, as well as how viral media can affect consumer-facing businesses.

ADOPTED BY: *Penn State University*



Interface's Net-Works Program: A New Approach to Creating Social Value through Sustainable Sourcing

globalens.com/casedetail.aspx?cid=1429374

Environmental sustainability leader Interface, one of the world's largest manufacturers of carpet, is struggling with some challenges related to incorporating social sustainability into corporate practices via its supply chain. Students will learn the unique challenges in developing and scaling a sustainable sourcing program.



Morgan Stanley: Positioning to be the Sustainability Finance Leader

globalens.com/casedetail.aspx?cid=1429376

Should the investment banking sector become major drivers of sustainable development? Is Morgan Stanley positioning itself to be the financial partner of choice for the growing number of sustainability businesses? Should they be trusted, based on their role in the financial crisis of 2008? After studying this case, students will be able to understand how finance plays a critical role in the advancement and support of sustainable enterprise.

GlobalLens Hits the Conference Circuit



In June, GlobalLens exhibited at the 2014 Annual Meeting

of the Academy of International Business (AIB) in Vancouver, British Columbia.

WDI Marketing Manager Sandy Draheim coordinated the GlobalLens exhibit booth logistics and was on-site for the duration of the meeting. All exhibitors were located in the Grand Ballroom of the Westin Bayshore Vancouver, where all meeting sessions were held.

More than 1,100 international business school faculty attended the event.

"This event provided us with a great opportunity to speak directly with current and potential customers for GlobalLens cases," Draheim said. "The AIB members are particularly interested in our international



business materials, as well as our collection of Social Impact cases, so I featured several examples within our exhibit booth.

"It was gratifying for me that nearly all faculty I spoke with had already heard of GlobalLens Case Publishing, and many had already adopted some of our cases."

AIB was established in 1959, and currently has about 3,500 members in more than 85 countries. Members are scholars from leading global academic institutions specializing in international business and



trade, as well as some consultants, researchers, and NGO representatives. The organization is currently based at Michigan State University in East Lansing.

In August, GlobalLens exhibited at the 74th Annual Meeting of the Academy of Management (AOM) in Philadelphia. This was the third consecutive year GlobalLens has exhibited at this global event for academics and scholars. Last year's event in Orlando attracted more than 8,000 attendees and an estimated 10,000 students and academics

attended the event in Philadelphia.

"The contacts we make with AOM members at this event are invaluable because they are all potential GlobalLens customers," Draheim said. "And, for a 3-4 day period, they are all in one place and we are able to show them our teaching materials and discuss how they fit into the courses they are teaching. We are very pleased to support AOM by exhibiting at its annual meeting, and it remains a key part of our overall marketing strategy."

New Cases Published on Globalens

Globalens has developed several new cases and notes in the past six months with faculty from both the University of Michigan and outside U-M, adding to its teaching materials catalogue that contains about 500 pieces. Here are the new cases from U-M faculty.



Coca-Cola Bottling in Rajasthan, India: Tragedy of the Commons

By Aneel Karnani

globalens.com/casedetail.aspx?cid=1429391

Coca-Cola has long been criticized for its extraction of water from water poor communities. When faced with protests at the University of Michigan, Coca-Cola agreed to an independent assessment. This case describes events that have happened since the assessment report was delivered and asks students to decide whether or not Coca-Cola has lived up to its stated principles.

Coke in the Crosshairs: Water, India, and the University of Michigan (Spanish Translation)

By Andrew Hoffman

globalens.com/casedetail.aspx?cid=1429389

Spanish translations are now available for this case, winner of the 2011 Oikos Casewriting Competition. How do you maintain relationships with companies that serve a majority of people, but upset an outspoken minority? This case explores a tenuous relationship between the University of Michigan and the Coca-Cola Company. Pressured by an activist group, the university decided to cut its contract with Coke until the company satisfied the environmental and labor demands of the activists. Students will learn about student activism in a university setting and how the university seeks to satisfy student requests.

SwitchCo A SwitchCo B

By Eric Svaan

globalens.com/casedetail.aspx?cid=1429369

globalens.com/casedetail.aspx?cid=1429370

A university intern project team spends 10 weeks at an East Asia electronics manufacturer to evaluate operations systems behind a new product line introduction. The team identified issues including long lead times, multiple and shifting bottlenecks, and quality assurance challenges. Students will learn how this team applied Six Sigma Define-Measure-Analyze-Improve-Control (DMAIC) methodology. The B case reviews actions taken by the team and the results of improvement efforts.



Voluntary Producer Responsibility: Carton Packaging Recycling in the U.S.

By Ravi Anupindi

globalens.com/casedetail.aspx?cid=1429338

This case describes issues surrounding recycling of poly-coated beverage cartons in the United States. In 2008, the recycled carton industry was at risk of losing market share to other types of packaging. Alan Murray, then CEO of Tetra Pak North America, rallied the industry together under the umbrella of the Carton Council of North America (CCNA), to focus on improving recycling access to communities across the U.S. The case explores the reverse supply chain for recycling of cartons, reasons for poor recycling access, and initiatives taken by the CCNA to rebuild the reverse supply chain.



LEGO® Products: Building Customer Communities Through Technology

By M.S. Krishnan

globalens.com/casedetail.aspx?cid=1429326

Over the past two decades, LEGO's business model has evolved from a traditional product-centric "make and sell" model to a more customer-centric "anticipate and lead" model in which products are co-created with customers, and customers are leveraged as a key factor in the company's innovation strategy. LEGO struggled in the late 1990s to early 2000s as competitors and imitators posed threats, as did the increasing alternative modes of electronic and Internet-based play. However, the early 2000s into 2013 was a period of significant transformation for LEGO, which began with a new CEO. The case highlights the company's evolution through three lenses—organizational, technological, and community.



Zingerman's: New Business Development

By Wayne Baker

globalens.com/casedetail.aspx?cid=1429342

How do businesses typically grow? Organically? Product line expansion? Merger/acquisition? Zingerman's founders have not followed a traditional route, opting instead to create their own unique business development strategy. Students will learn how their strategy has led to the creation of many successful businesses, with more in the pipeline, and annual sales of nearly \$50 million.



Operation ASHA: Effective, Efficient and Scalable Model for Tuberculosis Treatment

By Ravi Anupindi

globalens.com/casedetail.aspx?cid=1429339

The year was coming to a close, and the founders of Operation ASHA (OpASHA), Sandeep Ahuja, CEO, and Shelly Batra, President, were looking back on their accomplishments—2012 had been a great year for the non-governmental organization (NGO). OpASHA had won the Wall Street Journal Technology Innovation Award for the health care category. Bill Gates tweeted “@MSFTResearch has teamed up with @OperationASHA to fight#TB in India. Better data = better outcomes.” The publicity enhanced OpASHA's profile, but Ahuja and Batra worried about sustainability. While the government of India provided funding for diagnostics and medicines, financial support for health care start-ups was rarely offered. Funding gaps constrained scalability. Lobbying the government for support was one route, but Ahuja wondered if OpASHA could leverage its key assets and capabilities to generate additional sources of revenue.



New Writer

Jessica Repp is a research associate with WDI's Educational Outreach. She will work with faculty at the Ross School of Business as well as those outside U-M to develop cases focused on businesses in emerging global markets. She graduated with a bachelor's degree in accounting, with a minor in writing from Grand Valley State University.

RECENTLY PUBLISHED CASES BY AUTHORS OUTSIDE OF U-M

United Care Philanthropy Exchange: A Social Innovation for Economic Development in India

By Sonia Mehrotra, Anil Rao Palia, and Uday Salunke //

Welingkar Institute of Management, India

Ali Taleb // MacEwan University Canada

globalens.com/casedetail.aspx?cid=1429394

United Care Development Services was created as a not-for-profit organization, to act as an intermediary between donors and local not-for-profits in India. UC's services were in high demand, and its founder, P.S. Gunaranjan, saw significant potential for growth. However, he was hesitant to accept new projects; he felt constrained by his ability to procure adequate funding and find sufficient human resources to execute the projects.

Ergo: Ethical Crisis of a German Insurance Giant

By Glyn Atwal //

Burgundy School of Business, ESC Dijon-Bourgogne, France

globalens.com/casedetail.aspx?cid=1429390

A corporate image crisis hits Ergo, a German insurance company, when it's revealed that the company threw a party billed as "Power, Pool & Party in Budapest," where sexual services were provided for their top-performing agents. Students will learn various strategies regarding how to respond to a public scandal and image crisis.

Brand You: Marketing Yourself for Success Globally

By Ilan Alon // Rollins College Florida, USA

globalens.com/casedetail.aspx?cid=1429392

A personal marketing plan organizes a student's thoughts as to why he or she is in business. It defines a student's customers and competitors. It points out a student's strengths and weaknesses. It details what the student's plans are for the future and is an important part of a student's overall business plan. This exercise provides students with the tools to craft their own personal marketing plan.

Lattelecom: Flexible Benefits System Implementation

By Julie Felker //

University of Michigan, Dearborn, Michigan USA

Marina Pavlova //

Stockholm School of Economics, Riga

globalens.com/casedetail.aspx?cid=1429251

Lattelecom, one of the largest telecommunications providers in Latvia, introduced a state-of-the-art flexible benefits system (FBS) that significantly changed the way employees viewed and selected their benefits. While pleased with the initial launch, the company's HR Director had many questions on her mind. Had the employees been adequately prepared to make their benefits selections? Had the new system delivered the expected results? Students will identify Lattelecom's core organizational behavior principles and assess the new benefits system in the context of those principles.

Clyde Named New WDI President

Clyde said joining WDI "is a natural progression of where my work is leading me, and fits very well with what I wanted to do."

He will be responsible for developing strategy for WDI, managing relationships with a variety of external stakeholders—including strategic partners and funding agencies - and overseeing the Institute's operations and administrative activities.

WDI board member Ralph Gerson, who was on the search committee, said Clyde was selected because of his academic work, and his personal commitment to, and passion for, working in emerging markets.

"He also excelled as the director and teacher in Ross' Weekend MBA Program, and was very innovative in bringing actual business leaders in to teach parts of the classes," Gerson said. "We anticipate that he will help make WDI more relevant to the Ross faculty, other University of Michigan faculty, and business practitioners."

Wally Hopp, WDI board member and chair of the search committee, said as director of the Weekend MBA Program Clyde "proved himself to be an inclusive and inspirational leader."

"He has a knack for drawing faculty together to address challenges in innovative ways," said Hopp, senior associate dean for faculty and research at Ross. "Paul has also been dedicated to working in the emerging markets space for many years. The Living Business Model program he has launched, in which the university partners with a business to provide it support while also giving students valuable learning opportunities, is a distinct vision that is particularly well suited to the unique role of WDI."

"I think that the combination of Paul's vision with the resources and reputation of WDI will result in great things for WDI, Ross, U-M, and the developing world."

Clyde becomes the fourth leader of WDI since it was founded in 1992. Ted Snyder served as the first director from 1992-96. Jan Svejnar, who led the Institute from 1996-2004, followed Snyder. And from 2004-13, Robert Kennedy was executive director of WDI before leaving to become dean at the Ivey Business School.

For the past academic year, Ross

Associate Dean Bill Lanen served as interim president until his retirement in May. WDI Chief Operating Officer Rosemary Harvey succeeded Lanen until Clyde was named president.

Clyde has a bachelor's degree in Finance from Indiana University, and a master's degree and Ph.D. in Economics from UCLA.

He worked as an economist with the U.S. Justice Department's Antitrust Division for six years and as a senior consultant for a consulting firm for a year before joining the Ross faculty.

At Ross, he taught core business microeconomics courses in the BBA, MBA, and Global MBA programs. He also developed new courses on the organization of business relationships, health care delivery in emerging markets, and public policy projects.

He also served as the academic director of the part-time MBA programs, and was responsible for the development of the weekend MBA program that began in May 2010.

Clyde has advised more than 130 student teams on action-based learning projects in a variety of sectors in a number of countries.

He will continue to be a member of the Ross School faculty and will continue to advise MAP projects on emerging economies. As time permits, he may teach courses or engage in other activities at the Ross School.

At WDI, Clyde said he will work with the board of directors, the Institute staff, and other partners "to determine the best way forward for the next 5-10 years."

"I want to get a good understanding of our comparative advantage to make the biggest impact in emerging markets, given our strengths, our experiences and our position within the university," he said. "And, based on that, start thinking about how we go about executing a strategic plan that leverages the considerable strengths of the people here."

Clyde said he is excited to be president of WDI and leading an organization he has admired for years.

"My goal is that the organization will be doing something unusual and impactful in what is, in my view, one of the most exciting fields out there," he said.

NextBillion Continues Strong Readership Growth

For the first six months of 2014, NextBillion.net recorded an 11 percent increase in unique visitors from the same period last year. The gains come after NextBillion had a 12 percent increase in unique visitors from 2012 to 2013.

NextBillion.net's social media community is growing at a rate of 10-15 percent annually. NextBillion has more than 28,000 Twitter followers, 6,500 Facebook "likes," and 2,400 members in its LinkedIn group.

The growth is due in large part to the launch of NextBillion Financial Innovation and the continued success of NextBillion Health Care, two sector-specific blogs NextBillion.net rolled out in the last 18 months.

NextBillion Health Care explores the myriad challenges and solutions in delivering health care to the base of the pyramid. It focuses on the best practices of social enterprises, health practitioners, large health systems, NGOs and multinational players, such as drug companies, supply chain systems and technology developers.

NextBillion Financial Innovation is a blog and news resource dedicated to improving financial access for low-income people around the world. It focuses on the businesses,



financial innovation



health care

issues and innovations that are making an impact on financial inclusion worldwide.

Since its launch in September of 2013, NextBillion Financial Innovation (NBFi) has become a go-to site for people interested in the nexus of finance and poverty alleviation. Though still quite new, the site has already been very successful in terms of its traffic, social media impact, and the diversity of voices and expertise of its contributors.

In the first three months of 2014, the site registered an increase of 62 percent and 48 percent in unique visits and page views, respectively, when compared with the last three months of 2013. It has published almost 200 posts since its launch, an average of 4-5 per week, along with more than 700 news items. It has garnered over 1,000 followers on Twitter, and each week reaches LinkedIn groups with membership numbering in the hundreds of thousands. The blog's topics have included mobile money and digital finance, microfinance, impact investing, behavioral economics,

social impact bonds, financial capability, regulatory issues and SME finance, among others.

It also has featured guest posts written by dozens of top leaders in the financial services industry and academia, and interviews with some of the major players in global finance. Readers have responded with lively discussion and debate, and the blog has garnered hundreds of comments since its launch.

Video interviews have been recorded with leaders from organizations and companies like Grameen Foundation, the Citi Foundation, MasterCard, the World Economic Forum, VISA, Freedom from Hunger, and Safaricom, the creator of mobile money platform M-PESA.

"Over its seven-year history, NextBillion has traditionally covered both the health care and financial inclusion sectors, but never this extensively," said NextBillion Managing Editor Scott Anderson. "It's gratifying to see these sites become destinations unto themselves. This in turn has helped the overall NextBillion network reach new readers and stakeholders."

Editors Participate in Conferences

NextBillion editors attended a variety of globally focused conferences, serving as media partners, panel moderators or representatives.

NextBillion Managing Editor Scott Anderson moderated the opening panel at the "2014 Latin American Impact Investing Forum (FLII)" in Merida, Mexico in February. Among the panelists were Erik Wallsten, the co-founder and managing partner of Adobe Capital in Mexico, and Margo Kane, the vice president of strategic initiatives for the Calvert Foundation. More than 400 people representing business, financial NGOs and social enterprises and investment funds attended this event, one of the largest in the region focused on improving poverty through investment.

NextBillion Health Care Editor Kyle Poplin attended the "Global Health & Innovation Conference" in April at Yale University. The conference included more than 2,000 people from 50 countries, and included keynote speaker economist Jeffrey Sachs, special adviser to Secretary-General of the



Scott Anderson, far left

United Nations Ban Ki-moon. Poplin also attended the "Best Buys in Global Health" conference in March in Washington, D.C., hosted by the Center for Global Development and

supported by Merck for Mothers. He wrote several articles about both events.

NextBillion Financial Innovation Editor James Militzer also has participated in several conferences, with NextBillion serving as a media partner. These include: the Center for Effective Global Action/Gates Foundation-sponsored conference, "Mobile Money: Technology to Transform Transactions" at the University of California Berkeley; the "2014 Sustainatopia Impact Conference" in Miami; and, the Center for Financial Services Innovation's event "EMERGE: The Forum on Consumer Financial Services Innovation" in Los Angeles. NBFi also served as media partner for the 2014 "Month of Microfinance" event, as well as for the upcoming "Mondato Summit Africa: Redefining Mobile Financial Services in Africa" and the "Scaling Impact in Inclusive Market Systems" organized by the SEEP Network.

NB Hosts “Hangouts” and Special Series

NextBillion has launched several blog series this year focused on important trending issues for solutions-oriented readers in the development through enterprise community. Often as companions to these series, NextBillion organized several live interactive Google Plus “Hangouts” and videos.

NextBillion Financial Innovation worked closely with the Consultative Group to Assist the Poor (CGAP) on a series of articles that explored the ways digital finance is utilized to provide basic, essential services to the BoP. NBFI also published the multimedia series “Mobile Money Movers,” that featured video interviews with six innovators from the mobile money sector, and the ongoing “Impact Investing Innovators” video interview series.

Additionally, NBFI launched the Domestic Financial Innovation blog series that chronicled innovations that impact low-income communities in the United States. Coming this summer, NextBillion is developing a new series on off-grid energy solutions for the BoP — an important discussion within development and investment circles.

In the spring, NextBillion Health Care (NBHC) launched its Market Dynamics Initiative, which has quickly gained a following among the growing number of people who want to better understand how markets impact health outcomes. Some leaders in the field, representing key

organizations, have already written on this topic for NBHC, including: Beth Bafford, senior officer at the Calvert Foundation; Andrea Taylor and Lila Cruikshank of the International Partnership for Innovative Healthcare Delivery; Kanika Bahl, a principal and managing director at the Results for Development Institute; Mike Miesen of Gradian Health Systems; Brian Smith, Population Services International’s chief strategy and resources officer; and Prashant Yadav of WDI.

NextBillion has hosted several Google Plus Hangouts — live, online video discussions — with key leaders in the social enterprise space. In April, NextBillion Managing Editor Scott Anderson discussed the future of global investment in small and growing businesses (SGBs) with Randall Kempner, executive director of the Aspen Network of Development Entrepreneurs. ANDE, which has more than 200 members from 150-plus countries, recently celebrated its fifth anniversary. The organization was founded to identify common challenges and opportunities facing entrepreneurs — particularly those running small and growing

businesses (SGBs) serving emerging markets — and brings together corporations, impact investing funds, academia, NGOs and a host of others to help support them.

Anderson also hosted the top two winners of the NextBillion Case Writing Competition to discuss the finer points of their cases. Participants included winners Sam Aflaki, assistant professor of operations management and information technology, and Andrea Masini, associate professor of operations management and information technology at HEC Paris. Also participating were second place winners G Shainesh, professor of marketing and chairperson of the executive post-graduate program at Indian Institute of Management, Bangalore, and case writer Suhruta Kulkarni.

NextBillion Financial Innovation Editor James Militzer hosted two Google Hangouts featuring impact investing pioneer Antony Bugg-Levine and prominent youth finance advocate Jerroo Billimoria.

All of NextBillion’s Google Plus Hangouts and video series can be found on NextBillion’s YouTube Channel (<https://www.youtube.com/user/NextBillion>).

NextBillion Latin America/Brazil Sites Cease Publication

WDI NextBillion’s regional sites, NextBillion en Espanol (covering Latin America) and NextBillion Brasil (published in Portuguese) ceased publication in July. Content for Spanish language and Portuguese sites, created in 2008 and 2011 respectively, has been archived on NextBillion.net.

The move reflects NextBillion’s strategic direction of focusing on best practices within specific sectors and industries, instead of developing sites that have a particular geographic focus.

NB Health Care and NB Financial Innovation,

which have both gained popularity in recent months, illustrate NextBillion’s long-term strategy of building a strong collection of blogs, each hyper-focused on key topic areas for the development through enterprise community. Under this strategy, NextBillion.net acts as the hub, serving up the “cream of the crop” posts from a variety of branded topical sub-blogs. In addition to articles, the topical blogs include tailored news, events, and job listings related to the subject, thus creating a one-stop location for readers with strong ties or interest in these focus areas.



CASE WRITING COMPETITION WINNERS ANNOUNCED

A case study written by two professors from HEC Paris won first place in the 2014 NextBillion Case Writing Competition. The case was about a German NGO that provides solar energy solutions in Tanzania and faces several challenges in order to scale its organization to generate much-needed revenue.



Aflaki



Masini



The case, "African Solar Rise: Electrifying Rural Tanzania," was written by Sam Aflaki, assistant professor of operations management and information technology, and Andrea Masini, associate professor of operations management and information technology. It examined the NGO, African Solar Rise (ASR), as it worked to improve its supply chain operations and last-mile distribution challenges while raising necessary capital to put it on more solid footing.

Aflaki and Masini received \$3,500 for winning, which they donated to ASR to buy solar products for people the organization serves in Tanzania. Likewise, professors from IPADE B-School in Mexico and Rollins College in Florida donated their \$1,000 third prize to a school in Mexico with a mission to improve the lives of women and girls.

The competition is sponsored by the Citi Foundation and administered by Globalens, WDI's publishing division.

Masini said he supervised a group of MBA students from HEC Paris who were doing a field project for ASR. After discussing the project goals, he realized there was an opportunity to write an interesting case that would address multiple facets of the solar distribution challenge.

"We are extremely flattered as winning first place is a testament to the quality of our work," Masini said. "I am particularly pleased for our students, who did a terrific job in Tanzania despite the challenging working conditions they faced. I believe the prize is a great opportunity to increase the visibility of sustainability-related work in the field of operations management, and proof of the growing demand for including sustainability-related elements in a business school curriculum."

This is the fourth NextBillion Case Writing Competition, which recognizes and publishes the best-written case studies about business strategies aimed at alleviating poverty, especially at the base of the pyramid (BoP). This year's competition attracted 52 entries representing 34 universities and 15 countries.

"The Citi Foundation is pleased to support the NextBillion Case Writing Competition, which attracted a diverse field of contributors exploring many sectors and geographies," said Hui Wen Chan, impact analytics and planning program officer at the Citi Foundation, who also served as a competition judge for the second year in a row. "We know that the students engaged in the competition will benefit from applying what they've learned from these cases as they embark on careers addressing some of the world's most pressing problems."

The 2014 competition attracted more entries about businesses and organizations operating in Africa than in previous years, as well as some of the first entries focused on Pakistan and China.

Scott Anderson, managing editor of the NextBillion network, said the topics addressed and the interest in Africa by the case writers also track closely with what contributors from multiple sectors are writing about in the pages of NextBillion.

"The winning cases also reflect the real-world challenges and solutions of today's for-profit businesses and non-profit entities, investors, and government stakeholders who are harnessing business acumen to blunt poverty," Anderson said. "At NextBillion, we're thankful for the Citi Foundation's support of the competition and the hard work of Globalens' staff in bringing these impactful cases to the classroom and beyond."

The judges for this year's competition were: Álvaro Rodríguez Arregui, co-founder and managing partner of IGNIA, based in Monterrey, Mexico; Hui Wen Chan, impact analytics and planning officer at the Citi Foundation; William N. Lanen, associate dean of global initiatives, KPMG Professor of Accounting at the Stephen M. Ross School of Business at the University of Michigan, and former interim president of WDI; Paul Godfrey, professor of business strategy at Brigham Young University's Marriott School of Management.

HEC Paris' case and the other 2014 winning cases have been edited and published by Globalens, and are now available at the links included with the descriptions below. In addition to the first place prize money, second place was awarded \$2,500, and third place received \$1,000. Two honorable mention cases also have been published by Globalens.

All 2014 winning cases have been added to Globalens' Base of the Pyramid Collection, (globalens.com/searchdisc.aspx?cb=110) one of the largest available from any publisher. Each will be marketed to top business schools worldwide for adoption in business courses. The third place case is already being taught at IPADE Business School in Mexico.

Last year's winner, "BTPN: Banking for the Bottom of the Pyramid in Indonesia," has been adopted into five courses at four universities, including Duke and the University of Virginia. The second-place winner from 2013, "Hydrail: Safe Water for the Base of the Pyramid," has been adopted at the University of Victoria in British Columbia. The third place finisher, "ayzh at a Crossroad: Maternal Health for Whom?" was recently used for the C.K. Prahalad Case Competition at the 2014 India Business Conference at the University of Michigan's Ross School of Business. It also was adopted at the University of Exeter in the UK and at the University of Iowa.

The first through fifth place winners from the 2011 competition (the contest skipped a year in 2012) have been adopted at eight universities combined.

1

\$3,500

African Solar Rise: Electrifying Rural Tanzaniaglobalens.com/casedetail.aspx?cid=1429384**SCHOOL:** HEC Paris/School of Management/ Paris, France**AUTHORS:** **Sam Aflaki** // assistant professor of operations management and information technology**Andrea Masini** // associate professor of operations management and information technology

CASE SUMMARY: Daniel Uphaus—founder and CEO of African Solar Rise (ASR), a German NGO providing solar energy solutions in Tanzania—is faced with the question of how to scale up his organization's operations. Doing so requires that he address two fundamental challenges: (i) how to improve supply chain operations and last-mile distribution in underdeveloped rural Tanzania; and (ii) how to solve the financial issues faced by the company and its potential customers. Providing effective and implementable answers to those questions is vital to ASR's development if not its very survival. Failing to expand operations above a critical scale may prevent ASR from generating badly needed revenue, in which case the organization would remain vulnerable to fluctuating donor contributions.

of the first organic biodegradable gum at BIOFach, the world's largest organic tradeshow in Germany. Roquet and his small team has to build a brand story and identity (i.e. name, logo, slogan, packaging, certifications, colors, etc.) and devise the right strategy to connect the producers to the best target market. The goal was to achieve margins large enough to improve producer living conditions and reinforce the long-term sustainability of the community.

HONORABLE MENTION**Healthy City: Fostering Entrepreneurship at the Base of the Pyramid. A Peruvian Experience**globalens.com/casedetail.aspx?cid=1429387**SCHOOL:** INCAE Business School/Managua, Nicaragua**AUTHORS:** **Carlos Martinez Romero** // research assistant
Felipe Perez Pineda // professor

CASE SUMMARY: Albina Ruiz, president and founder of Healthy City, contemplated the organization's future. Since 2001, the Peruvian NGO has been addressing the country's solid waste problem through three programs: developing comprehensive sanitation projects alongside municipalities; empowering and funding small recycling businesses; and training students in best environmental practices. Healthy City had received support from various international organizations to finance its projects. However, Ruiz wanted the organization to become financially independent. She had created two related entities (PWI and HCl) that offered consulting services both locally and internationally, although their financial contributions were marginal and conflicts had emerged between them because of overlapping functions. Ruiz wondered what should be done to strengthen the overall organization and also what her role should be within it.

HONORABLE MENTION**The Jaipur Foot: Challenges in Leading a Free Service Organization**globalens.com/casedetail.aspx?cid=1429388**SCHOOL:** Indian Institute of Management/Bangalore, India**AUTHORS:** **Menaka Rao** // case writer
U Dinesh Kumar // professor

CASE SUMMARY: The Jaipur Foot is an artificial prosthetic, given free of cost to the underprivileged and base of the pyramid disabled people by the nonprofit organization BMVSS. When D. R. Mehta, the chief patron, established BMVSS in 1975 he was responding to a humanitarian imperative for the limbless. Mehta has run the organization for 37 years, more or less as a one-man show. The organization now needs a successor. With Mehta leaving, would the sustainability of the organization be at stake? At the same time, the organization was in an expansion mode. Was it the right time? The organization was largely donor dependent. Without Mehta, would there be financial sustainability for its long-term existence? Donor dependency also brought with it the deeper issue of donor fatigue, especially in India, where there are a growing number of nonprofit organizations but a constant number of donors. How should the organization battle this issue?

2

\$2,500

Narayana Nethralaya: Expanding Affordable Eye Careglobalens.com/casedetail.aspx?cid=1429385**SCHOOL:** Indian Institute of Management/Bangalore, India**AUTHORS:** **G Shainesh** // professor of marketing and chairperson of executive post-graduate program**Suhruta Kulkarni** // case writer

CASE SUMMARY: Dr. Anand Vinekar began the Karnataka Internet-assisted Diagnosis of Retinopathy of Prematurity (KIDROP) initiative at Narayana Nethralaya to prevent blindness among newborn babies. Retinopathy of prematurity (ROP) affects prematurely born/underweight babies and can lead to irreversible blindness if left untreated. Incidents of ROP have been rising in India during the past two decades due to improved neonatal care resulting in a higher survival rate of premature babies. Diagnosis and treatment were simple and inexpensive; however, awareness among poor people, especially in villages, was low. KIDROP provided free or low-cost diagnosis and treatment services. Dr. Vinekar had to scale up the initiative and was evaluating self-sustainable service models that would enable maximum reach at the least possible societal cost with the highest service quality.

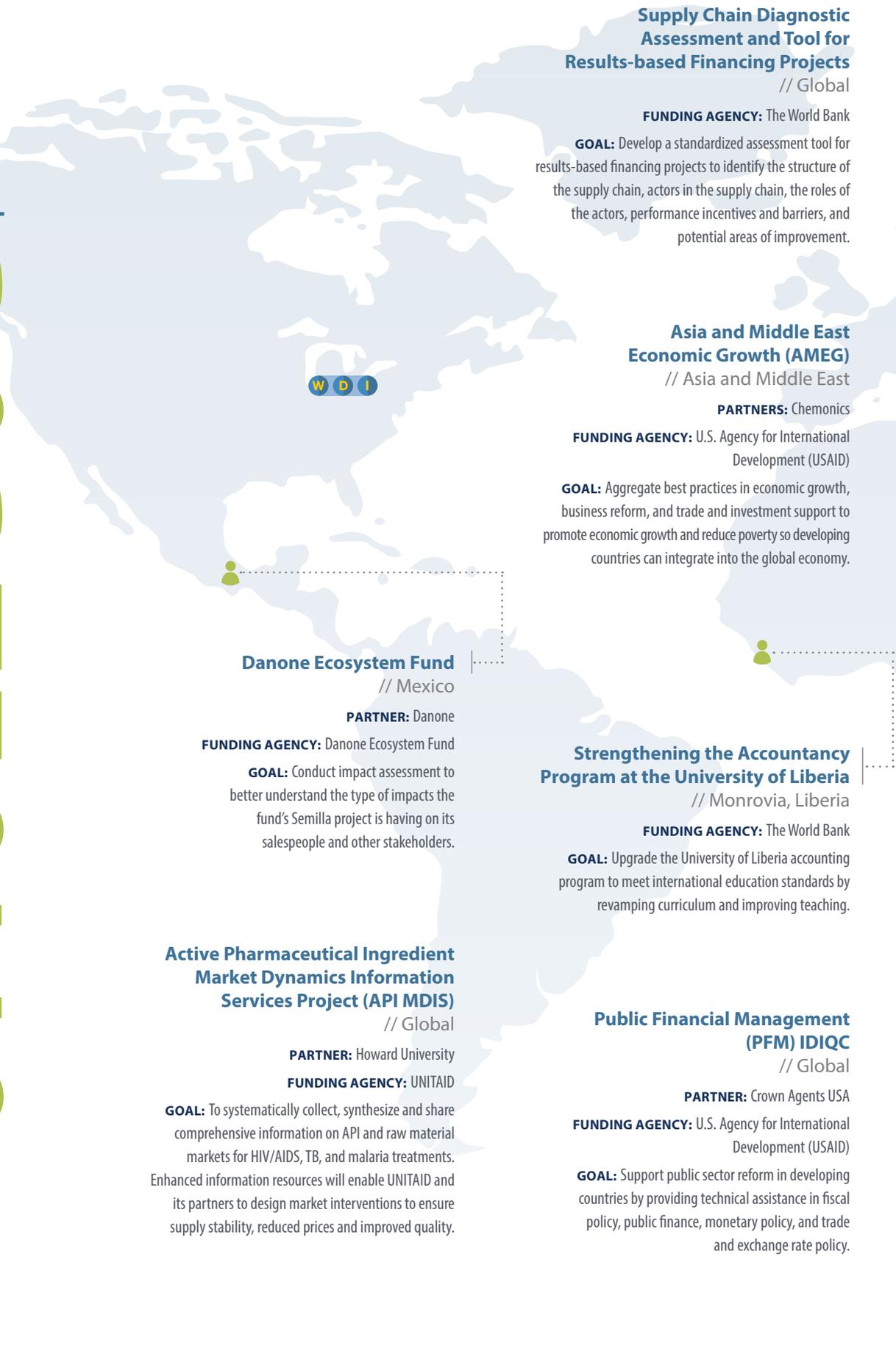
3

\$1,000

Genesis of a Green Brand in the Mayan Rainforestglobalens.com/casedetail.aspx?cid=1429386**SCHOOL:** Rollins College/Winter Park, Fla./Universidad Panamericana IPADE business school/Mexico City, Mexico**AUTHORS:** **Mary Conway Dato-on** // associate professor, Rollins College
Silvia Cacho Elizondo // assistant professor, IPADE

CASE SUMMARY: Omar Roquet, a consultant to the Mayan gum growers consortium known as chicleros, has only three months to prepare the launch

PROJECT PORTFOLIO



Supply Chain Diagnostic Assessment and Tool for Results-based Financing Projects

// Global

FUNDING AGENCY: The World Bank

GOAL: Develop a standardized assessment tool for results-based financing projects to identify the structure of the supply chain, actors in the supply chain, the roles of the actors, performance incentives and barriers, and potential areas of improvement.

Asia and Middle East Economic Growth (AMEG)

// Asia and Middle East

PARTNERS: Chemonics

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

GOAL: Aggregate best practices in economic growth, business reform, and trade and investment support to promote economic growth and reduce poverty so developing countries can integrate into the global economy.

Danone Ecosystem Fund

// Mexico

PARTNER: Danone

FUNDING AGENCY: Danone Ecosystem Fund

GOAL: Conduct impact assessment to better understand the type of impacts the fund's Semilla project is having on its salespeople and other stakeholders.

Active Pharmaceutical Ingredient Market Dynamics Information Services Project (API MDIS)

// Global

PARTNER: Howard University

FUNDING AGENCY: UNITAID

GOAL: To systematically collect, synthesize and share comprehensive information on API and raw material markets for HIV/AIDS, TB, and malaria treatments. Enhanced information resources will enable UNITAID and its partners to design market interventions to ensure supply stability, reduced prices and improved quality.

Strengthening the Accountancy Program at the University of Liberia

// Monrovia, Liberia

FUNDING AGENCY: The World Bank

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

Public Financial Management (PFM) IDIQ

// Global

PARTNER: Crown Agents USA

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

GOAL: Support public sector reform in developing countries by providing technical assistance in fiscal policy, public finance, monetary policy, and trade and exchange rate policy.

Systems for Improved Access to Pharmaceuticals and Services (SIAPS)

// Global

PARTNER: Management Sciences for Health

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

GOAL: Ensure availability of quality pharmaceutical products and effective pharmaceutical services to achieve desired health outcomes.

Public-Private Partnership Development Program

// Ukraine

PARTNER: FHI360

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

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

Market Dynamics Strategy Investment

// Global

FUNDING AGENCY: The Bill & Melinda Gates Foundation

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

Mobile Solutions Technical Assistance & Research Program (mSTAR)

// Global

PARTNER: FHI360

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

GOAL: Promote the adoption and scale-up of mobile money, mobile technologies and mobile data solutions in developing countries.

Broader MENA – U.S. Community College Entrepreneurship Program

// Jordan

PARTNERS: Washtenaw Community College, Al Quds College

FUNDING AGENCY: Higher Education for Development (HED) and the U.S. Agency for International Development (USAID)

GOAL: Develop an entrepreneurial mindset among the students at Al Quds College by infusing entrepreneurial concepts, business skills and practical experience into the vocational and technical coursework, and creating a business incubator.

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

// Philippines

PARTNER: RTI International

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

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

Accountability and Performance Management in Vaccine Supply Chains

// Mozambique

FUNDING AGENCY: VillageReach

GOAL: Testing a variety of methods to improve supply chain performance, such as appropriate accountability and incentive mechanisms.

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

// Global

PARTNER: FHI360

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

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

Leading Entrepreneur Expert Partnership (LEEP)

// Global

FUNDING AGENCY: U.S. Department of State

GOAL: Provide a mechanism in which U.S. experts can share their expertise and experience in entrepreneurship, in collaboration with U.S. embassies worldwide, laying the foundation for global entrepreneurial collaboration and capacity building.

Climate Economic Analysis for Development, Investment, and Resilience (CEADIR)

// Global

PARTNER: Crown Agents USA

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

GOAL: Provide technical advice to USAID missions, partner governments, universities, private companies, and other institutions to carry out economic analyses for global climate change mitigation and adaptation, as well as mobilize investment capital for low-emission development.

Focus on Results: Enhancing Capacity Across Sectors in Transition II – Participant Training (FORECAST II-PT) IDIQ

// Global

PARTNER: Dexis Consulting Group

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

GOAL: Provide technical training, exchange visitor and education interventions, workforce development, youth program services, and leadership development.

DCS' project portfolio boasts an impressive 18 active and diverse projects, operating in 17 countries and cutting across 15 different technical sectors. DCS project managers are now fully integrated within each of WDI's Research Initiatives as well as the Educational Outreach department. DCS manages five Healthcare Research Initiative projects and one for WDI's Impact Assessment program.

NEW AWARD



Global Climate Change Focus of New Project with SNRE, Others

WDI's Developing Consulting Services, in conjunction with the University of Michigan School of Natural Resources and Environment (SNRE), has partnered with Crown Agents USA on a five-year, global climate change project.

The \$19.3 million CEADIR project (short for Climate Economic Analysis for the Development, Investment, and Resilience) - is funded by the USAID Public Financial Management Program. The Virginia-based consulting firm AZMJ also is a resource partner on the project.

CEADIR will deploy experts to provide technical advice to USAID missions, partner governments, universities, private companies, and other institutions to carry out economic analyses for global climate change mitigation and adaptation as well as mobilize investment capital for low-emission development. Other activities will include policy analyses; development of local analysis capacity as well as its uses; planning, monitoring, and evaluation; dissemination of

tools, resources, and data; and identification of financing.

For the CEADIR project, Development Consulting Services (DCS) will provide technical support for developing countries considering policy options for mitigating and adapting to climate change and need detailed information on the economic costs and benefits.

"We might also provide host country governments with assistance in financing investments that reduce greenhouse gas emissions through clean energy or sustainable landscapes or increase resilience in the face of climate change," said DCS Director Khalid Al-Naif.

SNRE faculty will provide policy analyses, assessments, and briefing papers. The school's faculty also will produce economic analysis and modeling, analysis of low-emission development strategies (LEDS) and investments, training, and mobilizing finance for clean energy and LEDS.

NEW ACTIVITY



Krawczyk, second from right, with students in Monrovia

DCS Consultant Delivers Entrepreneurship Workshops

Development Consulting Services' expert in nonprofit management and governance Kelly Krawczyk sparked a new interest in business and entrepreneurship among a group of African students during her recent youth entrepreneurship workshops in Monrovia, Liberia.

Krawczyk's workshop was part of the U.S. Department of State's Leading Entrepreneur Expert Partnership (LEEP). The program partners with U.S. embassies and in-country collaborators to have professionals share their expertise and facilitate relationships and dialogue in emerging markets to motivate the next generation of entrepreneurs to develop solutions to global challenges.

Krawczyk delivered three training sessions with more than 75 participants, including civil servants from Liberia's prestigious President's Young Professionals program, and members from various civil soci-

ety organizations such as Youth Crime Watch of Liberia and Be the Change Academy.

The training sessions covered a wide range of topics, including social entrepreneurship, executive leadership, principles of good governance, strategic planning, capacity building and collaboration, grant writing and resource development, and financial management. Participants took part in lectures as well as hands-on activities, such as strategic planning sessions and leadership development exercises.

"I enjoyed debating theories of public service with the President's Young Professionals, and engaging in some initial strategic planning exercises that will benefit Youth Crime Watch of Liberia," said Krawczyk, who is an assistant professor of political science at Auburn University. "The workshops were a success in that they embodied the goal of linking theory to practice."

ONGOING PROJECTS



The launch event announcing the new PPP center.

Infrastructure Expert Center to Help PPP Reforms in Ukraine

A major challenge to improving the investment climate is getting the attention of government. But for the development of public-private partnerships (PPP) in Ukraine, this obstacle is now easier to overcome thanks to the new PPP and Infrastructure Expert Center (PIEC).

WDI's Development Consulting Services (DCS), FHI360 LLC, and the American Chamber of Commerce in Ukraine launched the center in May. Based at the chamber, it serves as a platform for businesses and other stakeholders to advocate for reforms that improve the environment for PPP and investment into infrastructure.

The PIEC launch event, attended by approximately 80 representatives from the private sector, helped cement FHI360 and WDI's presence in Ukraine as an authority on PPPs. Since the launch, numerous companies have approached WDI field staff with questions about PPPs, including Nestlé.

The establishment of PIEC ensures that potential investors will have a voice in the development of Ukraine's PPP policies and that PPPs will continue to develop after the project ends in September 2015.

David Lawrence, WDI PPP consultant in

Ukraine, said PIEC "will serve as a platform to advocate for reforms to enable private sector participation in infrastructure projects through public-private partnership transactions.

"PPPs can also be used in education, health and other public services," he said.

DCS is partnering with FHI360 on a five-year USAID Public-Private Partnership Development Program (P3DP) to promote public-private partnerships (PPPs) in Ukraine. Well-structured PPP projects attract private sector financing, technology, and management expertise for infrastructure and public service projects.

The program promotes PPP development by reforming the legal and institutional framework, serving as a bridge between government and private sector interests, building municipal capacity, and implementing pilot PPP projects in selected cities. Since the project's beginning, successes include leading workshops on financial modeling for PPPs, coordinating an international conference with the Ukrainian Agrarian Business Club, moving six PPP pilot projects toward implementation, and collaborating with the International Finance Corporation (IFC) in the Kyiv Ring Road PPP project.

INTERVIEW WITH DAVID LAWRENCE



DCS Continues Critical Work in Ukraine Despite Unrest

WDI's Development Consulting Services (DCS) is continuing its critical work in Ukraine despite the recent political and military unrest in the country.

The unrest began in November 2013 when mass protests broke out in Ukraine's capital Kyiv after the government abandoned an association agreement with the European Union in favor of closer cooperation with Russia. The size of the protests grew during the winter, spreading to regions across the country. In February, Ukraine's President Viktor Yanukovich and his allies fled to Russia and an acting, interim government assumed power.

In February 2014, the Russian Federation seized control of the Crimean Peninsula. Tensions in the region escalated throughout the spring as conflict broke out in eastern Ukraine between armed pro-Russian separatists and the Ukrainian army. The elections on May 25, 2014, brought the country a new president, Petro Poroshenko, who has promised to work with Russia while retaining the full independence of Ukraine and removing the separatists from power.

WDI: Has there been any activities of late – workshops, etc. – during the recent developments?

LAWRENCE: We have been building closer relationships with recently appointed national officials. We also are proceeding with several pilot projects less affected by the current situation, including a bio-fuel project in Malyn, a town in Zhytomyr region. Many of P3DP's pilot PPP projects are located in vulnerable parts of the country. As a result, conducting trainings or workshops in recent months has been more difficult. However, P3DP continues to plan for future activities in anticipation of better conditions, and is closely coordinating its work with USAID.

WDI: When and where is the next scheduled activity?

LAWRENCE: We are analyzing results of a survey designed to measure the impact of strategic communications efforts on PPPs. Fortunately, the survey was conducted before the conflict with Russia erupted, and included a survey in Simferopol, Crimea. Delayed workshops are now planned in Lviv, Kyiv, Zaporizhia and Vinnytsia in August.

WDI: How will this project, in the end, be beneficial to Ukraine?

LAWRENCE: P3DP will open the door to private sector participation in infrastructure and public service delivery, including health and education. Now that Ukraine has a pro-reform government with a desire to improve its business environment and attract investment, the potential for PPPs is even greater. Private financing, technical skills, and managerial know-how will contribute to national and local government efforts to provide such services to their citizens. The World Bank, EU and other international institutions have identified public procurement as a major area in need of reform. Well-structured PPPs do much to address this issue.

U-Liberia Project Ends Busy First Year

DCS' project at the University of Liberia (UL) had several activities the past six months, including campus visits to assess the school's needs and evaluate the pedagogy. Some UL faculty members also visited the University of Michigan campus to sit in on classes and participate in a workshop designed to strengthen the teaching skills of the UL professors.

DCS has an ongoing contract from The World Bank to upgrade the university's accounting department to meet international education standards. The department was devastated by the country's two civil wars, and as a result graduates are far below international standards and have trouble finding jobs.

Robert Viernum, senior accounting expert for DCS, traveled to Monrovia in January to conduct a comprehensive "needs assessment" of the University of Liberia's (UL) accounting department. To assess the unemployment issue, Viernum conducted surveys, toured the university's facilities, met with administrators and alumni, and consulted with international accounting firms operating in Liberia.

Viernum met with accounting firms, the Liberian Institute of Certified Public Accountants (LICPA), the Association of Accountancy Bodies of West Africa, as well as the Liberian Chamber of Commerce. He explored what their hiring needs were, and how the UL accounting students were falling short of these requirements.

Viernum also examined the idea of internships for UL accounting students to increase their competitiveness in the job market.

"The University of Liberia accounting students don't have suitable training to be competitive," Viernum said.

Interviews with the administration and graduates made it clear to Viernum that the students lacked adequate facilities, particularly in the area of technology, as well as access to modern textbooks and other educational materials. Accordingly, when Liberian firms hire accountants, they often prefer expatriates or graduates of other universities.

Viernum's assessment report was used by the DCS team to design and develop an effective strategy to respond to the needs of the accounting sector in Liberia.

Building upon Viernum's trip, Ross School of Business Professor Dennis Oswald, DCS' managerial accounting and evaluation expert, visited UL in March to assess and evaluate the teaching pedagogy and exam process of the school's accounting program.

While in Liberia, Oswald audited accounting classes, and observed and assessed how exams are administered. He met with university president Emmet Dennis, and had discussions with faculty members and students regarding the challenges facing the UL accounting department. He also took taught a seminar on the benefits of using case studies in the classroom, and conducted a pedagogy workshop for more than 50 UL accounting professors.

As a result of his visit, Oswald will co-author a review report with Jeff Williams, WDI's expert in accounting standards evaluation and curriculum development. The report will provide an overview of the state of the accounting program at UL and outline proposed reforms. Williams will present it to the university's administration for review and implementation when he visits Liberia later this year.

"The visit to Liberia was an exhilarating experience that allowed us to get a hands-on understanding of the accounting department at the University of Liberia and the challenges they face," Oswald said. "This visit was an important step for our project as it allowed us to gather invaluable information for the review report. We are confident that the implementation of the report's recommendations will help to strengthen UL's accounting program."

In addition to Oswald's visit, several UL faculty members visited WDI and the University of Michigan in April to audit classes and hold meetings to discuss a revised curriculum for the UL accounting department's undergraduate and graduate programs. This revised curriculum will be presented alongside the review report to the UL administration during Williams' visit.

It was the third group of UL faculty to visit the U-M campus since the project began about



Dennis Oswald, left, with faculty and administrators from UL.

a year ago. During the visit, the UL faculty had the opportunity to observe Ross School of Business pedagogy by auditing classes, and was able to reflect on their experiences and pose questions to Ross professors.

Karen Bird, WDI's expert in faculty instructional development, facilitated a workshop on the subject of pedagogy for the three visiting faculty members - Richard Koon, Edward Cuffy, and Samuel Dahn.

The workshop focused on educational course design and covered a variety of topics, including course framework, learning objectives and models, instructional methods, and ways to create and present a class syllabi. They also were introduced to the resources available through the University of Michigan's Center for Research on Learning and Teaching website.

As a result of these activities, the UL faculty now has a new paradigm for pedagogy through being exposed to innovative methods of teaching and course design, as well as through training in different learning styles. WDI has equipped the UL faculty with the tools to conduct their own seminars on teaching and educational instruction upon their return to Liberia.

In this way, these ideas and concepts will improve pedagogy in the UL accounting department through faculty development, and make sustainable change possible, strengthening the department for years to come. As the main public university in Liberia, these changes will not only affect the faculty and students, but the university, and the country as a whole.

DCS Director Khalid Al-Naif said the successful completion of the project's first year—ahead of schedule—positions WDI well for the second year.

"We look forward to continuing to work with our friends at the University of Liberia to strengthen their accounting program," he said. "We will be working with them on designing a communication strategy and internship program, creating an approach to recruit and retain full-time faculty, and advising on the development of a student reference library and access to affordable textbooks.

"Achieving these objectives will help build the University of Liberia's institutional capacity, allowing it to maintain quality faculty, and train accountants in international standards who can become leaders in the private and public sectors in Liberia."

WDI Delivers Workshops for STRIDE Project

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

In April, in preparation for DCS's case writing workshop to be held two months later, WDI Chief Operating Officer Rosemary Harvey traveled to Manila to meet with prominent Philippines university officials and business executives to evaluate the current state of business case writing there. Her assessment was integral to the design of the workshop, and helped WDI's consultants better meet the pedagogical needs of faculty in the Philippines.

For the case writing workshop, held in June, 35 faculty members from more than 20 different colleges and universities gathered in Manila to learn how to write and publish case studies and teaching notes that examine companies and organizations in the Philippines. These completed case studies and teaching notes could then be used in both undergraduate and graduate-level courses at each professor's academic institution.

WDI case writing experts John Branch, professor at the University of Michigan's Ross School of Business, and Andrea Meyer, senior DCS consultant, led the workshop.

The workshop increased understanding and use of the case teaching method in the Philippines, where few cases about domestic companies and institutions have been written. Using case studies as teaching materials provides students with opportunities to apply what they are learning in the classroom to the real-life challenges and decisions faced by business owners and

leaders of organizations.

"WDI is happy to bring its case writing and publishing expertise to the Philippines," Harvey said. "Our goal is to use cases to help engage students in classroom discussion and to enhance critical thinking, analysis, and writing skills."

"Students in the Philippines will be much more receptive to case studies written about local companies that they know and can relate to, and it will be a source of pride to have cases written by faculty from local educational institutions."

Participants drew from their expertise and partnerships in a variety of fields, including business, management, science, and engineering. Each faculty member identified a partner organization on which they based their cases and teaching notes. Through collaboration with GlobalLens, WDI's publishing division, each case will be professionally edited, published, and made available to university faculty members worldwide.

"The enthusiasm of the participants was electric," Meyer said of the workshop. "For most, this was their first introduction to case writing. A few others had used the case method in their classes but were looking forward to writing cases of their own, particularly featuring Philippine companies."

Another recent, major activity in the STRIDE project is the workshops held by DCS consultant Tom Devlin to introduce university administrators and career center professionals in the Philippines to the highly successful U.S. career center model.

During his workshops—one in the capital city of Manila and the other in the province of Iloilo—Devlin offered valuable advice on how to harness untapped resources and increase capacity to help meet the needs

of students and employers.

More than 45 participants from over 25 universities attended the workshops. At them, Devlin introduced the attendees to key U.S. university career center concepts—including career fairs, employer visits, resume development, and student advisory councils, among others. Participants praised Devlin's presentation.

"Career services for students and group work in creating an employee advisory council will meet the needs of both the university and students and bridge the gap between what students are taught and what they need to know at work," said Carla S. Siojo of the Office of Student Services at Polytechnic University of the Philippines.

In addition to the workshops, WDI's Devlin visited regional universities across the country—including the University of the Philippines—Los Banos, Technological Institute of the Philippines, Philippine Women's University, among others.

During his visits, he evaluated the current status of advisory and career services at each institution and provided individualized feedback. In the next stage of the project, several of those universities will be selected for further in-depth technical assistance, training, and capacity building.

"We have successfully completed the first year's implementation plan and are extremely pleased with the success and impact we've had thus far with our case writing and career center workshops in the Philippines," Al-Naif said. "Our work is assisting universities in the Philippines to be more innovative and responsive to the needs of their students while also equipping them to be better prepared to participate in the global economy."



MARIANA ALVARADO joined WDI in March and brings a wealth of experience managing international business projects to the DCS team.

Prior to joining WDI, Alvarado worked as an administrative, logistics, and finance specialist for Torres Advanced Enterprise Solutions, a defense contractor responsible for security at U.S. embassies in numerous countries. While at Torres, Alvarado was actively involved in research, proposal writing, budget development, preparing monthly financial reports and invoices, and working closely with the U.S. Department of State to ensure contract compliance.

Alvarado is a graduate of the University of Notre Dame with a bachelor's degree in sociology. She also studied French at the Institut Catholique de Paris. She has lived in Paraguay, Italy, and France. Her work has taken her to over 17 countries throughout Europe and Latin America. She is fluent in Spanish and Italian and proficient in French.



NICHOLE MCLAUGHLIN, who joined DCS in 2012 as a projects administrator, has been promoted to senior projects administrator. McLaughlin will provide technical, financial and administrative project support to DCS and train new administrators. She will communicate daily with WDI's field teams and counterparts to address management issues and troubleshoot potential technical and contractual troubles.

Al Quds Faculty Develop Entrepreneurship Tools

Six faculty members from Al Quds College in Amman, Jordan visited WDI in February as part of a unique partnership between the Institute, Washtenaw Community College (WCC) and Al Quds to build an entrepreneurial mindset at the college.

The faculty members met with WDI staff and WCC faculty to develop an entrepreneurial toolkit that will be integrated into the

vocational curriculum at Al Quds and WCC. They also met with Jack Miner, director of the Venture Center at U-M Tech Transfer, and Sarika Gupta, associate director of the Zell Lurie Institute for Entrepreneurial Studies at U-M's Ross School of Business.

The project is part of the Community College Entrepreneurship: Integration to Incubation Project—known locally as the Lumina Zone Entrepreneurship Project—

that was jointly designed and developed by WDI and WCC. It is funded by Higher Education for Development.

The project aims to develop an entrepreneurial mindset among the students at Al Quds by infusing business skills and practical experience into the college's vocational coursework, and by creating a business incubator identified as a priority both by the students and the school.

FY2014 was a very strong year for WDI Executive Education, with 49 programs delivered in 13 countries. This year, we expanded our portfolio of offerings to reflect the evolving needs of managers in emerging markets and further refined our current offerings. New programs delivered in FY2014 included a leadership program for the Turkish market delivered in partnership with Sabanci University, a custom-designed 12-day certificate program for HR executives from Central and Eastern Europe delivered to three of our Strategic HR Network Europe members, and new programs in marketing metrics and sales leadership designed for the Latin America market.



WDI Hosts Turkey MBAs for Second Year

Seventeen Executive MBA students and four faculty members from Bilkent University in Ankara, Turkey participated in WDI's weeklong Executive Education Global Competitive Strategy program in May at the Ross School of Business.

It was the second year EMBA students from Bilkent have spent the week at U-M for the Global Competitive Strategy Program. Last year, 12 students and four professors participated in the program.

The EMBA students in 2014 – managers and senior managers from a variety of industries in Turkey – and the professors learned about advanced competitive strategy, competing globally, the global

business environment, and negotiations from four Ross School of Business faculty members.

In addition to the classroom sessions, the visitors from Turkey met and heard from high-level, global executives from Ford Motor Co., and had some free time to tour the campus and try some favored student hangouts such as Dominick's, Sava's, and Cottage Inn Pizza.

WDI has a long history of working with universities and companies from Turkey. In March, WDI delivered a custom, two-day leadership program with partner Sabanci University. It was just the latest of several successful programs Sabanci and WDI have run over the years. Also, in 2013, WDI

delivered a custom program on marketing in Istanbul for Yapi Kredi bank.

"We were pleased to once again host EMBA students from Bilkent University, one of Turkey's top business schools, for our program on competitive strategy," said WDI Executive Education Director Amy Gillett. "This program fits perfectly with WDI's mission of bringing cutting-edge global business practices to managers in emerging markets."

The EMBA students from Bilkent represented a range of professions from a variety of companies. These included bank manager; finance manager for a consulting group; project manager for a construction firm; lawyer; general manager for an

energy company; manager for a digital advertising firm; logistics manager for a construction company; procurement manager for a refinery; logistics manager for a construction firm; HR director for a telecom company; and a sales manager for a manufacturing company.

The faculty from Bilkent was from its business school. They attended some of the sessions, but also spent time with Ross faculty to discuss new curriculum and how to improve pedagogy. They also met with the Ross Office of Global Initiatives to discuss an exchange program between Ross students and Bilkent students.

The first two days of the program covered advanced competitive strategy and



Top: Professor John Branch
Above: Course participants discuss group project

was led by Puneet Manchanda, the Isadore and Leon Winkelman Professor of Marketing at Ross School of Business and chair of the marketing department. His modules included lectures on topics such as competition, innovation, going from competition to hyper competition, and the evolution and growth of digital markets. He also used a few business case studies to give participants the tools and techniques to identify competitors and predict the dynamics of competitive activity.

On the program's third day, Ross marketing and international business professor John Branch introduced the EMBA students to key global business concepts, theories, and skills. During the

module, participants practiced these global business concepts, theories, and skills in a variety of organizational, industrial, and cultural contexts.

Nejat Seyhun, the Jerome B. & Eilene M. York Professor of Business Administration and a professor of finance at Ross, led the program's fourth day. His discussions included ones on understanding financial statements, financial distress, and capital structure and financial policy.

Susan Ashford, the Michael & Susan Jandernoa Professor of Management and Organizations, closed out the Global Competitive Strategy Program on the fifth day. Afterwards, the participants each received a certificate of completion.

FEEDBACK

The program participants were enthusiastic about the WDI program and how it will help make them better managers. Here's what some said:

"All the sessions were great, interactive, and dynamic."

"The case studies were perfect. The instructor explained the cases very well."

"The sessions were high energy, and had very nice and useful exercises."

"I cannot decide which was the best session between competitive strategy and competing globally. Both were awesome."

"It gave me a new view of global competence, a good understanding of competitive strategy, and some useful tools for negotiation."

"It's a well-designed program supported by very valuable instructors. I believe I will be seeing the positive impact of their program in my career."

"Every session was so great."

"All lessons were perfect."

"Perfect. No other words. Thank you."

Teaching an Old Program New Tricks

WDI's Executive Education has been delivering the two-week, intensive Strategic Management Program — also known as a “mini MBA” — for years. But for the first time, this year's program for high potential, mid- to senior-level managers featured an e-learning component.

The e-learning module offered the 15 participants an excellent overview on competition and got them thinking about strategic issues at their organizations before they arrived for the two-week live training in Riga, Latvia on May 19. The module included a feature in which participants introduced themselves on video and then watched other participants introduce themselves.

“In this way, the participants get to know each other before even showing up for the live training,” said Amy Gillett, director of WDI's executive education program.

Also through the online training, participants got to know Professor John Branch, who led the e-learning module. He also was the professor for the live module on marketing. He discussed the exercises students did online during his in-class session.

“We have been offering the Strategic Management Program since 2006, and we decided to expand the program this year,” Gillett said. “Ten days in class at one time is the upper limit of what most managers want to spend outside their offices. So we created additional content that participants can learn as their schedule allows.”

Branch said the e-learning component was a great example of “flipping the classroom.” “Participants learned the concepts and

theory on their own and at their own pace, and then we were able to explore together how they might be applied in practice,” he said. “Participants loved the videos and the online quizzes. And I was able to free up 90 minutes of SMP classroom time to do a valuable case discussion on the material.

“The e-learning component also served as a nice way to engage the participants before the face-to-face program began, thereby making them feel welcome and more prepared for the program. All in all, it was a fantastic addition to the SMP, and a valuable new capability for WDI executive education.”

The program, May 19-30, is held annually and organized by WDI in cooperation with the Stockholm School of Economics in Riga. Past participants have come from Latvia, Estonia, Vietnam, Russia, and Lithuania. The program is conducted in English.

Gillett said WDI is looking at adding e-learning modules to other popular executive education programs.

“Although we have offered executive education training online in the past, it has always been real-time training,” she said. “This is our first asynchronous offering. We are already exploring adding online components to other programs, including a new entrepreneurship program.

“We believe the online training is a great way to teach the key concepts of business. This frees up more in-class time for lively discussions and breakout exercises. In this way, the professors spend less time lecturing

and more time facilitating discussion on how the concepts can be applied, including to the participants' businesses. We hope many of our future executive education offerings will feature this hybrid model.”

IN THEIR OWN WORDS

Participants provided feedback on the inaugural e-learning module in the Strategic Management Program. Here is what they said:

“It was perfect. I could watch it again and again. Everything was simple and demonstrative.”

“Module was very useful and easy to understand. A positive was that it was possible to learn some module parts a few times. It was a very good approach for a learning method.”

“An excellent introduction to understand the course content!”

“I liked the way of learning through the online course; the short lectures and questions afterwards in order to check myself to see if I've understood everything.”

“Navigation on the site was very easy to use; design was very nice and user friendly. I recommend exploiting the online module opportunities as much as possible. We are all busy and the online module allows us to learn at any time and repeat modules. I think it is quite useful option.”

Two Firms Help WDI with E-Learning Module

To help WDI navigate the new territory of e-learning, the Institute's Executive Education department tapped two firms that are experts in the field.

TorranceLearning, located in Chelsea, Michigan, just 20 minutes from WDI headquarters, helped design the e-learning module on competition. Executive Education Director Amy Gillett met TorranceLearning President Megan Torrance through one of WDI's faculty affiliates, Rob Pasick.

“Rob told me that if you want to get into e-learning, Megan was the one to talk to,” Gillett said. “TorranceLearning had previously worked with both corporations and some University of Michigan departments, so they seemed like a great fit for WDI's executive education. When I spoke to Megan, she

immediately understood what we were seeking to do.

“She mapped out the entire project very quickly using a system Megan herself developed called ‘LLAMA’ — or the Lot Like Agile Methods Approach. This method helped us move the project forward very efficiently.”

One of TorranceLearning's instructional designers, Meg Fairchild, helped WDI determine how the content could best be presented. She worked closely with Gillett and the faculty for the course, John Branch. In addition to a series of short videos on competition, quizzes, readings, and a mini-case, WDI also incor-

porated into the module an interactive exercise in which the participants plotted themselves in relation to their competition.

TorranceLearning also recommended an excellent learning management system (LMS) for the program, LearnCore, a Chicago-based company run by University of Michigan alumni.

The course was hosted on LearnCore's LMS, which provided a great, user-friendly interface for the program participants. They were able to follow the course very easily thanks to LearnCore's intuitive design. LearnCore also incorporates social features, so users were able to post and comment on

each other's remarks throughout the time they were taking the e-learning course.

Also, LearnCore has a feature called PitchIQ, which lets users upload short videos introducing themselves or answering questions directly within the platform.

“Both of these companies were great partners and enabled us to offer an outstanding e-learning experience to our students,” Gillett said. “We are already in discussions with TorranceLearning for two new e-learning projects. We plan to host future e-learning programs on LearnCore's excellent learning management system.”

Strategic Sales Management Program Debuts in Miami

To help Latin American sales executives excel in today's competitive marketplace, WDI has developed a new, high impact four-day seminar with some of the world's leading professors.

The seminar, to be held in Miami Sept. 29-Oct. 2, is designed to help sales executives turn sales into their company's competitive advantage. The professors – John Monoky, Adam Rapp, John Branch, and Joe Calamusa – will help companies optimize sales operations and increase sales.

During the program, the professors will guide participants through the process of:

- Developing a strategic view of sales leadership
- Examining how sales leadership is structured and optimized in today's organizations
- Exploring for the tactical and resource requirements of sales leadership
- Identifying how sales leadership syncs the organization's broader strategic activities

Monoky, a WDI faculty affiliate and adjunct professor of marketing at the University of Michigan's Ross School of Business, will lead the first day's session by giving a strategic view of sales leadership. He also will discuss today's selling environment, selling in the new economy, and the sales leadership productivity process.

Monoky will deliver the seminar's second day as well, covering topics such as creating a winning sales organization, understanding selling process models, evaluating your sales team, and managing for sales performance.

On the seminar's third day, Rapp – the D. Paul Jones and Charlene Jones Endowed Chair in Services Marketing at the University of Alabama – and Joe Calamusa – a lecturer at Alabama – will discuss how to effectively manage a company's sales functions. Participants will gain exposure to fundamentals of customer-centered selling, develop an understanding of the principles of sales management, develop the ability to apply these principles to sales management problems, develop analytical and decision-making skills, and understand the relations between the strategic vision and tactical execution.

On the fourth and final day, John Branch – a WDI faculty affiliate and marketing professor at the Ross School – will talk about managing key accounts, those small number of customers who account for a disproportionate share of profitability. Branch will discuss how to properly manage these key accounts, as well as outlining for participants a disciplined and systematic approach to managing their company's entire portfolio of customers.



WITH
Adam Rapp

Adam Rapp is currently the D. Paul Jones and Charlene Jones Endowed Chair in Services Marketing at the University of Alabama. Prior to joining the faculty at Alabama, he was an assistant professor at Clemson University and Kent State University. He has a Ph.D. from the University of Connecticut, an M.B.A. from Villanova University with a specialization in strategic marketing, and an undergraduate degree from Penn State. He is teaching the third day in WDI's four-day Strategic Sales Management Program.

WDI: What do you think the Latin American audience will be most interested in hearing about?

RAPP: Turnover, retention strategies, and marketing analytics. From my past experiences in Chile and Colombia, audiences were very excited to discuss strategies in reducing sales force turnover and wanted to hear more about how to retain their best employees. Also, participants were anxious to discuss how to use data and incorporate analytics into their strategic decision-making. Key performance indicators and big data structures are top of mind for many sales managers, and provided interesting points for discussion.

WDI: What are the global trends in sales, and as a result what do managers all around the world need to know these days?

RAPP: Increased competition and managing "millennials." From a global trend perspective, managers around the world are dealing with increased competition and the need to provide higher levels of value. New selling strategies are imperative, and improved knowledge structures are a necessity. Also, we see that a new generation of "millennials" is entering the workforce. These individuals are different than any generation before them and their needs on technology, training, and support are unique.

WDI: How may sales (if they are) approached differently in Latin American cultures vs. US?

RAPP: Candidly, the sales process is becoming more similar on a global scale. While customers and needs differ in emerging versus emerged markets, the sales process is not dramatically different. No matter what country you are in, it is critical to gain an understanding of the customer's needs, build trust and a relationship, demonstrate value and the ability to satisfy needs and concerns.

Last Cohort Graduates In Rwanda; WDI to Continue Training

10,000 WOMEN

The final cohort from the Goldman Sachs 10,000 Women Entrepreneur Certificate Program graduated in February. That brought the total number of women trained through the five-year program to 330.

The graduates received four months of advising, mentoring, and organized business visits.

WDI will build on the great success of the entrepreneurship program by continuing to train 30 women per year. WDI will fund the training, and

will look for additional funders in order to train more women.

The continued training allows WDI to leverage current contacts with the College of Business and Economics (formerly the School of Finance and Business), and organizations and companies such as Women for Women International, Imbutu Foundation (the Rwanda First Lady's organization), Indego Africa, Technoserve, Coca-Cola's 5by20, BPeace, Blue Marble Dreams Ice Cream, and Kate Spade.

Professors Team Up for Global, Local Views

WDI's Executive Education returned to Croatia in April for a two-day supply chain management program in partnership with the Zagreb School of Economics and Management (ZSEM).



The program had a unique component because it paired global expertise with local knowledge. Damian Beil of Michigan's Ross School of Business led the first day while Kristina Soric of ZSEM led the second day.

Seventeen people from several companies across Croatia participated in the program. Their positions included supply chain directors, purchasing directors, procurement officers,

production directors, and logistics directors.

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

It was designed for senior-and middle-level managers with responsibilities in supply chain management, distribution management, inventory control, e-business, and procurement. It also proved valuable for consultants or

general managers who wanted a broader understanding of how different parts of supply chains fit together, as well as managers responsible for implementation of new information, decision support, and enterprise resource planning.

Beil said the program went well.

"I had a great time teaching in Croatia," he said. "The program participants came from a variety of industries—ranging from pharmaceuticals to construction materials—but shared an interest in learning about how to grapple with uncertainties in supply and demand in the Croatian market and beyond. To help deliver

both perspectives, the program itself was delivered in partnership with ZSEM faculty in Croatia, a productive and fun collaboration."

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

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

SHRNE Fall Workshop Travels to Romania

The fall workshop for WDI's Strategic HR Network Europe (SHRNE) will have a couple of firsts.

The group will meet in Romania for the first time, and the fall workshop will be led for the first time by Gordon Hewitt, an adjunct professor of business administration at the Ross School of Business at the University of Michigan.

The Bucharest workshop on Oct. 16-17 is titled, "Creating Leaders for the New Competitive Landscape—New Mindsets for New Games." At it, Hewitt—also a formerly Distinguished Visiting Professor of International Business and Corporate Strategy at Ross—will discuss leadership.

But he said the classic question of "What is Leadership?" may be the wrong one. Most of the legacy models of leadership focus on generic traits, have limited contextual relevance, and are rooted in issues of behavioral style, he said. As industries become fluid spaces with shifting boundaries, as competition evolves as a dynamic complex system, and as strategy is no longer a linear journey from A to B, Hewitt said the question should be, "Leadership for What?"

Therefore, if the key competitive question for enterprises is how do leaders shape new games with different rules, then the whole system of leadership development may need to address new issues. Based on his long global experience of dealing with CEOs and HR

directors of major companies, Hewitt will provide the workshop attendees with practical frameworks and toolkits to develop leaders with "new mindsets for new games" not just "better processes for existing games."

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

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

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

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

The spring 2014 workshop on fostering employee motivation, performance, and intra-organizational collaboration was held



SHRNE workshop attendees

in Bratislava, Slovakia.

Maxim Sytch, the Sanford R. Robertson Assistant Professor of Business Administration and an assistant professor of management and operations at the Ross School of Business at the University of Michigan led the workshop.

He was recently named one of the "40 Most Outstanding B-School Profs Under 40 In The World" by the Poets & Quants website.

According to a recent Gallup poll, only 33% of workers feel passionate about their jobs. At the SHRNE workshop, participants developed a set of tools to systematically diagnose and rectify breakdowns in employee motivation.

Attendees first discussed why people can, and often do, become unmotivated

and disengaged from their jobs. They then developed a set of skills to help understand the factors underlying employee motivation. Many of these factors are within managerial control; hence, they can be managed effectively to improve employee motivation.

Led by Professor Sytch, participants then focused on developing a comprehensive, holistic framework to understand organizational performance and diagnose performance breakdowns. Consequently, they discussed how to manage the complex interplay among formal organizational systems (e.g., rewards, organizational hierarchy), informal organizational systems (e.g., culture, networks), organizational talent, and the multitude of organizational tasks.

SIMON BERRY'S SOCIAL VENTURE, COLALIFE, GREW FROM A SIMPLE QUESTION. IF COCA-COLA COULD MAKE IT TO RURAL VILLAGES THROUGHOUT AFRICA, BERRY WONDERED, WHY COULDN'T ESSENTIAL, LIFE-SAVING MEDICINES?



Berry's Idea Was the Real Thing

Berry was the May 19 WDI Global Impact Speaker and talked about the formation of ColaLife with the idea to use Coke's distribution channels in order to provide remote communities in Third World countries with essential medicines.

Berry has many years of experience in international development and has lived and worked in South America, the Caribbean, and Africa. He was the founder and former chief executive of Ruralnet UK. Berry is a frequent TEDx speaker and has received many innovation awards for his work on ColaLife.

His talk, "Improving Access to Life-saving Medicines: What We've Learned from Coca-Cola," discussed the trouble launching ColaLife to combat diarrhea, the pilot project in Zambia, and the future for the social venture.

Berry's idea didn't take off till he created a Facebook page about it in 2008. Support grew as did social media buzz. Soon, mainstream media outlets took notice, as did Coca-Cola. Funding partners joined in and Berry and his team developed *Kit Yamoyo*—"kit of life"—that contained oral rehydration solutions, zinc, soap and educational material. It was

designed to fit inside Coke crates.

But something interesting happened on the way to becoming the next great innovation. On-the-ground feedback quickly determined that the piggyback method actually constrained ColaLife; people were buying more kits, priced at roughly U.S. \$1, than Coke.

So despite the two-decade-long dream and all the awards and praise garnered for its innovative idea, ColaLife stopped using Coke's crates to get its diarrhea packs to children. The decision to stop was not easy, Berry admitted.

"People love that image of the kits in the crate," he said. "And the awards have been fantastic in raising our profile, which is crucial to our impact strategy. However, you have to go with what your evidence is telling you. And at the end of the day we are not here to generate cool images or win awards."

ColaLife changed its packaging to include one-serving sachets to eliminate waste, and fashioned the container so the ORS can be mixed and drunk right from the container.

Berry said they have sold about 42,000 kits, and estimates that one life is saved for every 330 kits sold.

Berry said the road for ColaLife has been pretty straight and that they haven't had to "force" anything. He said they knew the proper treatment for children with diarrhea—ORS and zinc—and these are safe and stable at ambient temperatures.

"We found all the pieces to improve access to ORS/zinc already in place, including distribution systems to remote rural areas; a pharmaceutical manufacturer; wholesalers; retailers; communication channels to mothers, and so on," Berry said. "It's just that they were spread across different sectors that didn't work together very often, if at all. It was just a case of bringing these together in a new way."

Berry said he doesn't see ColaLife, the organization, growing into a large organization.

"Our strategy is to be the yeast in the bread—to make the ideas behind ColaLife grow, to innovate and share, to design and give away, to generate robust evidence that even the most cautious child health strategist can trust," he said. "We want to influence the strategies of existing organizations which already have the scale, the capacity and the responsibility to take our findings forward."



STUDENT MAP TEAMS EARN PRAISE FOR WORK

WDI sponsored seven Multidisciplinary Action Project (MAP) teams in 2014 as part of its mission to support international activities at the University of Michigan.

The projects, in conjunction with the Ross School of Business, allow MBA students to work with international organizations to create new business models, research new directions, and strategize for the future.

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

L Prabhakar of ITC Limited, which hosted a MAP team, had high praise for the students and their work.

"The students demonstrated a high degree of commitment, keenness to learn, openness to suggestions and feedback, adaptability, and more importantly, a sound appreciation of business fundamentals," Prabhakar said. "The output of their

project will be of immense use in our initiative to develop a robust model for sustainable access to farm mechanization.

"We look forward to continued engagement with the Institute in the years to come."

The Istanbul International Center for Private Sector Development (IICPSD) partnered with WDI on projects in Mongolia and Jordan. *The Jordan Times*, the largest newspaper in the country, wrote about the students' work on a feasibility study to use geothermal energy to dry fruit and vegetables.

WDI Senior Fellow Ted London and Ross School of Business Professor Venkatram Ramaswamy led the student team.

"The team did a terrific job working with a wide variety of stakeholders in Jordan," London said. "Their sponsors, the Istanbul International Center for Private Sector in Development and the United Nations Development Programme were very pleased with the outcomes and fully anticipate that the new venture will be launched in the coming months.

"These are the types of MAP projects WDI is known for

sponsoring—one that offer a terrific internationally-oriented learning experience for Ross student and that have high impact for our partners."

The first-year MBA students who took part in the WDI-sponsored MAPs are among the 450 Ross students who traveled around the globe to tackle real-world business challenges. The seven-week program is a hallmark of the school's MBA degree and is one of the most extensive and intensive action-based learning programs of its kind.

The Michigan Ross MAP program began more than 20 years ago and is core to the school's signature action-based learning curriculum. The projects come from top-tier entities leading various fields including consumer goods, health care, technology, finance, nonprofit, and startups. In all, the 450 students worked on 89 projects with 81 different companies and organizations regionally, nationally, and in 24 different countries.

Here is a brief synopsis of each of this year's WDI-sponsored MAP projects.

Abt Associates

// Ethiopia

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

MAP TEAM: Kyle Killebrew, Ji Yeon Lee, Alexandra Pulst-Korenberg,
Go Yoshii

Abt Associates is a mission-driven, global leader in research and program implementation in the fields of health, social and economic policy, and international development.

The MAP team assessed the feasibility of using revenues garnered from higher-income diplomatic and ex-patriot members to subsidize subscription services provided to the poor communities in Addis Ababa. The team also worked to understand the costs associated with differentiated product offerings for different product segments.





IMPERIAL Health Sciences (IHS)

// Malawi

DIRECTED BY: Prashant Yadav, WDI, Ross School of Business, and School of Public Health; Paul Clyde, Ross School of Business

MAP TEAM: Michael Cooper, Rupa Patel, Molly Sandler, James Schneidewind

IMPERIAL Health Sciences is a leading force in African Healthcare supply chain management. Its common purpose is to ensure the secure and sustainable supply of quality medicines to the people of Africa. IMPERIAL Health Sciences has operations in South Africa, Kenya, Ghana, Nigeria and Malawi with downstream distribution partners providing reach into 26 countries.

The MAP team designed a structure and sustainable approach to solving the need for high quality capacity for transport, warehousing and other supply chain services for the ministry of health.



ITC Limited

// India

DIRECTED BY: Ted London, WDI and Ross School of Business; Lynda Oswald, Ross School of Business

MAP TEAM: Jessica Knapp, Adam Malecki, Julia Ruedig, Snehanshu

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

The student team was tasked with creating a strategy for mechanizing critical farm operations at small- and medium-sized farms leveraging ITC's e-choupal network for improved productivity and sustainability of farm incomes.



Sustainable Harvest Coffee

// Rwanda

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

MAP TEAM: Kareem Edwards, Mallory McLaughlin, David Wang, Caroline Wolfe

Sustainable Harvest is an importer of high quality specialty-grade coffees from over 15 countries around the world. As pioneer of the Relationship Coffee Model, it has led the paradigm shift that has served as the foundation for the direct trade model and the interest in creating a closer connection between farmers and consumers.

For this project, the team conducted an in-depth market analysis of coffee consumption and potential coffee retail channels—hotels, restaurants, ecotourism—in Rwanda. It then developed a business plan for the café and wholesale operation, taking into account the market analysis.



Twaweza-East Africa

// Tanzania

DIRECTED BY: Prashant Yadav, WDI, Ross School of Business, and School of Public Health; Lynda Oswald, Ross School of Business

MAP TEAM: Laurence Lang, Rochelle Murray, Jourdan Sutton, Yi Yang

Twaweza, which means “we can make it happen” in Swahili, is a 10-year, citizen-centered initiative that focuses on large-scale change in East Africa. Twaweza believes that lasting change requires bottom-up action. It seeks to foster conditions and expand opportunities through which millions of people can get information and make change happen in their own communities directly and by holding government to account. Its Uwezo initiative is a “citizen movement-based” approach to assessing literacy and numeracy levels in East Africa. Uwezo is engaged in monitoring basic literacy and numeracy levels of children aged 5-16 years across at least 50 percent of the districts in Kenya, Tanzania and Uganda through a household-based survey.

The student team identified a business and technology solution that can make Twaweza’s Uwezo work seamless in terms of hiring, due diligence, financial flow management and physical logistics.



UNDP-Istanbul International Center for Private Sector in Development (IICPSD)

// Jordan

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

MAP TEAM: Anthony Chen, Luis Dib, Benjamin Hamm, Chaoyen Lu, Thomas Sargeantson, Yva Vojvodic

The UNDP Istanbul International Center for Private Sector in Development (IICPSD) builds on Turkey’s convening power and dynamic private sector, as well as UNDP’s global mandate, to engage the private sector constructively in supporting global and local efforts to address development challenges.

The student team developed an initiative for technology transfer and capacity building in developing countries using the expertise and capabilities developed in industrialized economies. The MAP team assisted unions and associations to establish inclusive value chain linkages while identifying a viable business case.



UNDP-Istanbul International Center for Private Sector in Development (IICPSD) & UNDP Mongolia/ Rio Tinto/Mongolian National Chamber of Commerce

// Mongolia

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

MAP TEAM: Nikhil Gudikandula, Ricky Li, Yevgeniy Rikhterman, Victoria Tinsley, Sheena Vanleuven, Mohamed Youis

The UNDP Istanbul International Center for Private Sector in Development (IICPSD) builds on Turkey’s convening power and dynamic private sector, as well as UNDP’s global mandate, to engage the private sector constructively in supporting global and local efforts to address development challenges.

The MAP team conducted a market assessment to provide a first overview of opportunities and barriers for the small and medium-sized enterprises (SME) sector of Mongolia that will help document the national strategy on the SME development and diversification for job and business opportunities for the low-income people outside the mining industry.

WDI INTERNS TAKE TALENTS, ENERGY TO SUMMER ASSIGNMENTS



AFRICA

Nineteen University of Michigan graduate students from seven University of Michigan schools and colleges have traveled to 11 countries around the world this summer as part of the WDI Global Impact Internship program.

The students are working with private sector companies, global NGOs, social enterprises, and start-ups on a number of different tasks, including developing business and marketing strategies, implementing impact assessments, and improving vaccine and medical care supply-chain challenges in emerging market countries. You can watch the interns describe their projects here: <http://bit.ly/1oFcABQ>.

The interns are stationed in India, Rwanda, Indonesia, Vietnam, Cambodia, Uganda, Tanzania, Ghana, the Philippines, Ethiopia, and Malawi. They come from the Ross School of Business, the Ford School of Public Policy, the School of Public Health, the School of Natural Resources and the Environment, the School of Social Work, the Department of Economics, and the College of Engineering. Here are the interns and their projects.



Amanda Aweh

ROSS SCHOOL OF BUSINESS/
COLLEGE OF ENGINEERING

World Vision International

// Rwanda

World Vision began working in Rwanda in 1994, as millions fled after the genocide started. World Vision initially provided emergency help to those displaced, and care for unaccompanied children, and then helped people resettle as they returned home. Since 2000, World Vision has been working with communities in Rwanda to find long-term solutions to poverty and injustice. As Rwandans are still recovering from Africa's worst genocide of modern times, World Vision is supporting more than 2,500,000 people, through 29 long-term, child-focused Area Development Programs.

Amanda will participate in a lean implementation at World Vision, finding ways to administer services more efficiently and effectively.



Jodi-Ann Burey

SCHOOL OF PUBLIC HEALTH

VillageReach // Malawi

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

Jodi-Ann's tasks this summer include organizational development and capacity building.

Nancy Kasvosve

SCHOOL OF PUBLIC HEALTH/
ROSS SCHOOL OF BUSINESS

Addis Hiwot General Hospital – EM PACE // Ethiopia

Addis Hiwot is a private hospital in Addis Ababa. The Ethiopia-Michigan Platform for Advancing Collaborative Engagement (EM-PACE) is supported by the Global Challenges for Third Century grant from the U-M Office of the Provost. It seeks to address some of the most pressing problems identified by country leadership and stakeholders in Ethiopia.

Nancy will examine business models that allow private hospitals to also serve low-income populations in the city.

Fred Denny

ROSS SCHOOL OF BUSINESS

Clinton Health Access Initiative // Tanzania

The Clinton Health Access Initiative (CHAI) is a global health organization committed to strengthening integrated health systems in the developing world and expanding access to care and treatment for HIV/AIDS, malaria, and tuberculosis. CHAI's solution-oriented approach focuses on improving market dynamics for medicines and diagnostics; lowering prices for treatment; accelerating access to life-saving technologies; and helping governments build the capacity required for high-quality care and treatment programs.

Fred will work with importers in Tanzania on how best to distribute rapid diagnostic tests once they arrive in the country.



Ebony Pope

ROSS SCHOOL OF BUSINESS

Land O' Lakes International Development Division // Tanzania

Since 1981, Land O'Lakes International Development has applied an integrated approach to international economic development that capitalizes on its 90 years as a leading farm-to-market agribusiness. The company uses its practical experience and in-depth knowledge to facilitate market-driven business solutions that generate economic growth, improve health and nutrition, and alleviate poverty.

Ebony will develop curriculum for an incubator Land O' Lakes has to empower women in agriculture.

Amey Sutkowski

FORD SCHOOL OF PUBLIC POLICY

Zagaya & JLM Pharmaceuticals // Uganda

Zagaya works to ensure malaria drugs are available and affordable for all, specifically artemisinin, its derivatives and ACT's (Artemisinin Combination Therapies). In Uganda, Zagaya is partnering with JLM Pharmaceuticals, Ltd., a for-profit start-up company dedicated to increasing access and availability of infectious/chronic disease diagnostics and pharmaceutical products in fair, competitive, and innovative markets while emphasizing the need to empower customers to make informed buying decisions.

Amey will work to better understand the private sector supply chain in Uganda as it relates to anti-malarials, and come up with recommendations to make the supply chain more sustainable.

Kedon Wilson

ROSS SCHOOL OF BUSINESS

Sproxil // Ghana

Sproxil is an American venture capital-backed for-profit company based in Cambridge, Massachusetts that provides a consumer SMS and App product verification service to help consumers avoid purchasing counterfeit products.

Kedon will provide a financial analysis for Sproxil's Africa divisions, with a focus on branches in Ghana, Nigeria, and Eastern Africa.



Therese Miranda-Blackney

ROSS SCHOOL OF BUSINESS/SCHOOL OF NATURAL RESOURCES AND ENVIRONMENT

Nuru Energy // Rwanda

With an enduring commitment to solving the global problem of energy poverty, which affects over 2 billion people worldwide, Nuru Energy has developed a one-of-a-kind robust and simple-to-use off-grid recharging platform, the Nuru POWERCycle™ pedal generator. The POWERCycle™ provides reliable clean, sustainable power anytime, anywhere and is hundreds of times more efficient than current solar-based solutions at a fraction of the cost.

Therese will formulate a social media strategy and operational improvements.

Bryce Jones

ROSS SCHOOL OF BUSINESS

Mango Fund // Uganda

Mango Fund seeks to encourage economic development in emerging economies by getting behind local entrepreneurs – especially those that are performing value addition activities within their countries. The impact investment fund provides both capital and advisory services to bolster sustainable growth of these emerging businesses.

Bryce will work on business valuation and the due diligence process. He also will work with the portfolio companies to provide business advisory and consulting services.

Brock Redpath

FORD SCHOOL OF PUBLIC POLICY

Global Water Challenge // Ethiopia

Global Water Challenge (GWC) is a coalition of 24 leading organizations creating a global movement of transformational change around water and sanitation. GWC focuses on collaborative learning, connecting leaders, and investing in sustainable, scalable and replicable projects. Our goal is universal access to clean water and safe sanitation.

Brock will investigate whether microfinance can be used after some water infrastructure is built to see if this new access to water can be leveraged.



Soomin Kang

FORD SCHOOL OF PUBLIC POLICY

International Labour Organization

// Cambodia

The ILO aims to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.

Soomin will work on capacity building for ILO.

Saranya Chongrungruang

COLLEGE OF LITERATURE, SCIENCE & THE ARTS-DEPARTMENT OF ECONOMICS

Community Economic Ventures Inc.– Vision Fund // Philippines

Community Economic Ventures, Inc. (CEVI) is a non-stock, non-profit microfinance organization, the Philippine arm of VisionFund International (VFI) and World Vision. CEVI has operated for the past 13 years in the Philippines as a key economic development partner to the poor by providing micro-credit, savings, and insurance to clients and in areas that the formal financial sector does not reach. VisionFund (VF) improves the lives of children in the developing world by offering small loans and other financial services to families living in poverty.

Saranya will conduct an impact assessment to see how the organization can use micro-finance to help victims of Typhoon Haiyan.



Tom Sargeantson

ROSS SCHOOL OF BUSINESS

SNV Netherlands Development Organization // Vietnam

SNV is an international not-for-profit development organization. Its global team of local and international advisors work with local partners to equip communities, businesses and organizations with the tools, knowledge and connections they need to increase their incomes and gain access to basic services – empowering them to break the cycle of poverty and guide their own development.

Tom will work with the organization on its inclusive business investment development.



INDIA



Snehanshu Mahto

ROSS SCHOOL OF BUSINESS

Wello // India

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

Snehanshu will develop a strategy for Wello to reach scale.

Jenny Simonson

ROSS SCHOOL OF BUSINESS/
SCHOOL OF SOCIAL WORK

Baxter Healthcare // India and Indonesia

A leader in healthcare for more than 80 years, Baxter assists healthcare professionals and their patients with treatment of complex medical conditions. Information on our business, leadership and history are available here.

Jenny will be a part of Baxter's business model innovations group, and will be looking into bringing the company's products from the U.S. into emerging markets – specifically India and Indonesia.

Jessica Hill

FORD SCHOOL OF PUBLIC POLICY/
CENTER FOR SOUTHEAST ASIAN STUDIES

Not For Sale // India

Not For Sale fights modern-day slavery around the world by using business creation, supply chain evaluation, and aftercare aid. By creating enterprise opportunities for vulnerable communities, offering social services to survivors and those at-risk to human trafficking, and evaluating the use of forced labor in mainstream supply chains, Not For Sale works to ensure that no one is for sale.

Jessica will research causes of child trafficking in Bangalore, India, and also conduct an impact assessment of Not For Sale's project in the Indian city.

Carrie Wolfe

ROSS SCHOOL OF BUSINESS

iMerit // India

iMerit contracts with domestic and international companies for IT service projects, cultivating opportunities for these graduates to participate in the modern economy.

Carrie will focus on a growth strategy for iMerit.

Rahul Tapariya

ROSS SCHOOL OF BUSINESS

Simpa Networks // India

Simpa Networks is a venture-backed technology company with a mission to make modern energy simple, affordable, and accessible for everyone. Simpa has introduced a product and business model that will make sustainable energy choices "radically affordable" to the 1.6 billion base of the pyramid (BoP) consumers who currently lack access to electricity.

Rahul will develop new business models to reach new customers at the base of the pyramid.

Madelene Hoe

ROSS SCHOOL OF BUSINESS

Krishi Star // India

Krishi Star works to end poverty for small farmers in rural India by giving farmers ownership of a larger part of the food value chain, and giving farmers access to higher margin markets.

Madelene will help Krishi Star with its existing products and also will look to create new lines of products.

COURSE GIVES STUDENTS INTERNATIONAL EXPERIENCE



23

graduate students from the Ross School of Business at the University of Michigan participated in a travel-study course that examined health care delivery in several developing countries. WDI and the Ross Dean's office jointly supported the course.

The course, BA 685 International Business Immersion - "Health Care Delivery in Emerging Markets" – was open to MBA2, Evening MBA and Global MBA students. It is designed to improve students' global leadership capabilities, increase awareness of diverse business issues on the current international landscape, and provide on-the-ground experience in a foreign country. The travel-study course also fills the increasing need for managers to have an international business perspective that enhances their business and management knowledge.

Paul Clyde, a business economics and public policy faculty member at the time and now the WDI president, taught the course.

"This is business education at its best," he said of the course. "It is a truly collaborative learning experience, where the students and faculty are learning from each other in a challenging, action-based learning setting. The content and context are equally important.

"The students are making real contributions to a significant global challenge — emerging market health care - in concert with institutions in these emerging markets who are developing new approaches to meet the need."

During the first seven weeks of the winter term, students researched and discussed the role of health care in emerging markets, the different approaches to providing health care in emerging markets, and the challenges facing these institutions. This included looking at business models that are in place or have been tried, and discussing the commonalities and differences.

The students then formed five teams, each of which investigated a particular healthcare institution in an emerging market country in preparation for an immersion week at that institution during the school's spring break. Teams traveled to Haiti, the Democratic Republic of the Congo, Bangladesh, Ethiopia, Ghana, India, Rwanda, and Uganda.

During the immersion week, the student team conducted interviews and gathered data to address a specific business issue identified by the healthcare institution. During the last six weeks of the course, the class learned about the different emerging markets, different business models, and different challenges faced by healthcare institutions in emerging markets as each team presented its findings to the rest of the class.

Here are descriptions of the five projects.

Haiti //

The team was tasked with setting up a primary care funding system with remittances from the Haitian diaspora. In order to price services, the team had to identify the real cost of providing care at Peredo Community Hospital. The goal was to optimize remittances so that patients have access to preventive services and provide clarity about the scope and cost of services for families sending money to Haiti.

Democratic Republic of the Congo (with travel to Ghana, Ethiopia & Bangladesh) //

The team was asked to create a business model for the International Center for Advanced Research and Training (ICART), which is trying to develop sustainable training and research programs to optimize approaches to health and education implemented around the world while supporting the specific mission of Panzi Hospital and the Evangelical University of Africa. The students also: gave recommendations for potential sources of revenue and the accompanying structure needed; sought best practices at peer institutions in Ethiopia, Ghana, and Bangladesh. ICART, the students discovered, suffered from little infrastructure and access to human capital. Therefore, the team suggested the organization apply for capability-building grants, develop Ph.D. research skills training program, develop travel packages for visiting researchers, and gather materials to begin marketing efforts.

Uganda //

The student team researched the current Uganda health care system, specifically clinic and village health care. The team wanted to identify inefficiencies in the delivery of health care at the first point of contact, and develop recommendations to provide greater access and faster health care at the primary care level. The team recommended that a mobile medical officer rotate amongst clinics in a designated county weekly; that lower level clinics be standardized to save costs; and empower the lowest levels of health care to reduce burdens on other health care centers.

India //

The students worked with the organization Sughavazhvu, which is trying to solve the problem that most of the Indian population lives in rural regions while most of the health care resources are in urban regions. Sughavazhvu has partnered with the IKP Centre for Technologies in Public Health (ICTPH) to address the lack of infrastructure and physicians in rural India. Sughavazhvu established a clinic ecosystem, increasing access to affordable health care. The students posed four questions for the two organizations going forward. They are: organization structure and role definition; financial sustainability of rural clinics and operations; success metrics for impact on rural health care; and, benefits of becoming a for-profit organization.



Presentation by the Rwanda student team

Rwanda //

The student team objective was to help Ruli District Hospital improve its financial standing by closing the gap between revenues and costs. The students analyzed the current financial state, pinpointed gaps in the current practices and processes, recognized opportunities to build on existing systems, and identified new opportunities to improve financial standing. A few of the opportunities the team identified to close the gap between revenues and costs included: increase uncollected money from Mutuelles Health Insurance; increase payment collection from patients; improve accuracy of inpatient billing; and, refine cashier processes for outpatient care recipients.

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

Wendy Leonard, founding board member of The Ihangane Project at Rwanda's Ruli District Hospital, praised the student teams' work.

"Your work was extremely helpful," she wrote. "It gave me a much deeper understanding of where the challenges are—both externally and internally. Dr. Avite is particularly excited about looking at the financial challenges in such an organized and proactive way. We see your work as a strong foundation for future projects."

Yin Jane Jin, a member of the India team, said her interest in the health care field in emerging markets prompted her to take the course. She said traveling to India let her see the health care issues up close.

"This precious experience allowed me, for the first time in my life, to truly work on the issues in this field and apply

what I learned in class and from previous experiences to help," she said.

Sarah Miller, who was on the Rwanda team, said she enjoyed a MAP project she was on last year and liked the idea of traveling to a country and working with an organization to help solve an issue.

"Traveling to a developing country is a very eye-opening experience and you can learn a lot by traveling and learning about different cultures and people and languages," she said. "I think you can learn a lot about yourself and expand your mind by traveling, especially to places that are very different from your own."

She also said the student teams can make better, and more influential, recommendations for improvement once they have seen and experienced the inner workings of an organization first-hand.

"Before we went to Rwanda, it was very difficult for our team to ascertain what the real issues were and what they wanted us to do," Miller said. "But during our time there, I think we were able to understand many of the problems, lay them out, and try to come up with creative solutions."

This is the fourth year the Ross Dean's Office and WDI has jointly supported the Ross travel-study course.

This the second year the course was focused on health care in emerging markets. In 2011, teams visited locations in India, China, Honduras and Rwanda. In 2009, students learned about Turkey and travelled to that country as part of the course, "Bridging in a Globalizing World: Turkey and the European Union." In 2010, Ross students travelled to Moscow and St. Petersburg as part of the course "Marketing in Russia."

Globalens top sellers

[past 6 months]

- 1 REI Rentals**
 Damian Beil & Wallace Hopp
 University of Michigan Ross School of Business
- 2 A Brief Note on the Toyota Production System**
 Eric Svaan & Ravi Anupindi
 University of Michigan Ross School of Business
- 3 Note on Variability, Buffers, and Inventory**
 William Lovejoy
 University of Michigan Ross School of Business
- 4 Note on Project Management**
 Jim Reece & Eric Svaan
 University of Michigan Ross School of Business
- 5 Lean Process Improvements at Cleveland Clinic**
 Izak Duenyas
 University of Michigan Ross School of Business
- 6 Managing Inventories**
 Eric Svaan
 University of Michigan Ross School of Business
- 7 Alexander & Thurston: Inventory Management**
 Wallace Hopp
 University of Michigan Ross School of Business
- 8 Quality Management Concepts and Basic Tools**
 Eric Svaan
 University of Michigan Ross School of Business
- 9 Midco Pharmaceuticals**
 William Lovejoy
 University of Michigan Ross School of Business
- 10 A Taxonomy of Process Types**
 William Lovejoy
 University of Michigan Ross School of Business

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calendar

Rwanda SME Entrepreneurship Training, Session 1

Aug 4-8 | Kigali, Rwanda

Rwanda SME Entrepreneurship Training, Session 2

Aug 18-22 | Kigali, Rwanda

Rwanda SME Entrepreneurship Training, Session 3

Sept 1-4 | Kigali, Rwanda

Strategic HR Leadership Program

Sept 1-6 | Vienna, Austria

Rwanda SME Entrepreneurship Training, Session 4

Sept 15-18 Kigali, Rwanda

Leading Change

Sept 22-24 | Bogota, Colombia

Leading Change

Sept 25-26 | Santiago, Chile

Marketing Excellence: Success through Decision Making

Sept 29-30 | Bratislava, Slovakia

Strategic Sales Management Program

Sept 29-Oct 2 | Miami, Fla.

Rwanda SME Entrepreneurship Training, Session 5

Sept 29-Oct 2 | Kigali, Rwanda

Rwanda SME Entrepreneurship Training, Session 6

Oct 13-15 | Kigali, Rwanda

Corporate Governance

Oct 14-15 | Santiago, Chile

HR Strategy (Workforce Scorecard)

Oct 15-16 | Sao Paulo, Brazil

SHRNE Fall Workshop (Leaders for the New Landscape)

Oct 16-17 | Bucharest, Romania

Negotiations

Oct 20-21 | Riga, Latvia

Key Account Management

Oct 27-28 | Riga, Latvia

Sales Leadership

Oct 29-30 | Riga, Latvia

Rwanda SME Entrepreneurship Training, Business Plan Presentation & Graduation

Oct 29-Oct 31 | Kigali, Rwanda