



TIME *to* GROW

WDI Mix of Funding, Patience Results in Research Impact

WDI has a distinct approach to knowledge creation and influencing practice. The Institute's approach is to develop ideas that will have significant impacts on emerging market economies at both the macro level and for managers operating firms in those economies.

A typical set of research ideas goes through a sort of life cycle, WDI Executive Director Robert Kennedy said. Whereas most academic organizations are focused on developing academic pieces for peer review journals, Kennedy said WDI focuses on generating and nurturing ideas — sometimes over several years — that eventually will have a high impact on management practice.

This "life cycle" has happened with the Globalization of Services (GoS) Research Initiative, led by Kennedy. The same process is now taking place for WDI's Healthcare Research Initiative, led by Prashant Yadav. It also has been successful with the Base of the Pyramid (BoP) Research Initiative, under the direction of WDI Senior Research Fellow Ted London.

table of contents

13



On the cover, left to right:
WDI's Heather Esper does
impact assessment work in
Kenya; WDI's Prashant Yadav
in a medical warehouse in
Gambia; WDI's Ted London
visits a Nairobi, Kenya slum
as part of Van Leer project.

RESEARCH UPDATES

- 4 Base of the Pyramid
- 7 Globalization of Services
- 8 Healthcare

PROGRAM UPDATES

- 12 Educational Outreach
- 16 NextBillion
- 18 Development Consulting Services
- 22 Executive Education

SUPPORTING INTERNATIONAL ACTIVITIES

- 26 Internship Blogs
- 28 Internships
- 33 Speaker Series
- 36 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.

hello from the William Davidson Institute at the University of Michigan. At its core, WDI is a research institution. We look for research topics that are important, not well understood, of the scale that WDI's resources can make an impact, and have the potential to influence how managers and firms behave in the real world. Selecting topics that fit these criteria is a bit of an art, and nurturing our initiatives to scale is an organic process — one with many missteps along the way. But both our Base of the Pyramid (BoP) and Healthcare research initiatives are achieving success — generating new knowledge, and influencing practice.

This issue's cover story explores the development of WDI's BoP research initiative, focusing on Ted London's impact assessment framework. It started with a simple idea that there had to be a better way to measure how well a venture was meeting its goals of helping those at the BoP. A framework was created, piloted successfully in the field, and written about in cases and research articles. This early work was based on a series of small projects, often co-funded by the Institute. But over time, the framework was sharpened, the results proved to be both insightful and compelling, and we were able to secure both larger and more complex grant-funded work.

This evolution of our impact assessment work is evidence that our strategy of leveraging our unique set of capabilities is showing results. We have focused on delivering quality research, training, and consulting assistance in emerging market economies; looked for projects that could involve more than one initiative at WDI; developed strong relations with our partner organizations; created unique opportunities for University of Michigan graduate students; and shared our intellectual capital through books, articles, op-eds, teaching materials, talks, and conferences.

Because of the recent influx of grants to support WDI's research activities, we created a new organization to ensure proper delivery of these projects.

Sateen Sheth, who rejoined WDI in early 2012 to manage the Rockefeller Foundation projects, was appointed manager of the newly-created Research Project Implementation Initiative. Sateen and his team will be responsible for delivery of Base of the Pyramid and Globalization of Services projects, funder relations, and business development. This structure will allow the research directors to focus on knowledge creation while Sateen and his team concentrate on field research and project delivery.

Sateen brings extensive field experience to his new job, and I see a huge opportunity for WDI to grow this initiative. You can read more about our funded work in the following pages.

Another recent development I want to tell you about is that WDI is now the sole manager of the **NextBillion.net** family of websites. The sites — in English, Spanish, and Portuguese — are the leading websites in the BoP sector.

Two years ago I discussed our excitement about joining the World Resources Institute (WRI) as a managing partner of the network. I felt then, and I still do today, that NextBillion's mission complements WDI's mission and is well aligned with our BoP initiative.

This past fall, WRI undertook an internal restructuring that led them to step down from the NextBillion partnership. While we are sorry to lose a good partner, WDI will continue to invest in the site to bring the latest perspectives, news, job listings and events to our readers. In fact, in early December we launched a new blog focused on health care issues (<http://www.nextbillion.net/healthcare>). We expect it to be the first of a series of topic-specific blogs in the network.

Read more about NextBillion on pages 16-17.

I am pleased with the work I have highlighted here, and all the work being done at WDI. Keep updated on all our activities at our website, www.wdi.umich.edu.

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

Sincerely,



Robert E. Kennedy
Executive Director



The Base of the Pyramid (BoP) Research Initiative, under the direction of Dr. Ted London, has implemented several exciting changes due to growing interest in, and impact from, our work. Over the past year, an increasing number of partners and funders have approached us about collaboration opportunities. To manage this level of engagement while also maintaining our core capabilities in thought leadership, we have both added talented members to our team and enhanced our structure to deal with this heightened complexity.

Influx of New Funded Work Leads to Restructuring

Over the past year, WDI's research area has acquired bigger and more complex grant-funded projects. This additional work has resulted in WDI creating a new Research Project Implementation Initiative to better deliver our funded projects while also ensuring that we maintain our global thought leadership position.

Sateen Sheth, who rejoined WDI a year ago to manage several Rockefeller Foundation projects, will manage this new initiative. Sheth and his team will be responsible for BoP and Globalization of Services project delivery, funder relations, and business development. They will oversee the current portfolio of projects, and look to develop new ones.

Research Project Implementation is currently managing seven contracts – three with the Rockefeller Foundation, and one each with the Bernard van Leer Foundation, the Inter-American Development Bank, the Danone Foundation, and the ANDE Capacity Development Fund.

There are two programs within Research Project Implementation – Economic Growth and Impact Assessment. BoP Researcher Heather Esper is the new program manager for Impact Assessment. She will continue to oversee work with the Bernard van Leer Foundation, and kick off work with the Danone Foundation and the ANDE Capacity Development Fund in 2013. A program manager for Economic Growth has not been named; in the interim, Sheth will continue to oversee the three Rockefeller Foundation projects. WDI Research Associate Yaquta Kanchwala will support both programs.

The team will continue to work closely with WDI Senior Research Fellow Ted London, who will be an expert advisor and participant



Sateen Sheth, left, in Kenya

in BoP projects, and with WDI's Development Consulting Services, which will provide project administration support.

This restructuring will allow London to focus on knowledge creation and dissemination, such as academic and practitioner journal articles, another book, and an upcoming BoP conference.

"This allows us to better maintain our position as a thought leader," London said. "That's what makes WDI distinct. People come to us because we have something valuable to contribute."

He said adding a new initiative to handle all the new work is a "tribute to the success of our ideas."

"This shows we're on the right path," London said. "Our BoP grant-funded work has really taken off over the past year, and both Sateen and Heather deserve a lot of credit for our success. These are exciting times for our work in this domain."

WDI to Deliver Two Impact Assessment Workshops for ANDE Members

WDI's Base of the Pyramid (BoP) Research Initiative will hold two impact assessment workshops – one in New York and the other in Johannesburg, South Africa – for members of the Aspen Network of Development Entrepreneurs (ANDE).

WDI is delivering the workshops in response to a growing number of ANDE members indicating that they were interested in collecting outcome data, but don't know how to do it in a systematic and cost-effective way.

WDI has hosted two impact assessment workshops in recent years using the BoP Impact Assessment Framework developed by WDI Senior Research Fellow Ted London. The framework helps organizations identify and track poverty alleviation impacts so they can enhance their business models.

Most ventures that serve the poor primarily collect data on pre-determined business milestones and recite feel-good stories. But without a true assessment on how they are serving their target market, organizations are unable to improve their economic and social performance. Even organizations that carry out an impact assessment can end up with unusable data due to poor methodology.

Each of the two ANDE workshops will span 2 ½ days and attendance will be capped at 15-20 members to ensure a highly interactive format. London, along with WDI's Heather Esper and Professor Andy Grogan-Kaylor of the University of Michigan's School of Social Work, will lead the workshops.

London will talk about the use and application of the framework, and how to identify impacts and engage stakeholders.

Grogan-Kaylor will walk the participants through developing a research design, sample selection, and sample size when applying the framework. And Esper will discuss both the content and process aspects of data collection – from defining survey objectives to performing data management.

At the workshop members will learn from a unique mix of case studies, participate in interactive activities, and engage in discussion-based lectures to gain a better understanding of what is involved in measuring impact. ANDE members will perform an initial assessment of their organization's outcomes, learn key issues to consider in developing and implementing a robust data collection strategy, and leave with a customized actionable plan to share with their team and implement to regularly collect impact data.

Best practices from the workshop, as well as examples of attendees' application of lessons learned, will then be shared at the annual ANDE metrics conference in 2013.

ANDE is a global network of organizations that invest money and expertise to propel entrepreneurship in emerging markets. Officially launched in 2009, it is a member-driven organization housed within the Aspen Institute, an international non-profit that promotes enlightened leadership. Its members are the vanguard of a movement that is focused on small and growing businesses (SGBs) that create economic, environmental, and social benefits for developing countries. Ultimately, they seek to build sustainable prosperity in the developing world.



Clockwise from top left: WorldHaus founder and CEO Daniel Gross; WDI's Ekta Jhaveri and Natalia Gero interview a worker in his home; a Farm Shop worker; a VisionSpring entrepreneur; Ekta Jhaveri interviews a worker.

Rockefeller Project Takes Researchers to Ventures in Kenya and India

WDI researchers visited 15 organizations – nine in Kenya, six in India – over a four-week period in November to conduct field research for the Rockefeller Foundation project on Impact Enterprises.

Sateen Sheth, manager of WDI's Research Project Implementation department, and Kang Chang, research associate for WDI's Economic Growth team, engaged with the ventures' leadership teams. Natalia Gero, projects administrator for WDI's Development Consulting Services, accompanied Sheth and Chang on several of the visits.

The WDI team toured the operations of each venture, met with the management teams, and interviewed employees and other stakeholders to better understand impacts on the base of the pyramid. The team also wanted to know the key influence factors that both limit and enable enterprise success.

"If they were having success, what were the factors that led to this success?" Sheth said. "If they were struggling, what challenges were they facing? We were also curious about better understanding the impact on key stakeholders so when possible we interviewed them as well."

The project goal is to evaluate the Impact Enterprise sector in the developing world in order to give the Rockefeller Foundation insights into how they can accelerate the development of the sector going forward. The team developed a definition for impact

enterprises, which are defined as financially self-sustainable and scalable ventures that actively manage toward producing significant net positive changes in well-being across underserved individuals, their communities, and the broader environment.

There is on-going interest in better understanding how to increase the size and scope of the pool of impact enterprises. But a lack of clarity makes it difficult to identify impact enterprises with the most promise and provide targeted support to facilitate their growth. WDI's work, along with other grantees, will give the Rockefeller Foundation a roadmap for future potential investments and engagement strategies for promoting venture development that better serves the base of the pyramid.

WDI visited a varied cross-section of impact enterprises to ensure it got a true picture of the sector. Among those ventures visited were those in the early stages of growth and those that are more mature; ventures that had different business models – those that sold to the BoP, those that bought from the BoP, and those that employ the BoP; and ventures in various sectors, such as agriculture, energy, and health.

Some of the ventures visited included:

FARM SHOP: A Kenyan early-stage social enterprise, Farm Shop is developing a distribution platform for poor, rural communities across Sub-Saharan Africa. It focuses on agricultural inputs, services, information, and outputs as the key to economic opportunity and growth for smallholder families. Farm Shop's micro-franchise program upgrades agro-dealers, the village retail shops that are a critical link in the supply chain.

KICKSTART: A non-profit organization founded in 1991 that specializes in selling irrigation technology targeted to improve the crops of sub-Saharan Africa's impoverished smallholder farmers.

SANERGY: Based in Nairobi, Sanergy is an early-stage social enterprise that provides safe, affordable sanitation in urban slums. Sanergy's model involves four parts: building a network of low-cost sanitation centers in slums; distributing the centers through franchising to local entrepreneurs; collecting the waste produced daily; and processing it into electricity and fertilizer. Across each step, the company seeks to create jobs and income-generating opportunities while addressing critical social needs.

VISIONSPRING: An enterprise in India, among other countries, dedicated to reducing poverty and generating opportunity in the developing world through the sale of affordable eyeglasses. VisionSpring creates channels for the delivery of low-cost eyeglasses to ensure every individual has equitable access to the eye care products they need to live a full, productive life.

WORLDHAUS: Based in India, WorldHaus manufactures and builds customized, weatherproof homes for families in the developing world at an affordable price, employing a modular building system that allows families to build to any size and configuration they desire. It uses local construction, local dealer networks, and a factory supply chain that stimulates local economies.

WDI is now preparing mini cases on each of the 15 ventures visited. WDI will also put together a summary report that synthesizes the findings from the field visits.

In addition to conducting research for the project, Rockefeller Foundation contracted with WDI to be the coordinating partner for this project. In this role, WDI has been helping align the efforts of all the partners to ensure the multiple work streams achieve Rockefeller's overall objectives related to the search process.

As such, WDI will gather and summarize the key findings from project partners to help the Rockefeller Foundation develop a better understanding of the opportunities to better support Impact Enterprises moving forward.

WDI Teams Up With IDB on Next 4 Billion Update



WDI has reached an agreement with the Inter-American Development Bank (IDB) to analyze detailed demographic and expenditure data for 18 Latin American countries. The project will lead to a detailed report, to be published in summer 2013.

The project is an update and extension of the landmark 2007 publication, "The Next 4 Billion." That report was an important first look at the market opportunity represented by four billion individuals who comprise the base of the economic pyramid. Its

unique access to the household income and consumption surveys of developing and transition countries offered a new and compelling perspective on low-income communities worldwide.

WDI will be lead author of the new report, and share the copyright with the IDB. The analysis will be the centerpiece of an IDB conference in Medellin, Colombia in June 2013.

Established in 1959, the IDB is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieve measurable results, and increased integrity, transparency, and accountability.

SAVE THE DATE

WDI Organizing BoP Convening

WDI will hold a base of the pyramid summit in October 2013, the fourth such BoP gathering hosted by WDI.

The convening, for about 200 guests, will be held Oct. 21-23 at the Ross School of Business at the University of Michigan. WDI Senior Research Fellow Ted London said the summit would be reflective and introspective, with the idea of outlining a set of actionable post-conference activities. Speakers and attendees will look at where the BoP domain is now, what we have learned so far, where the gaps are, and – most importantly – what is needed to push the field forward.

More details will be released later as the summit nears.

The 2013 summit continues WDI's position as a leader in the BoP field. In 2006, WDI organized a three-day research conference that brought together a multi-disciplinary community of leading BoP scholars



to explore what is truly unique and different about a BoP perspective.

The following year, WDI, along with Cornell University, hosted a 350-attendee conference,

"Business with Four Billion: Creating Mutual Value at the Base of the Pyramid," that brought together the community interested in growing the global domain of enterprise-based strategies for serving the four billion poor living at the BoP.

In 2009, 100 leaders from the private, non-profit, development, foundation, and academic sectors convened in Ann Arbor to learn and share their ideas about the BoP. The invitation-only gathering also gave the nine authors collaborating on the book, "Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Mutual Value," an opportunity to present their collective thinking and solicit feedback and comments from the event's attendees.

Van Leer Project Nears Completion

WDI's Heather Esper, program manager of Impact Assessment, traveled to Kenya and Peru this fall as part of a research project with the Bernard van Leer Foundation.



Heather Esper, right, in Peru

The trips were the final two site visits of six to BoP ventures. Esper, in collaboration with WDI's Senior Research Fellow Ted London, research assistant Yaquta Kanchwala and Mary Lowe of WDI's GlobaLens, is now writing six in-depth case studies that explore how these ventures directly and indirectly impact children eight years of age and younger. The six companies, which operate across key sectors, include Sanergy, Penda Health, Villa Andina, Solar Aid's SunnyMoney, Honey Care Africa and CEMEX's Patrimonio Hoy.

The last two ventures visited by Esper were: Villa Andina, a Peruvian company that buys organic aguaymanto and mango from small-scale farmers and then sells the dried fruit in export markets; and Penda Health, an organization in Kenya that provides affordable, accessible health services for women and children.

Earlier field visits by Esper and London were to: Sanergy, a Kenyan venture that features low-cost sanitation franchises that turn waste into electricity and fertilizer; SolarAid, a Tanzanian firm that sells solar lamps; Honey Care Africa, a Kenyan venture that produces and sells honey; and Patrimonio Hoy, a Mexican initiative that provides low-income families living in urban and semi-urban areas with a 70-week saving program to build a home

room-by-room.

To gauge each venture's impact, they used the Base of the Pyramid Impact Assessment Framework developed by London and then customized to focus on identifying both direct and indirect impacts on young children.

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

The Honey Care Africa research case study is also being developed into a teaching case. Madison Ayer, HCA's CEO, visited London's Ross School of Business class in fall 2012, allowing the team to work closely with him to develop the case.

After completing the case studies in early 2013, London and Esper will conduct a detailed analysis across the six case studies to aggregate these findings into a summary article.

The article and case studies will demonstrate the value of measuring and understanding impacts on children, and will support the Van Leer Foundation's efforts to create a young-child venture fund. WDI also will look to publish the article in a journal to further disseminate the outcomes of the work.

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

Innovation Focus of Italy Workshop

WDI Senior Research Fellow Ted London participated in the three-day Bellagio Workshop on Convergent Innovation in late November.

The workshop was held in Bellagio, Italy, but London gave his presentation on linking small farms and local communities to business innovation, social entrepreneurship, value chains and markets via teleconference from Ann Arbor.

The workshop, "A Whole-of-Society Solution for and With the Poor and Vulnerable: Nurturing and Bridging Agricultural, Health, Industrial, Organizational, Social, and Institutional Innovation," was the latest gathering in a continuous convergence-building process.

These workshops pull together key actors from academia, the private sector, philanthropic and donor communities, NGOs, and policy domains. All are involved in leading technical, organizational, social and institutional innovation relevant to developing roadmaps for real world change with impact to meet basic needs and preferences of targeted populations on a scale and scope higher than what has been possible so far.

The primary focus is on food, nutrition, health and healthcare, but "whole of society" solutions for and with poor and vulnerable communities are what roadmaps are about.

London Speaks at U-M Law School

WDI Senior Research Fellow Ted London was a guest lecturer in October at the University of Michigan Law School, supporting WDI's efforts to cross boundaries at U-M.

London spoke to students enrolled in the "Impact Investment Lawyering" course taught by Professor Deborah Burand. The topic of his talk was, "Incorporating Impact Assessments and Metrics into Investments."

During his talk, London introduced students to the domain of building ventures to serve the base of the pyramid, discussed the importance of impact assessment in these efforts, and provided a framework to assess impact and apply it to a specific venture.

The goal of the course is to introduce law school students to frameworks for analyzing and managing the legal risks and rewards of working with enterprises intent on achieving a multiple bottom line — financial and social/environmental.

WDI Researchers Participate in AOM Panels

WDI Senior Research Fellow Ted London took part in several sessions in August at the Academy of Management (AOM) annual meeting in Boston.

London, along with Jonathan Doh of Villanova University, was a presenter in the program on cross-sector solutions to complex environmental issues. London and Doh discussed their research on "Building and Scaling a Cross-Sector Partnership: Lesson from the HARITA Project."

Later in the day, London talked about a

paper he is working on with Heather Esper and Andrew Grogan-Kaylor, "Connecting poverty to purchase decisions: Creating value with the base of the pyramid."

London then facilitated the program session, "Exploring the Roles of the State, Political Boundaries, and Firm History on Performance."

On the meeting's first day, London was a presenter for the program, "Economic Systems of the Future: Existing Alternatives and the Road Ahead."

Impact Sourcing Work Nearing Completion

A WDI research team continues its work with the Rockefeller Foundation to explore the opportunity for, and obstacles to, building an Impact Sourcing sector.

The idea is that global firms in the business process outsourcing (BPO) sector, which has been successful at generating employment for well-educated people in developing countries, might partner with Impact Sourcing Service Providers (ISSPs) to generate employment and sustainable livelihoods in poor and vulnerable communities.

During spring and summer 2012, WDI's research team analyzed the tasks performed in the BPO industry and gauged which ones potentially could be moved to poor and vulnerable communities. The team then assessed macroeconomic indicators and data on workforce skills in order to determine high-opportunity countries for the growth and development of an Impact Sourcing sector.

Work in fall 2012 focused on learning from the experiences of organizations in the field. The research team visited three Kenyan ISSPs where they interviewed both the leaders and employees of these ventures.

"We wanted to understand the challenges, successes, and impacts that ISSPs have on those they employ," said Sateen Sheth, manager of WDI's Research Project Implementation Initiative. "They're hiring workers from the BoP in hopes of providing additional income and other benefits. We wanted to know what they have learned from this experience — what has worked, what hasn't, and what help they might need to further meet their poverty alleviation objectives."

The three ventures the team visited were:

IMPACT SOURCING AFRICA: a Kenyan BPO company incorporated in 2012. The company, located in Kisumu, is a partnership of entrepreneurs who were running small businesses in outsourcing. The company has a social mission to employ vulnerable people from the Nyanza region. It offers quality outsourced work at competitive rates, meeting customers' timelines for private and public entities.



Workers at Impact Sourcing Africa

DIGITAL DIVIDE DATA (DDD): a U.S.-based nonprofit active in Laos and Cambodia, it opened its facility in Nairobi in 2011 partially due to a grant from the Rockefeller Foundation. It provides outsourcing services while also creating opportunities for the world's poorest citizens to earn competitive wages, complete their education, and achieve upward mobility through working at DDD.

DAPROIM: a Nairobi, Kenya company that offers transcription and data entry services. They focus on providing employment for low-income university students and graduates.

The research conducted over the course of 2012 is currently being compiled into a report for the Rockefeller Foundation.

"We are taking all the learnings from the desk research and the field research, and summarizing the challenges and successes of the BPO industry in the BoP market," Sheth said.

The report will be finished in early 2013 and published shortly thereafter. The Rockefeller Foundation is currently considering whether to launch a multi-year program to invest in and promote Impact Sourcing.

The Rockefeller Foundation came to WDI because of the Institute's expertise in the BPO sector and in doing business at the base of the pyramid. Specifically, WDI Executive Director Robert Kennedy's research on offshoring, his 2009 managerial book on the topic, and his advisory role to leading firms such as Genpact, Perot Systems, and Spectramind. And WDI Senior Research Fellow Ted London's expertise in BoP research and data collection.

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



WDI Healthcare Plays Key Role in Market Shaping

Donors invest a lot of money in buying drugs, vaccines, and other preventative technologies. However, sustainability of these investments is in question because these investments are not enduring. That is, it requires donors to buy drugs and vaccines year after year.

With the global economic downturn, donor monies have become somewhat scarce — forcing everyone to think about investments that can provide better access to medicines, vaccines, and other healthcare technologies in the long term. One possible way is to use current investments to shape global markets so that low- and middle-income countries can gradually start self-funding for medicines and vaccines for their populations.

Global market shaping activities are increasingly seen as an efficient investment because they can deliver sustainable/enduring high public health impact. Levers

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

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

WDI's Healthcare Research Initiative focuses much of its core work on making global and local markets for medicines, vaccines and other health technologies function better. It analyzes and

identifies innovative market interventions to improve access to medicines, vaccines, and other health technologies. Within the last year, the research team has led three market analysis projects:

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

DIARRHEA: Designed evaluation program to rigorously measure the relative contribution of

different market interventions to increase the use of oral rehydration salts (ORS) and zinc to treat diarrheal disease

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

The WDI Healthcare Initiative plays a key role in global market analysis and design of interventions that create better market outcomes. The initiative will continue to expand its collaborations in the coming year to partner with other thought leaders in this area.

POLICY INFLUENCE

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

Non-Communicable Disease Focus of WDI Policy

The WDI Healthcare Research Initiative participated in a project led by the Johns Hopkins Institute for Applied Economics, Global Health and the Study of Business Enterprise to develop policy recommendations that bridge the gaps in research and practice for non-communicable diseases (NCDs).

A worldwide movement for action on NCDs has been gaining momentum in recent years. The UN General Assembly passed a resolution on the prevention and control of NCDs in 2010. Two years later, the World Health Organization's 65th World Health Assembly set the first voluntary global targets for a 25% reduction in premature mortality from NCDs by 2025.

However, the recent global fiscal crisis made it necessary for policymakers to figure out how to incorporate NCD responses into existing funding streams and programs.

This was the impetus for Johns Hopkins to convene an NCD working group of leading scholars, including WDI Healthcare Research Director Prashant Yadav, to analyze gaps in NCD research, policy, and practice, and to make actionable recommendations to

close those gaps.

The group produced a series of policy briefs that show how industry can bring its know-how to bear on preventing and controlling NCDs in developing countries and emerging markets. The briefs also give a preliminary roadmap for policy development and progress in the fight against these chronic conditions.

Yadav, along with WDI Research Associate Lisa Smith, authored a policy brief that examined ways to improve access to medicines and health technologies for NCDs through improvements in supply chain architecture.

Recommendations included:

- Improve available information by enhancing monitoring and surveillance of NCDs globally.
- Improve availability of NCD medicines and diagnostics by leveraging private sector supply chain services and strengthening pharmaceutical wholesalers.
- Improve affordability efforts through innovative pricing strategies.
- Build national policy and regulatory architectures that ensure quality and appropriate use of healthcare commodities.

WDI Paper for AusAID Discusses Malaria Access

The WDI Healthcare Research Initiative recently produced a background paper for the Malaria 2012: Saving Lives in the Asia-Pacific Conference organized by the Australian Agency for International Development (AusAID).

Healthcare Research Director Prashant Yadav attended the conference in early fall 2012 to present the policy recommendations from the paper, which he prepared with Healthcare Research Initiative Research Associate Sarah Alphs.

The paper described the challenges of increasing equitable access to quality malaria medicines and other technologies in the Asia-Pacific region. It also outlined the links between malaria medicine manufacture, supply, regulation, use, and the emergence of anti-malarial drug resistance.

The paper included several recommendations. Among them were:

- Create a high level multi-sectoral working group on access to malaria medicines and products to facilitate inter-country coordination to improve access to medicines in the region.
- Establish a regional initiative to strengthen



national capacity to regulate medicines and support under-resourced regulatory authorities.

- Work through markets to build demand, and incentivize manufacturers to improve the quality of the processes for medicines and other technologies.
- Build the capacity of malaria program staff so that countries can better anticipate patterns of supply and demand of medicines and other technologies, thereby better managing the supply chain from manufacturers to users.
- Develop robust financing mechanisms which use public policy to steer the market towards high-quality outputs, and ensure access for the very poor.
- Ban the use of oral artemisinin-based monotherapy in the countries of the region where it is still available to contain artemisinin resistance.

RESEARCH COLLABORATION

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

Rural Health Integrated Network—Geneva Global



WDI's healthcare initiative is partnering with Geneva Global, a U.S.-based global philanthropic organization, on a project to examine the health system strength and the current processes for multi-sectoral decision-making within Namibia's rural population.

The project, called the Rural Health Integrated Network (RHIN), is creating a learning platform made up of international, national, and regional stakeholders from government, civil society and private sectors.

The group is looking for evidence and learnings on how to improve rural health care in Namibia.

RHIN is currently working in the Ohangwena region to research and pilot interventions, with potential for rollout across the country over the next few years.

WDI Healthcare Research Associate Lisa Smith will be attending regional and national forums in January 2013 to present initial analysis from this research collaboration.

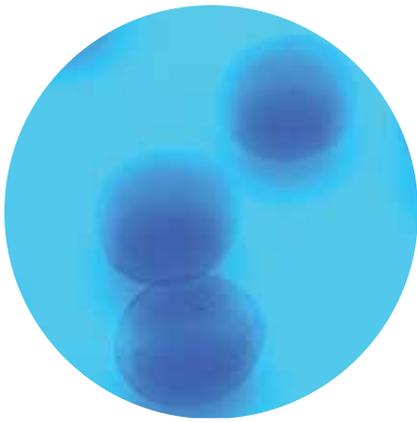
Shaping Vaccine and Medicine Markets—New York University and University of Würzburg

In a recent research study conducted together with Natalie Privett, assistant professor of management and policy at the Wagner Graduate School of Public Service at NYU, WDI's Prashant Yadav studied factors that impact vaccine prices for low- and middle-income countries.

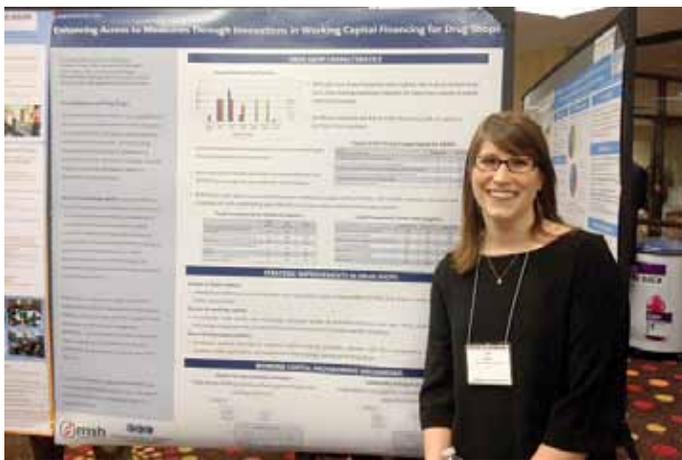
The study shows how pooling demand increases the predictability of demand for the manufacturers, and reduces transaction costs for both the purchasing country and the manufacturers. It further shows that the

type of demand pooling mechanisms utilized can significantly impact overall social welfare.

WDI researchers, led by Yadav, are collaborating with Prof. Richard Pibernik of the University of Würzburg and his colleagues on another on-going study. The group is studying the nature of procurement contracts for medicines and vaccines that can ensure overall market sustainability while keeping prices low enough to guarantee greater access to populations in the developing world.



WDI Well Represented at ASTMH Meeting



Lisa Smith at the ASTMH conference

The WDI Healthcare Research Initiative's research breadth and depth was on display at the American Society of Tropical Medicine and Hygiene (ASTMH) annual meeting in November, the top global gathering for those studying tropical medicine and international health.

Six past and present members of WDI's Healthcare Research Initiative participated in nine presentations at ASTMH that tied together the Institute's specific pharmaceutical and vaccine supply chain expertise, private sector and public sector knowledge, and market approaches.

Healthcare Research Initiative Director Prashant Yadav led the WDI contingent. Joining him

were research associates Lisa Smith and Sarah Alphas, research assistant Pete Larson, former research assistant Monique Smith, and former research intern Elizabeth Brouwer.

The presentations also demonstrated the initiative's work in different country contexts and its emphasis on collaborative research, working with various donor agencies, in-country organizations and University of Michigan partners.

WDI's healthcare research seeks to increase access to medicines, vaccines and health technologies through improvements in global and local healthcare decision making. In the past year, the initiative has laid the groundwork for a

diverse research portfolio to address these focus areas.

"The nine presentations at the ASTMH meeting showcased the initiative's growth and knowledge sharing, as well as its leadership role in the global health domain," Yadav said. "Through our rigorous research, we identify actionable improvements and areas for growth that enable better access to medicines, vaccines, and health technology on a larger scale."

Yadav opened the conference with an overarching symposium on market-based approaches to improving public health in developing countries. The symposium covered both global and local perspectives on market-based approaches.

He also presented at the conference on public sector supply chain analysis of facility level stock-outs of ACTs, the first-line treatment for malaria. Yadav also discussed the impact of inventory management in Zambia, and on an analysis of the aggregate and distributional welfare effects from vaccine differential pricing and pooled procurement.

WDI's healthcare initiative showcased its other malaria-specific work with three presentations at the conference.

One shared research that

examined methods for stabilizing supply and avoiding national level stock-outs of ACTs in an era of widespread ACT scale-up. Another presentation, stemming from WDI's collaborative research work with U-M faculty, looked at how limited aid dollars should be spent on different interventions such as bed nets, ACTs, and indoor spraying in order to achieve maximum impact.

The third malaria-related session featured WDI researchers' work in Tanzania. The research team discussed its study on how market competition and customer demand affect stocking patterns and retail prices of ACTs in Tanzania's private drug shops.

WDI's research work with Management Sciences for Health on enhancing access to medicines through innovations in working capital financing for drug shops was featured.

Similarly, the team's work on decentralized financing of health facilities in India, along with partners from Access Health International, was presented.

ASTMH is a worldwide organization of scientists, clinicians, and program professionals who promote global health through the prevention and control of infectious and other diseases that disproportionately afflict the global poor.



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.

Paper on Zambia Drug Supply Chain Wins Award

Prashant Yadav won an award from the leading association for professionals in the fields of operations research, management science, and analytics for a paper on the public distribution of essential medicines in Zambia.

The award from INFORMS—the Institute for Operations Research and the Management Sciences—was for best paper in the area of public programs, services, and needs. The paper, written with Jérémie Gallien from the London Business School and MIT doctoral student Zachary Leung, beat out several very interesting papers that were from prominent and respected academics in the field of sustainability, airline traffic management, and school districting.

The paper written by Gallien, Leung and Yadav is titled “Rationality and Transparency in the Distribution of Essential Drugs in Sub-Saharan Africa: Analysis and Design of an Inventory Control System for Zambia.”

The paper examines how the Zambian public medicine distribution system results in low availability to patients relative to private sector standards despite recent improvements. Yadav was part of a World Bank team that designed and evaluated a large-scale field experiment to understand which supply chain structure can reduce stock-outs of anti-malaria and other essential drugs. The current paper builds on that field experiment.

The results in the paper showed that inventory control policies widely recommended and used for distributing medicines in Sub-Saharan Africa directly account for some of the stock-outs observed in situations involving demand seasonality and/or clinic access interruptions. They also suggested specific improvement opportunities for pharmaceutical inventory control systems that include digital transmission of inventory transactions through mobile wireless devices, standard forecasting algorithms and mathematical optimization.

Healthcare Research Paper Published

The first paper from a just-completed, multi-year extensive research project on how to increase the availability of subsidized medicines in remote areas was published in late summer.

The paper, “Trends in availability and prices of subsidized ACT over the first year of the AMFm: Evidence from remote regions of Tanzania,” was published in *Malaria Journal*. WDI Director of Healthcare Research Prashant Yadav and others, including WDI Healthcare Research Associate Sarah Alphas and WDI Healthcare Research Assistant Pete Larson, wrote it.

The main objectives of the project, sponsored by the Bill and Melinda Gates Foundation and the Clinton Health Access Initiative, were to examine the spatial/geographical differences in the availability and prices of subsidized drugs in three regions of Tanzania.

Two other papers from the project are under review at respected journals.

Yadav Proposes Priorities for Global Fund

The reforms the board of directors of the Global Fund to Fight AIDS, Tuberculosis and Malaria should prioritize were the subject of an op-ed written by Prashant Yadav.

Yadav was one of five prominent thinkers and practitioners asked by the Center for Global Development to put in writing what reforms are most important in order for the Global Fund, which was overhauling its operations and funding model, to continue its fight against malaria, AIDS, and tuberculosis. The fund has had some impact on fighting the three diseases, but also has been criticized for a lack of efficiency and effectiveness.

Yadav, in his column, outlined eight priority areas for the new Global Fund CEO. These include:

- **Stronger execution** – Keep the reform momentum going and execute the developed investment strategies.
- **Narrower and deeper engagement in select areas** – Consider putting more resources in fewer areas.
- **Driving change in other areas through non-traditional tools of engagement** – Foster stronger partnerships by impacting health services and technologies in regions that don't get direct support from the Global Fund.
- **Talent acquisition, retention and development across the organization** – Under new reforms, greater specialized expertise will need to be recruited.
- **Better control over the supply chain** – One broken link in the chain can lead to ineffectiveness and inefficiency.
- **No shying away from asking for co-financing by recipient countries** – Partner with civil society organizations to convince recipient country governments that investment in health is vital. This is crucial to the financial sustainability of the fund.
- **Creating an agile Global Fund** – With change in the air, the fund must have a structure in place that allows it to be able to execute quickly.
- **Accepting that the Global Fund is different** – Adopt best practices from others, but the fund should remember it was created to be different.

Yadav Speaks to University of Calgary Group

Prashant Yadav gave the inaugural talk in November for a new university-wide group on operations research at the University of Calgary.

Yadav's talk, “Saving Lives and Improving Global Health, One Operations Research Model at a Time,” was for the university's Operational Research Group. The mission of the group is to create a community of researchers in operations research, allowing the University of Calgary to reach a crosscutting critical mass.

Counterfeit Drugs Topic of Panel Discussion

The global problem of counterfeit drugs was discussed by Prashant Yadav and others at the World Summit on Innovation & Entrepreneurship in September in Boston. The billion-dollar counterfeit drug industry kills thousands of people worldwide each year.

Yadav spoke about how smarter supply chains can combat counterfeit drugs on a panel titled, “Serving Patients in a Global Pharmaceutical Marketplace: Stop Dangerous Drugs.” Representatives from the American Enterprise Institute, Pfizer and Competitive Capabilities International joined him on the panel. Tracelink CEO Shabbir Dahod moderated the panel.

The panel discussed two questions:

- How can the pharmaceutical industry and policy makers expand the reach of medicines to 90 percent of the world's population, while ensuring the integrity of medicines manufactured and distributed to these markets?
- Which innovative policies can stop the fake drug trade?

New, smarter and innovative approaches to issues such as health, energy, education, technology, lifestyle and communication were discussed at the summit.

Yadav Talks About Pharma In Emerging Markets

WDI's Prashant Yadav gave a talk on Oct. 8 at an executive forum in Philadelphia for Life Sciences supply chain professionals. The title of Yadav's talk was “An Insightful View of Pharma in Emerging Markets.”

The one-day forum, “Collaborative Planning and Execution across the End-to-End Supply Chain: Curing the Fragmented Value Network,” provided both strategic and functional points of view across people, process, and technology aspects of the end-to-end value network.

Yadav did similar talks on the role of pharma in emerging markets at an event organized by Merck Serono in Geneva, at the Council for Supply Chain Management annual meeting in Atlanta, at the supply chain forum at the Vlerick School of Management in Ghent, and the at Ross Health and Life Sciences Forum in Ann Arbor.

EO continues to make inroads into classrooms around the globe through aggressive marketing, which has yielded double-digit revenue increases due to more and more course-sized adoptions. Most exciting is that the Business Thought & Action course has been adopted by Bowling Green State University as a capstone course for senior business students (see below) and by the University of Hawaii-Manoa for a study-abroad program. As administrator and marketer for the 2013 NextBillion case competition, GlobaLens received over 60 entries representing 10 countries and 50 universities (see article, page 17). EO continues to support the Ross School faculty by providing case writing instruction for students, and by formalizing and publishing their most recent research in the form of teaching materials used in their classrooms.

New Cases, Notes Developed for Operations Management

The GlobaLens team has spent the past few months working with Operations Management faculty at the Ross School of Business to finalize new cases and notes for a winter 2013 course.

TO 552 (“Operations Management”) is a core, or required, course at the school, and covers four main topic areas: inventory management; project management; quality management; and capacity analysis. The course is taught by associate dean Wally Hopp, lecturer Eric Svaan, and assistant professor Owen Wu.

Here is the Ross School description of the course:

“All value in society is generated by transforming one set of things into other, different things. Without such transformations, there would be no wealth creation and no rationale for business. Operations management is the design and management of those transformation processes. In this course, we will provide a framework for systematically examining and understanding operation management issues. We will also expose you to a few of the most important tools and practices that are useful in managing manufacturing and service production systems.”

“It is always so rewarding to work with the Ross experts in this field of study, such as associate dean Wally Hopp and all the Tauber Institute for Global Operations faculty members,” said Educational Outreach Director Marc Robinson. “Additionally, the new materials in topic areas such as capacity analysis fill gaps in the marketplace.”

Here are some of the teaching materials developed most recently for TO 552 by GlobaLens and Operations Management faculty.

NOTE TITLE: Project Management
AUTHOR: Eric Svaan, lecturer of Technology and Operations; University of Michigan Ross School of Business

Students will learn the Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT) to ensure projects are completed on-time, within budget, and with highest quality.

NOTE TITLE: Waiting Lines: Variability, Utilization, and Inventory
AUTHOR: Eric Svaan, lecturer of Technology and Operations, and James Reece, Professor Emeritus of Operations and Management Science; University of Michigan Ross School of Business

Have you ever stepped into a grocery store checkout line and wondered how long you would be there? The average wait time can be calculated using the VUT equation with different input values. A spreadsheet accompanies this note so that students can practice the equation.

NOTE TITLE: Managing Inventories: Concepts, Questions, and Tools
AUTHOR: By Eric Svaan, lecturer of Technology and Operations; University of Michigan Ross School of Business

This reference note introduces inventory concepts, tradeoffs involved in their management, and tools for effective inventory decision-making. Students

of business operations will find these concepts, tradeoffs, and tools useful as background for thinking about inventory management issues, preparing and discussing operations cases, and making good inventory management decisions.

CASE TITLE: Alexander & Thurston: Inventory Management
AUTHOR: Wally Hopp, associate dean, Faculty and Research; Herrick Professor of Business; University of Michigan Ross School of Business

The president and CEO of Alexander & Thurston, a provider of mail sorting equipment, feels the company has too much spare-parts inventory in the system – both at their distribution

center and in the field. With better inventory management, he believes inventory can be reduced from its present level while customer service is improved. He has told the manager in charge of the distribution center in no uncertain terms that his job depends on showing tangible improvements in operating performance over the coming year.

In addition to the materials developed for TO 552, GlobaLens also completed some cases and notes for Operations Management. Here is a look at some of them.

CASE TITLE: GoodBelly: Using Statistics to Justify Marketing Expense
AUTHOR: Hyun-Soo Ahn, associate professor of Technology and Operations; University of Michigan Ross School of Business



GoodBelly is a start-up manufacturer of probiotic beverages that support digestive and immune system health. To increase sales at grocery stores, GoodBelly has been executing in-store promotional product demonstrations, but management is now questioning the effectiveness of this tactic based on the marketing expenditure. After analyzing this case, students will be able to apply statistical evidence into a regression analysis model to determine whether the in-store promotions are the best investment of marketing dollars. A spreadsheet is available to accompany this case.

NOTE TITLE: The Use of Solver in Excel
AUTHOR: Roman Kapuscinski, Ford Motor Company Co-Director of the Tauber Institute and professor of Technology and Operations; University of Michigan Ross School of Business



Roman Kapuscinski

Spreadsheet programs (e.g., Lotus, Excel, Quattro-Pro) make it very easy to solve linear and non-linear programming (LP and NLP) problems that previously could be solved only by using very specialized programming software. The feature that allows this in Excel is called Solver. Solver also allows for inclusion of various constraints (e.g., available budget, storage space, or maximum work-hours). By varying the values of input cells, we can see how the value of our objective function (say, profit) changes. Consequently, for small problems we can manually find the best values of input cells. For bigger problems, however, the manual search becomes quite tedious. Solver is very systematic and efficient in performing the search. Especially for LP problems, the speed is rapid and the solutions are exact.

NOTE TITLE: Linear Programming: A Brief Overview

AUTHOR: Roman Kapuscinski, Ford Motor Company Co-Director of the Tauber Institute and professor of Technology and Operations; University of Michigan Ross School of Business

In some situations, the available resources are adequate to carry out the alternative operating plan selected. In others, however, this is not true. For example, a machine has only a certain amount of capacity. If that capacity is entirely used by one product, it cannot be used for another. Similarly, a factory building has room for only so many machines. In these situations, there are constraints on the uses of resources. Linear programming is a model for solving problems that involve several constraints. In it, a series of linear mathematical relationships is developed. The first, called the objective function, is the quantity to be optimized. This is usually a formula for differential costs, which the model will minimize, or one for differential income, which is to be maximized. The other statements express the constraints of the situation.

New Cases and Other Teaching Materials

GlobaLens has developed other teaching cases and notes in the past six months, adding to their teaching materials catalogue which contains more than 450 pieces. Here are some of them.

TOPIC: Economics

NOTE TITLE: Balance of Payments: How and Why It All Adds Up

AUTHOR: William J. Streeter, adjunct professor of International Business; Washington University in St. Louis - Olin Business School

This conceptual note clarifies balance of payments (BOP) and will provide students with a proper understanding of the structure and content of a BOP statement. A slide deck is available and is a valuable tool to use in conjunction with this conceptual note.

TOPIC: Leadership and Organizational Behavior

CASE TITLE: Joy to the World... through Software Development at Menlo Innovations
AUTHOR: Paul Clyde, Andy Andrews Distinguished Adjunct Professor of Business Economics and Public Policy; academic director of the Evening MBA Program; University of Michigan Ross School of Business

This case examines the work culture of a highly unorthodox company that designs very usable, practical software. Menlo is a software development company known for its casual Mondays and extreme interviews.

The founders are considering opening a new branch to keep up with the demand for Menlo's services, but wonder if they can preserve the culture they have so carefully cultivated within the walls of their Ann Arbor, Michigan office. Students will learn to recognize the organizational challenges of expanding.



TOPIC: Marketing

CASE TITLE: Growing Pains of the Tata Nano
AUTHOR: Scott Moore, the Arthur F. Thurnau Professor; University of Michigan Ross School of Business

Ratan Tata, CEO of Tata Motors, wants to introduce the world's cheapest car, priced at \$2,500. The car is the Tata Nano, but its introduction has been challenged by poor sales, made worse by a recent crisis when several Nanos caught on fire. This case

explores how Tata responds to the crisis by implementing a new marketing plan for the Nano and introducing a new version of the Nano, the Tata Pixel, for the European market.

TOPIC: Leadership and Organizational Behavior

CASE TITLE: Aparajitha: Developing a Thinking Organization

AUTHOR: Paul Clyde, Andy Andrews Distinguished Adjunct Professor of Business Economics and Public Policy; academic director of the Evening MBA Program; University of Michigan Ross School of Business

Aparajitha is a company that has thrived in the booming economic climate of India. Due to the network of contacts and bank of knowledge it has developed, Aparajitha will be difficult for larger multinationals to supplant. This case illustrates organizational relationships inside and outside the firm, relationships that give it comparative advantages that could be applied in other areas of business. The question that drives this case is where to go next – geographic expansion or product or service expansion?

Erb Debuts New Case Competition

The Erb Institute for Global Sustainable Enterprise at the University of Michigan will launch a new case study competition in 2013 that aims to recognize and promote the creation of key teaching materials within the global sustainability and social impact topic areas.



To be eligible, case study entries must have been published on GlobaLens between Sept. 1, 2011 and Feb. 28, 2013 in one of the following areas: environmental sustainability; corporate social responsibility; base of the pyramid; social enterprise; public-private partnerships; and non-profit and non-governmental organizations.

In future years, judging will be based on cases published on GlobaLens from the previous 12 months.

Contest entrants must be affiliated with the University of Michigan – as a current undergraduate or graduate student, an

alumnus that developed the case while enrolled at U-M, or a U-M faculty member.

Winners will be announced on Earth Day – April 22, 2013, by the deans of the Ross School of Business and the School of Natural Resources and Environment. First place will be awarded \$1,500. Second place will be awarded \$500.

The Erb Institute created the contest to:

- Recognize and promote the creation of key teaching materials which will better enlighten and prepare future business leaders to develop strategies for

organizational responses to global sustainability issues

- Increase the amount of sustainability teaching materials created at U-M that are used in courses within the Ross School of Business, the School of Natural Resources and Environment, and at other universities

The competition is sponsored by the global law firm of Willkie Farr & Gallagher LLP. William L. Thomas, WF&G counsel in the Environmental, Health and Safety Department in their Washington, D.C. office, is on the Erb Institute's strategic advisory council.

Bowling Green Adopts Business Course

Bowling Green State University's College of Business Administration is piloting "Business Thought & Action," a GlobalLens course authored by WDI's Robert Kennedy, former Ross School Dean Robert Dolan, and Ross Professor Scott Moore.

The GlobalLens course provides students with a broad understanding of business as a whole. It also teaches them about the broad range of problems and opportunities that businesses face, and the skills necessary to

handle them. The course has more than 30 custom-developed materials

The BGSU course, BIZX4000—Senior Applied Business Experience, will be piloted with 25 seniors in spring 2013. This new course is a culmination of a curriculum redesign begun by the BGSU College of Business Administration in 2009. The learning goals for the updated curriculum are the application and integration of business knowledge, innovative thinking,

communication skills, and personal and social responsibility.

"The case-based course is extremely relevant and will give students the opportunity to apply what they have learned throughout the course of the BSBA curriculum," said Dr. Deborah O'Neil, BGSU assistant professor of Management and head of the committee to develop the new capstone course. "It will provide a rich, integrated learning experience for seniors that will help prepare them for

the decisions they must make as future business leaders."

Sandra Draheim, GlobalLens marketing manager, said she is delighted that BGSU has adopted the course.

"We have worked closely with Dr. O'Neil to ensure seamless delivery and availability of all materials for the January 2013 pilot," she said.

National, International Schools Adopt GlobalLens Materials

Bowling Green State University is just one of several colleges, universities and schools that have adopted GlobalLens materials for classes with 25 students or more in the past six months. (Note: Some of those schools listed below made multiple adoptions, but are only listed once.) They are:

American University Kogod School of Business

Bishops University (Quebec)

Boston University

Brigham Young University Marriott School

Bryant University (Rhode Island)

Eastern Michigan University

Georgia Institute of Technology (Georgia Tech)

Indian School of Business (Hyderabad)

Indiana University Kelley School of Business

New York University Stern School of Business

Laureate International Universities

Massachusetts Institute of Technology

Ohio University College of Business

Ozyegin University School of Economics & Administration Sciences (Turkey)

Purdue University Krannert School of Management

Quinnipiac University (Connecticut)

Rice University Jones Graduate School of Business

Santa Clara University Center for Science, Technology & Society

University of Calgary Haskayne School of Business

University of Colorado-Boulder

University of Connecticut

University of Exeter (Great Britain)

University of Georgia Terry School of Business

University of Iowa Tippie College of Business

University of Michigan

University of Navarra IESE Business School (Spain)

University of San Diego

University of Virginia Darden School

Wake Forest University Schools of Business

Yale University

Teaching Entrepreneurship Focus of the Latest GlobalLens Webinar

Part of GlobalLens' mission is to teach others about business case studies — from how to write them to how to use them in the classroom. A recent webinar discussed how to teach entrepreneurship.

Jim Price, serial entrepreneur and lecturer of entrepreneurial studies at the Ross School, led the webinar, "Is Entrepreneurship Teachable?" on January 15. Price shared secrets of teaching entrepreneurship based on his "Entrepreneurship: New Venture Creation" course available on GlobalLens.com.

He discussed how to logically structure topics in the field of entrepreneurship, as well as shared effective methods for teaching how to evaluate startup opportunities and launch an entrepreneurial enterprise.

In November, GlobalLens hosted the webinar, "Case Study Development: Protagonist, Decision Point, Teaching Objectives." It was held for entrants in the 2013 NextBillion Case Competition (see page 17 for more details) who needed more information on creating teaching objectives, identifying a protagonist, and identifying the decision point. An expanded Q & A portion of the webinar allowed attendees to get immediate answers to specific questions or concerns.

And in September, GlobalLens hosted the webinar, "Top 4 Mistakes Case Teachers Make," which was sponsored by the Global Business School Network (GBSN).

GlobalLens Director Marc Robinson presented this webinar that reviewed common case teaching mistakes in the topic

areas of teaching objectives, role of the instructor, the importance of pre-planning, and avoiding too much lecturing. Over 150 educators and students registered for the webinar and 85 attended, representing universities around the world.



GlobalLens

"The questions we answered at the end of the webinar showed that case teaching is truly being embraced by more universities and institutions than ever before," Robinson said. "Questions included, 'How do I adjust my case teaching for a small vs. a large class?' and 'What are techniques I can use to stimulate class interaction — especially at the undergrad level?'"

"The importance of creating strong teaching objectives was an important part of the webinar presentation. By ensuring the teaching objectives are clear and measurable, the case instructor can better lead the class discussion and assess whether or not the students learned what was intended."

USAID Administrator Visits WDI



WDI's Bob Kennedy, second from left, and Raj Shah, second from right

USAID Administrator Raj Shah visited WDI in September to meet with students to hear about their summer internships in developing countries. He said he wanted to support and inspire students to get involved in improving the lives of people around the world.

Shah, a University of Michigan graduate, was visiting college campuses to hear about innovative international aid work students are performing. He said he also wants to explore how USAID can do more to help students do international work.

During his visit hosted by WDI, Shah heard from a few U-M students who have worked on development projects overseas. This included Adam Byrnes, a 2012 WDI Global Impact summer fellow. (Read more about

Byrnes' internship and others on page 28.)

Also speaking was WDI summer fellow Patrick Huang, who worked for Village Capital in India to identify promising young entrepreneurs motivated to alleviate poverty. Jose Alfaro of the School of Natural Resources and Environment, who worked on a USAID project to support higher education development in Liberia, also shared his experiences.

Attending the meeting were WDI fellows Mary Fritz, who worked for Wello in India; Maharshi Vaishnav, who worked for Grameen Foundation in Indonesia; Ben Chen, who worked for GE Healthcare in India and China; Mesbah Ahmad, who worked for Global Entrepreneurship Program in Indonesia; and Jennifer Hsieh, who worked for Start Up! in India.

WDI Summer Intern Presents at AIDS Conference

A 2011 WDI Global Impact student intern gave a presentation in July at the XIX International AIDS Conference in Washington, D.C. on the work he performed while on his internship.

Y. David Seo, a medical student at the University of Michigan, spent the summer of 2011 working in Tanzania for Support for International Change (SIC), a non-profit NGO dedicated to limiting the burden of HIV/AIDS in rural, underserved communities. It provides education in schools, workplaces, and community centers, and offers counseling and testing.

During his WDI internship, Seo leveraged existing mobile technology in order to make the evaluation of services more efficient and

automated. He coordinated with a mobile survey partner to set up the necessary hardware and software, and modified SIC's existing patient evaluation questions to best fit the format of the short message service (SMS) survey.

He created and delivered a training program to community health workers on how to execute a patient survey using this platform. Seo also piloted the survey and assessed initial outcomes, corrected technical and methodological issues, and standardized methods for the next round of surveys.

In July, Seo and Kati Regan from SIC talked about the summer project for their conference presentation, "Monthly Monitoring at a Small NGO: Mobile Phones vs. Paper."

WDI's Al-Naif Elected to U-M Committee

Halid Al-Naif, WDI's director of Development Consulting Services, was elected in October to the Executive Committee of the University of Michigan's Center for Middle Eastern and North African Studies (CMENAS).

Al-Naif will be one of five committee members who will work with CMENAS to support dialogue between U-M faculty, students, and the broader community by organizing and supporting conferences, workshops, lectures, and other international initiatives.

CMENAS was established to promote a broader and deeper understanding of the Middle East and North Africa region – its economies, politics, histories, cultures, and peoples. The center provides a venue for faculty, students, and the community to

learn and share knowledge. It partners with a host of units across campus on projects of mutual interest.

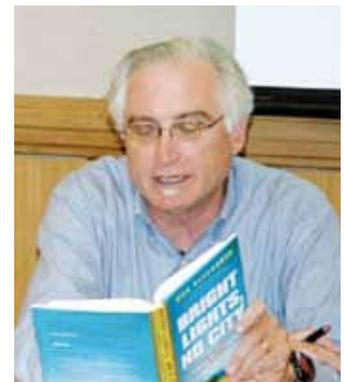
CMENAS became a member of the University of Michigan International Institute in 1993, and subsequently sought to foster links with professional schools and seek alternative perspectives.

Al-Naif is a business executive specializing in the design and implementation of international development projects, programs, and initiatives. He has more than 27 years of progressive private and public sector business development and marketing experience at JPMorgan Chase, Arab Bank PLC, USAID, and several international consulting firms before joining WDI in 2007.

Alexander Brothers Visit WDI, Discuss Ghana Project



Whit Alexander



Max Alexander

Social entrepreneur Whit Alexander and his brother, author Max Alexander, visited WDI in August to talk about the venture, and their adventures, in Ghana.

Whit Alexander, a former Microsoft employee and co-creator of the Cranium board game, started a venture in Ghana called Burro. The startup sells rechargeable batteries, lights, manual irrigation pumps, and eyeglasses to off-the-grid villagers. Burro uses a network of direct sales representatives to serve their customers.

He is piloting the venture in the town of Koforidua, and hopes to eventually expand to other parts of Ghana and other countries in Africa.

His brother, Max, accompanied him to Ghana and chronicled the ups and downs and misadventures as Burro tried to make a go of it. These tales and business tips are in Max Alexander's book, "Bright Lights, No City."

While at WDI, the two sat down for a video interview. Watch it on YouTube by searching "WDI Michigan."

WDI Assumes Full Control of NextBillion

In September, the World Resources Institute (WRI) stepped down as co-managing partner of NextBillion, leaving WDI as the sole manager of the network of sites. WDI will continue to manage and invest in the network, set strategy, fund enhancements, and work to grow the NextBillion audience, along with input and involvement from the site's content partners.

This shift in management will not change our commitment to bring NextBillion's readers and the broader community a wide spectrum of perspectives, news, job listings and event opportunities focused on market-based solutions to poverty and other critical needs around the world," NextBillion Managing Editor Scott Anderson said. "WDI will continue to invest in and grow the NextBillion network, and remain true to the mission that we share with our active community."

WRI founded NextBillion in 2005. At

the time, the notion of triple-bottom-line enterprises was largely a foreign concept. But through NextBillion, WRI provided one of the first online resources for knowledge and understanding of environmentally sustainable businesses that serve the poor, improve the environment and generate profits. By creating NextBillion, and later NextBillion en Espanol, WRI helped create the foundation for understanding and knowledge that today supports base of the pyramid strategies and action.

WRI's decision to step away from

NextBillion coincides with its announcement that it would conclude its role as coordinator for the New Ventures (NV) global network.

When WDI joined as co-manager of NextBillion, a combination of job shifts and other changes left the site without staff members to run it. WRI and WDI decided to hire Anderson as the full-time managing editor to bring a strategy and clear editorial voice to the site. Since then, a number of improvements and enhancements have been rolled out for the network of sites as the number of visitors to the site has increased.

NextBillion Debuts New Health Care Blog



Since then, the number of blog posts has increased, month-long "Big Idea" discussions around a particular topic were featured, a more robust jobs listing debuted, and a complete redesign and site enhancements were rolled out to NextBillion, NextBillion en Espanol, and NextBillion Brasil.

In early December, NextBillion launched its latest addition to the site.

The NextBillion Health Care blog is dedicated to addressing 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. It also examines public policy solutions for improving the health outcomes for low-income people around the world.

Sponsored by one of NextBillion's Content Partners, Anavo Global LLC, NextBillion Health Care explores new thinking and action that ultimately improves people's health while doing so in a financially sustainable way.

Here are some of the main topic areas the blog will cover:

- Rural health care delivery
- Urban challenges

When WDI joined NextBillion as a managing partner in early 2010, its goal was to add to NextBillion's status as the leading website in the BoP space by increasing readership with more compelling content, more features, and enhancements to the website that would improve usability and utility.

- Innovative business models that improve access, affordability and sustainability
- Public-private partnerships
- Supply chain management and efficiency
- Improvements in patient care, vaccinations, procedures, and billing
- Improvements in health care insurance
- Management practices for social enterprises, e.g. retaining strong talent, attracting investors/financing, overall tips and tactics for managing an enterprise focused on health care
- Technology: Diagnostic tools that improve health outcomes

"With our NextBillion Health Care blog, our goal is to highlight market-based approaches as they relate to driving change within large-scale institutions," said NextBillion Managing Editor Scott Anderson. "In other words, it's not one model versus the other, but how to bring the efficiency of markets and the scale of public systems to affect the most people."

Anderson said he expects the health care blog to be the first of several sponsored, topic- or geography-specific blogs.



James Miltzer

Miltzer Tapped to Edit New Blog

James Miltzer is the editor of the new NextBillion Health Care blog.

Miltzer is a writer, editor and videographer with a background in health care and community

organizing. After graduating from Central Michigan University with a degree in broadcasting, he spent several years teaching English in Mexico and Japan, and traveling through Europe and Asia.

After returning to the U.S., he established a monthly newspaper and non-profit that served Latino immigrants. He spent more than 10 years working as a freelance writer and editor, writing for numerous publications. He also has worked as a Spanish interpreter and copywriter/videographer at the University of Michigan Health System.

He is based at WDI and can be contacted via email at jamesmil@umich.edu. Read NextBillion Health Care by clicking on www.nextbillion.net/healthcare and follow the site on Twitter @NextBillionHC.

Entries for Case Writing Competition Triple

More than 60 entries were received for the 2013 NextBillion Case Writing Competition, more than triple the number of entries from when the contest was last held in 2011.



A total of 150 people have entered either individually or as part of a team. The entrants represent more than 50 universities from countries including India, Indonesia, Colombia, Brazil, Australia, Peru, Singapore, United Kingdom, USA, and Canada. Many professors have entered their own cases, including two business school deans and the president of the North American Case Research Association.

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

Some of the case topics include food safety in China, Dubai's rapid expansion, the commercialization of microfinance in India, volunteer capitalism, and the Mexico Tourist Board.

The competition returns after a one-year hiatus with a new sponsor – Citi Foundation – and higher prize money – \$3,500 for first place, \$2,500 for second, and \$1,000 for third. Additionally, the winning cases will be published on the GlobalLens website and made available for business school professors to integrate into their curriculum. Two other cases will receive “honorable mention” recognition but no prize money. Their cases, however, also will be featured by GlobalLens, which is WDI's publishing division.

“We're very excited about the amount of high-quality entries we've received,” said NextBillion Managing Editor Scott Anderson. “Thanks to the financial support of Citi Foundation and the extensive marketing efforts of the GlobalLens team, we have the largest response ever for the competition. The students and professors who have entered represent some of the top business schools in the world and the proposed topics tackle some of the biggest challenges for social ventures and organizations. We look forward to reading the finished cases.”

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

business venture aimed at alleviating poverty, especially in the developing world.

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

Completed cases were submitted in December, and the winners will be announced in April 2013. GlobalLens held an interactive webinar on the case writing process prior to the case submission deadline.

The five judges for the competition are: Robert Kennedy, WDI's executive director; Marc Robinson, WDI's director of GlobalLens; M.S. Krishnan, the Joseph Handleman Professor of Information Systems and Innovation at the University of Michigan's Ross School of Business; Stuart Hart, the S.C. Johnson Chair in Sustainable Global Enterprise at Cornell University; and Hui Chan, impact analytics & planning officer at Citi Foundation.

The competition was held in 2010 and 2011 before skipping 2012.

In 2011, 20 cases were submitted for judging. Students who submitted cases represented these schools: Harvard/Kennedy School of Government; Indian Institute of Technology – Bombay; Cornell University; Universidad Anahuac Mexico Norte; Universidad del Istmo (Guatemala); INSEAD; IBS Hyderabad (India); Birla Institute of Technology & Science Pilani (India); Sattva Media and Consulting Pvt. Ltd.; University of Wisconsin; Universidad Santa Maria de Chile; University of Michigan; University of Scranton; Johns Hopkins University (School of Advanced International Studies); Narsee Monjee Institute of Management Studies (Mumbai); Indiana University; Emory University; and Wake Forest University.

The winning case in 2011 was “Village Capital: Using Peer Support to Accelerate Impact Investing” by Carol Gee of Emory University's Goizueta Business School.

That case and the other winners from 2011 have been adopted at Emory, New York University, Johns Hopkins University, Indiana University, Quinnipiac University (Connecticut), the University of Michigan, and Wake Forest University.



New Editor Joins NextBillion Brasil

Fernanda Tambelini was hired in October as the new editor of NextBillion Brasil. She has extensive experience as a journalist covering small business and entrepreneurship.

Tambelini has written for the business magazine *Pequenas Empresas & Grandes Negócios* where she covered business management, social entrepreneurship and sustainability, and also worked in corporate communications.

Tambelini has a journalism degree from Caspér Líbero Social Communications School and a master's degree in Environmental Health from the University of São Paulo. She works as a freelance journalist in addition to her role at NextBillion Brasil.

NextBillion Welcomes Two New Content Partners – Mercy Corps and Calvert Foundation

Since 1979, Mercy Corps has provided \$2.2 billion in development assistance, and has 4,000 employees working in 41 countries. The organization often plays the role of facilitator in creating an engine for sustainable development. Mercy Corps harnesses business acumen and entrepreneurial action to affect transformative change for people at the bottom of the economic pyramid.

Calvert Foundation's mission is to maximize the flow of capital to disadvantaged communities in order to create a more equitable and sustainable society. With innovative financial products and services, the nonprofit lender has nearly \$200 million invested in over 200 community organizations in all 50 states and more than 100 countries.

PROJECT PORTFOLIO



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

// Global

PARTNER: Dexis Consulting Group

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

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

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

// Constantine, Algeria

PARTNER: University of Mentouri Constantine (UMC)

FUNDING AGENCY: Higher Education for Development (HED), U.S. Agency for International Development's (USAID) Office of Middle East Programs

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

Goldman Sachs BBA Scholarship

// Kigali, Rwanda

PARTNER: School of Finance and Banking

FUNDING AGENCY: Goldman Sachs

GOAL: Manage successful Goldman Sachs Scholarship program for underprivileged and disadvantaged undergraduate women business students in Kigali, Rwanda.

Public Financial Management (PFM) IDIQC

// Global

PARTNER: Crown Agents USA

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

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

EG4PR IDIQC Small Business Set Aside// Global

PARTNER: Bankworld, Inc.

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

GOAL: Promote economic development while also addressing challenging issues such as climate change, conflict, and food insecurity.



Public-Private Partnership Development Program

// Ukraine

PARTNER: FHI Development 360 LLC

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

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

Business Environment for Agile Markets (BEAM)

// Global

PARTNER: Carana Corp.

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

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

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.

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.

Impact Enterprises

// Global

FUNDING AGENCY: Rockefeller Foundation

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

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.

Economic Growth for Poverty Reduction (EG4PR) IDIQ

// Global

PARTNER: Abt Associates

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

GOAL: Promote economic development while also addressing challenging issues such as climate change, conflict, and food insecurity.

DCS business development efforts have produced a continuous stream of new proposals under design and development, as well as with two new project awards. DCS was also deeply engaged with WDI's research and executive education departments to create joint projects. DCS is currently managing eight ongoing projects, and an additional project was completed in the past six months.

NEW AWARDS

Best Practices in Economic Growth Focus of New Project in Asia, Middle East

WDI's Development Consulting Services (DCS) will be an integral part of a project to promote economic growth in Asia and the Middle East.

WDI is part of a consortium headed by Chemonics International for the three-year Asia and Middle East Economic Growth (AMEG) Best Practices Project, funded by the U.S. Agency for International Development (USAID).

AMEG will help USAID formulate strategies to promote economic growth and reduce poverty so developing countries in Asia and the Middle East can be integrated into the global economy. The consortium will identify and aggregate best practices in trade capacity building, financial services, workforce development, enterprise development, and enabling environment and policy reform.

WDI is expected to:

- Prepare reports on economic prospects and challenges for designated countries
- Produce economic profile reports tailored to

individual country economic performance and issues

- Design knowledge management and sharing mechanisms to ensure effective dissemination of knowledge
- Improve economic policies and institutions to encourage the development of the private sector and establish a sound investment climate

DCS Director Khalid Al-Naif said early attention to the fundamentals of economic growth in developing countries increases the likelihood of preventing a return to conflict.

"Because 40 percent of post-conflict countries have fallen back into conflict within a decade, we must heed this evidence and alter the traditional donor approach," he said. "WDI will take a more pragmatic approach, addressing simple issues first, removing barriers to the informal sector, and being structured in a way that offers the greatest immediate economic benefits in an equitable manner."

WDI to Provide Global Development Expertise in Public Financial Management

WDI's Development Consulting Services (DCS) will provide technical assistance and expertise in the areas of workforce development, enterprise development, and entrepreneurship development in developing countries for a U.S. Agency for International Development (USAID) project.

DCS will partner with Crown Agents USA on the Public Financial Management (PFM) project that will support public sector reform in developing countries by providing technical assistance in fiscal policy, public finance, monetary policy, and trade and exchange rate policy. These technical

services will enable developing countries to better understand and overcome economic policy and institutional constraints to economic growth.

"This is a key contract award for WDI's Development Consulting Services," said DCS Director Khalid Al-Naif. "We're looking forward to working closely with USAID to accumulate the intellectual and technical resources necessary to achieve broad-based equitable economic growth through human capacity development, enabling environment promotion, and good governance."

ONGOING PROJECTS



Ned White



Participants in Kiev workshop

Development Consulting Services currently has eight ongoing projects. All of the projects are going well. Here is an update on one of the projects.

Ukraine // P3DP // Public Private Partnership Development Program

WDI has recently partnered with FHI 360 LLC (FHI360), a major Washington, D.C. consulting firm, on the five-year USAID-funded program Public-Private Partnership Development Program (P3DP) in Ukraine to promote the use of public-private partnerships.

A senior consultant from WDI's Development Consulting Services led two highly-rated financial modeling training workshops in Kiev and Simferopol as part of WDI's work on this project.

Edward "Ned" White, a public-private partnership (PPP) financing and training specialist with more than 21 years of international experience in 52 countries, delivered five-day programs in late July for Ukrainian government officials in the city of Kiev, and another for officials in the city of Simferopol. After a five-week break to let the new financial analysis and modeling technical skills be absorbed by participants, the second set of workshops was conducted in Kiev in late August and in Simferopol in early September.

During his workshops, White introduced basic PPP modeling concepts and practical skills to key management and staff members of the Ministries of Economic Development & Trade in Kiev and the Autonomous Republic

of Crimea, located in Simferopol. Additionally, representatives of other ministries involved in PPP preparation, and selected instructors of leading institutions of higher education were invited and participated.

The workshops helped management and staff acquire the knowledge and skills needed to establish and operate a national-level PPP unit that will facilitate the creation of PPPs by bridging the gap between the government and private sector interests.

By the end of the training, participants had prepared their own PPP financial models for specific candidate PPP projects in Ukraine of their own choosing.

The participants in each city were asked to fill out surveys following each of the two workshops. The results of the participant evaluations were uniformly positive.

All of the trainees surveyed said they were either "very satisfied" or "satisfied" with the achievement of the course's goals and objectives. In grading WDI consultant's work as instructor, similarly 100 percent reported they were either "very satisfied" or "satisfied" with the quality and delivery of the training. Additionally, all the participants said they would recommend this PPP Financial Modeling training program to others.

COMPLETED PROJECTS



Career Center success story Boudadjine Bilal

Development Consulting Services successfully completed one project during the past six months. Here is a recap of it.

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

WDI successfully completed its 3 1/2-year RESUME project in October.

The program design aligned with Higher Education for Development (HED)'s mission to promote human capital development and institutional strengthening necessary for economic growth and social advancement, and the U.S. Agency for International Development's goal of expanding democracy and economic freedom throughout the Muslim world. In recent years, the number of Algerians who enrolled in university training programs expanded at an exponential rate. Even so, the Algerian job market was plagued by a lack of skilled graduates with strong English language skills and business management skills.

RESUME helped close this gap by supporting collaboration between WDI and the University of Mentouri (UMC) in Constantine, Algeria.

Three components comprised RESUME's approach:

- The enhancement of the English language curriculum
- The enhancement of the business management curriculum
- The development of a Career Center at UMC

Among the impressive project results delivered by WDI are:

- The development of two new business programs at UMC – the master's in General

Management, and the master's in Tourism Management program

- The creation of a new English for Specific Purposes Program at UMC, to enhance the English language ability of UMC students
- The design and development of a Career Center at UMC to connect Algerian employers with UMC students and faculty

WDI also created ways for their work to remain viable after the project ended. WDI wrote an action plan that outlined the steps the Career Center should take in order to become fully sustainable by being integrated into UMC's organizational structure and budget. WDI also conducted "train-the-trainer" workshops, which built capacity at UMC to develop new curriculum, edit existing curriculum, and revise programs to align with evolving market demands.

DCS Director Khalid Al-Naif lauded the project as improving the employability of Algeria's next generation of university graduates and placing them in good-paying, sustainable private sector jobs.

"In so many ways, RESUME laid the foundation for cooperation in the field of higher education and human resource development, and will serve as a model for future career centers in the Middle East," Al-Naif said.

DCS Adds New Staff

THE NEW TEAM MEMBERS ARE:



Angela Hicks has joined DCS as a projects associate. She is a senior grant writer, trainer, and researcher specializing in the development of grants for health care and social programs. She has 15 years of experience conceptualizing grants and facilitating grant development workshops for universities, public schools, and non-profit agencies. Additionally, she specializes in start-up business development of 501(c)(3) non-profit organizations. For several years, she has served as grant peer reviewer for federal grant programs in the U.S. government's Health Resources Services Administration, the U.S. Department of Housing and Urban Development, and the U.S. Department of Education, assisting in decisions on multi-million dollar federal grant awards.

Hicks served in Beijing, China, advising local and international NGOs on program development issues. Most recently, she provided leadership for the development of a national non-profit student exchange organization, focusing on student acquisition of a national security language, Chinese. As an assistant professor of Adult Education at North Carolina A & T State University, she taught graduate programs in adult education theory, program development, and qualitative research.



Nichole McLaughlin joined the DCS team in August 2012 as a projects administrator.

She previously worked with the U.S. Department of State managing an initiative engaging with the Chiefs of Missions at posts in the Bureau of Near Eastern Affairs. Additionally, she led the program evaluation efforts of the University of Michigan's Center for the Education of Women by distributing quantitative and qualitative impact surveys, analyzing the results, and authoring reports. McLaughlin also worked with the Center for Gender in Global Context at Michigan State University to analyze women's civil society organizations.

Her work has taken her to Egypt, South Africa, Botswana, Romania, Taiwan, and Peru. She completed a master's degree in Public Health at the University of Michigan, and a bachelor's degree in International Relations with a minor in Arabic from Michigan State University. She also attended the Arabic Language Institute at the American University of Cairo and is proficient in Arabic.

WDI's Executive Education business is going strong, with more than 25 programs delivered so far this fiscal year. Our partnerships in Latin America, Latvia and Rwanda remain solid. We are focusing on growing our open enrollment, custom, and grant-funded activities through new programs, new partnerships, and new funding sources. We are also working with WDI's Development Consulting Services to further our joint work in the area of entrepreneurship.

New Programs Brewing with Seminarium

WDI's partnership with Seminarium, the leading executive training company in Latin America, continues to thrive.

WDI and Seminarium are expected to deliver at least 21 joint programs this fiscal year. The two delivered 20 joint programs in 2012, and 13 in 2011. The partnership also debuted first-ever programs in Venezuela and Honduras in the last year.

Some of the 2013 programs are new, including a four-day HR program in Miami for Brazilians, product marketing, key account management, and negotiation strategy & influence skills.

"We have a growing portfolio of programs with Seminarium," said WDI Executive Education Director Amy Gillett. "They have great knowledge of the Latin America market, and an ability to figure out the evolving training needs of Latin American executives.

"They take our world-class faculty and pair it with world-class settings to put on top-quality programs. We're excited to launch these new programs, and we look forward to continuing to grow with Seminarium."

WDI faculty affiliate John Branch, who will be leading some of the new programs, said the timing makes sense for Latin American companies.

"It seems that starting in about the 1960s, when most of the countries of Central and South America were first perched to 'take-off,' their economies have vacillated with the pendulum-like swings with changes in the government," he said. "The global recession, however, had little effect on many Latin American countries, and several economies are among the fastest growing in the world. So the time appears to be right for companies to invest in developing their employees with workshops presented by Seminarium and WDI."

Here are some of the new joint programs with Seminarium:

STRATEGIC HR EXECUTIVE PROGRAM

An innovative, four-day executive education program in Miami in June is designed for HR vice presidents, directors, and managers from throughout Brazil. It will be translated into Portuguese. This program features top HR faculty from the University of Michigan's Ross School of Business, including: Dave Ulrich, named the most influential international HR thinker six straight years by HR Magazine; Horst Abraham, a faculty partner of the Center for Excellence Development at Michigan Ross; and Neil Sendelbach, an adjunct professor of executive education at Michigan Ross and director of the Management of Managers program. The program gives HR executives the opportunity to strengthen and renew their professional expertise. Participants explore the most relevant issues facing their organizations' human resource area, and develop cutting-edge approaches to problem solving.

NEGOTIATION STRATEGY & INFLUENCE SKILLS

Participants in this two-day program in Bogota, Colombia in February will get a better understanding of negotiation concepts, develop personalized negotiation strategies, and improve their ability to anticipate the reactions of others in negotiation settings. Jeffrey Sanchez-Burks, an associate professor of Management and Organizations at Michigan Ross, will lead the program.

KEY ACCOUNT MANAGEMENT

This new program, to be led by John Branch, will be delivered in Bogota, Colombia and



Honduras workshop participants

Panama City, Panama in May, then in Santiago, Chile in June, and in San Jose, Costa Rica in August. In 1909, the Italian engineer and economist Vilfredo Pareto made the observation that 20% of the population owned 80% of the wealth. The "Pareto effect," as it is now known, refers more generally to any situation in which the minority represents or drives the majority. In many companies today, the Pareto effect is seen with key accounts – a relatively small number of customers who account for a disproportionate share of profitability. Key account management, however, is commonly not well understood. Often, companies lack a disciplined and systematic approach to key account management. And many companies lack the tools to practice key account management. In his seminar Branch will: define the importance, nature, and scope of key account management; develop a strategic framework for key account management; and develop a set of tools for key account management.

STRATEGIC PRODUCT MANAGEMENT

Puneet Manchanda, the Isadore and Leon Winkelman Professor of Marketing and chair of marketing at Michigan Ross, will lead this program in October in Santiago, Chile. Targeted at middle and senior managers in charge of product and firm strategy, product development and management is the lifeblood of companies in today's competitive and dynamic environment. This program will use the overarching framework of the product life cycle. Participants will develop firm strategy using analytical tools for both new and mature markets.

First-Ever Honduras Program a Success

WDI and Seminarium delivered a two-day "Leadership for Experienced Managers" workshop Oct. 31-Nov. 1 near Tegucigalpa, Honduras for 60 faculty and staff leaders from Zamorano University.

The premise of the program, said WDI faculty affiliate Neil Sendelbach, is that effective leaders need multiple skills to allow for flexibility in managing and leading in diverse situations. Effective leaders understand the subtleties of personal interaction and how these subtleties relate to the performance objectives of their organization.

The participants from Zamorano "have never had any leadership training and see that a change in leadership behavior is necessary to achieve their vision and strategic plans," said Sendelbach, an adjunct professor of executive education at Michigan Ross and director of the Management of Managers program.

The program gave participants a better understanding of leadership through the use of the Competing Values Framework, a tool developed 25 years ago at the University of Michigan. It also taught them how to use tools for increasing understanding and analysis of both personal and organization leadership challenges, and how to establish priorities for action planning and implementation.

The group identified current pressing operational problems at Zamorano, prioritized the eight most significant ones through a voting process, and then split into groups for further analysis and action planning.

The program also provided all 60 participants with an integrated leadership framework to enable them to identify and formulate a personalized action-development plan.

"The group was very engaged, interested and committed during the whole session," Sendelbach said. "I believe the session provided a good launch for their leadership development objectives."

Upcoming SHRNE Workshops to Feature Ross Faculty

Two Ross School of Business professors will headline the next two Strategic HR Network Europe (SHRNE) workshops.



Kim Cameron



Paula Caproni

Kim Cameron, associate dean at the University of Michigan's Ross School of Business and the William Russell Kelly Professor of Management and Organizations, will lead the spring workshop "Leading Organizational Culture Change." It will be held in April in Prague, Czech Republic.

Paula J. Caproni, a faculty member of Michigan Ross' Management and Organizations department, will lead the fall workshop, "Developing Ethical, Sustainable Power and Influence." It will be held in October in Zagreb, Croatia.

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.

At Cameron's spring workshop, participants will be led through the Competing Values Framework, culture diagnosis, and process

of culture change to the model for leading transformational change that can be implemented in the companies and enhance the organizations towards higher levels of performance.

Caproni's fall workshop will help participants increase their influence inside and outside their organization. They will develop a personal action plan in which they apply what they learned at the workshop to their personal, professional, and organizational goals in order to get better results in less time using fewer resources and with less stress.

At the recently concluded fall workshop in Kiev, Ukraine, WDI faculty affiliate John Branch talked to participants about elevating human resources from the tactical to the strategic level, and re-casting it as an integral component of an organization's success. He also led the participants through some new HR concepts and how to integrate these into the activities of their companies.

"Most people in HR don't have an MBA so they often don't see the link to other functions in the company," said Branch, lecturer of marketing at Michigan Ross and faculty associate of the Center for Russian, East European, & Eurasian Studies. "My job was to provide them with a new way to view HR, to see that HR plays an integral role in both marketing and strategy."

Two New Companies Join SHRNE

WDI's Strategic HR Network Europe recently welcomed two new members. They are:

SANOFI, a global and diversified healthcare leader, discovers, develops and distributes therapeutic solutions focused on patients' needs. Sanofi has core strengths in health-care, with 7 growth platforms: diabetes solutions, human vaccines, innovative drugs, consumer healthcare, emerging markets, animal health and the new Genzyme. Through the acquisition of Genzyme, Sanofi has strongly reinforced its footprint in rare diseases.

AHOLD is an international retailing group based in the Netherlands, with strong local consumer brands in Europe and the United States. Its foundation is selling great food and supermarkets are its core business. It also operates other formats and channels so that customers can shop whenever and wherever is most convenient for them. Ahold provides customers with the best possible value, assortment, and shopping experience.

Social Media Marketing Program to Debut In Riga

The program offerings from WDI and the Stockholm School of Economics in Riga, Latvia (SSE Riga) continues to grow.

The partners have delivered five popular programs - two on negotiations, one each on supply chain management and HR, and the 10-day Strategic Management Program - for the past couple of years in Riga. These programs were aggressively marketed not only in Latvia but also in the neighboring countries of Russia, Moldova, Belarus, and the Ukraine.

In May, a new program on social media marketing will be delivered for the first time. It will be led by WDI faculty affiliate Tracy Tuten, associate professor of marketing at East Carolina University, who has led several social media programs for WDI in



SSE Riga's Anders Paalzow and Anders Alexanderson discuss future programs with WDI's Amy Gillett and Michigan Ross' Tom Lyon.

several markets.

Social media marketing refers to marketing activities conducted in social communities online, including social networks, social publishing, gaming, and social commerce.

During the two-day program, participants will learn how to use social media as

a valuable component of marketing strategies. They will apply the process of strategic planning to integrate social media into your existing marketing plans. Attendees also will learn the latest innovations in social media and discover how to assess the effectiveness of social media tactics.

WDI Executive Education Returns To Turkey

WDI will deliver a one-day, custom marketing program in February in Istanbul, Turkey for the Yapi Kredi Banking Academy, Turkey's first privately owned bank with a national presence.

The purpose of the program, which will be led by WDI faculty affiliate John Branch, is to outline the processes for achieving and maintaining superior performance in competitive industries by reviewing the nature of competition. In doing so, it also helps to integrate the main organizational functions, including finance, operations, marketing, accounting, and human resources.

This is WDI's first program in Turkey since late 2008. WDI ran several successful programs from 2006-08, partnering with Sabanci University in Istanbul.



GOLDMAN SACHS CERTIFICATE PROGRAM

Special Guest Attends Commencement

Jeannette Nyiramongi Kagame, wife of Rwanda President Paul Kagame, was the guest of honor at the July 2012 commencement exercises of the latest group of women from the Goldman Sachs 10,000 Women Entrepreneur Certificate Program. The program is organized and designed by WDI in cooperation with the School of Finance and Banking (SFB) in Kigali, Rwanda.

The First Lady is the founder and

president of the Imbuto Foundation, which provides hope, good health, quality education, and economic empowerment to the most vulnerable communities. WDI has formalized a relationship with the foundation, as well as the World Food Organization.

Joining the First Lady at the commencement was the Hon. Monique Mukaruzi, Minister of East African Community, and officials from the Russian Embassy in Kigali.

During her remarks, the First Lady

congratulated the women entrepreneurs for their hard work and promised to work with the Ministry of East African Community to promote study tours for them. She said that there is a lot to be done for the people of Rwanda, and that the partnership between SFB and Imbuto Foundation, in which the new graduates will mentor young people in Rwanda, will be one of the ways of developing the nation.

The 29 graduates presented the First

Lady with a gift after her speech.

Among the graduates were two from Women for Women International handicraft cooperatives, one from an Indego Africa cooperative, and women who run a petrol station, a technical school for tailoring, a hardware store, an event decoration rental shop, a bakery, a poultry farm, and an office supply and services shop.

The total number of program graduates since it began in September 2008 is now 237.

Meet Our Award-Winning Graduates

A tradition of the entrepreneurship program since its beginning is WDI organizing a business plan competition among the graduates. Throughout the six-month program, the women are assisted in preparing a business plan. Prior to the commencement exercises, each woman presents her plan to her fellow graduates and a panel of judges. The five women who present the best plans are awarded \$1,000 from WDI. In July, these women were awarded the prizes:



CHRISTINE MUKESHIMANA

Christine is a wholesale retailer. She started her business in 2003. She is married with five children. She applied to the program in order to network with other entrepreneurs and learn how to apply for a loan. She said the program also helped her to better manage her employees, and gave her the know-how for expanding her business throughout Rwanda and into East Africa.



ROSALIE NYAMINANI

Rosalie owns an office supply and service store that she opened in 2009. She is married with six children. This is her second business. Her first failed due to poor financial management. She has used the 10,000 Women training to make this business a success.



GAUDIOSE NIYIREMA

Gaudiose's business, started in 2010, produces juice and health supplements. She is married and has two children. Her business has started growing, due to the demand for her unique product. She has used the 10,000 Women training to manage this growth, while also learning to prepare for unexpected setbacks.



FAUSTA MUKANKUSI

Fausta opened her restaurant in 2008. She is married with three children. She stood out to the business plan judges with her realistic understanding of her market, her pragmatic plan on how to grow her business, and her thoughtful strategies for addressing the challenges she will face as she expands.



IMMACULEE IRIBAGIZA

Immaculee has a tailoring and knitting business that she started in 2007. She employs 21 people, and her cooperative sells goods through Rwanda Knits and Indego Africa, which are domestic and international retailers. Immaculee is part of a large cooperative union. The 10,000 Women training taught her how to be an effective and compelling leader, and how to mediate conflict. As a result, the cooperative union is becoming more efficient and productive.



Sharolyn Arnett attended several functions in NYC with program graduate Françoise Tumukunde

Program Graduate Honored in New York

WDI Executive Education Program Manager Sharolyn Arnett recently spent two days in New York City attending events that honored a graduate of the Goldman Sachs 10,000 Women Entrepreneur Certificate Program.

Françoise Tumukunde, a graduate of the program designed and organized by WDI, was presented with the “Excellence in Entrepreneurship” award at the 2012 Women for Women Gala. Women for Women International provides women survivors of war, civil strife, and other conflicts with the tools and resources to move from crisis and poverty to stability and self-sufficiency.

Tumukunde attended the Women for Women program in Rwanda to learn a technical trade and turn it into a business. She learned how to sew and started a tailoring business. After completing the Women for Women program, she was encouraged to continue her entrepreneurship education by attending the Goldman Sachs 10,000

Women program.

Since graduating from the Goldman Sachs program, her business has grown. She has purchased more sewing machines and hired additional employees.

In addition to the gala dinner, Arnett and Tumukunde attended a brown bag luncheon at Goldman Sachs’ New York office.

During the brown bag event, Tumukunde shared her story, moving from tragedy to personal and financial success. She was married with two children when the Rwanda genocide started in 1994.

Tumukunde’s husband and siblings were killed, and she was raped. She would later learn that she contracted HIV when she was raped. Tumukunde was diagnosed years later after she remarried and had a daughter. Her husband and daughter tested positive for HIV. Her husband has since died.

The training that she has received, however, has allowed her to support herself and family.

More than Ceremony:

IN RWANDA, REFLECTIONS FROM THE 10,000 WOMEN GRADUATION

Last fall, Executive Education Program Manager Sharolyn Arnett traveled to Rwanda for the eighth time to visit the women enrolled in the entrepreneurship program. She wrote a first-person account of the trip for WDI’s NextBillion website. A portion of that account is excerpted below.

On arriving in Rwanda: The road from the airport to my hotel is a 20-minute winding drive through the hills of Kigali. The taxi driver noticed my smile and asked if this was my first time. When I tell him this is my eighth trip, he says, “Ah, I can see you like Rwanda.” Yes I do.

On the women: They greeted one another in Kinyarwanda, but even without understanding their words, I could feel the warmth and joy they had for one another.

On the support they showed each other during business plan competition: When it seemed the nerves might get the best of some of the women, classmates with smiles, cheers, and encouragement quickly supported them.

On the graduation ceremony: I could feel the excitement, the nervousness, and the stress! Some of these women stopped their education at primary-six level. Some of them never traveled to the capital city before this training. All were thrilled and amazed that the First Lady was coming. All were eager to make the perfect impression on her.

On the bigger meaning of the ceremony: For us, it wasn’t just a graduation ceremony for cohort eight — it was an opportunity to reflect and celebrate how far all the 237 graduates, starting from September 2008, have come.

On Rwanda’s future: Rwanda has a tragic past, but a promising future. Of late, Rwanda has been making news based on its economic improvements. In my opinion, the secret to this growth is the women I described. I see them as the facilitators for the burgeoning success of Rwanda with their open hearts, innovative minds, and entrepreneurship spirits. With laughter, joy, friendship, love, hard work and determination, these women and their businesses are refreshing springs to a community bringing new growth, new life and new hope.

INTERNSHIPS

SUPPORTING INTERNATIONAL
ACTIVITIES AT MICHIGAN

While working this past summer around the world, WDI's 21 interns contributed regularly to a blog to keep their fellow interns and others updated on their work and adventures. Here are some excerpts from the blog: www.wdi2012.blogspot.com



The "Arab Spring" as a term insinuates a romantic and overtly optimistic notion that the revolutions will propel the states into democracy overnight. We must recognize that the wave of revolutions that hit the region did not come as a surprise (if anything they were well overdue), and that many generations will have to struggle and build before they can accomplish a truly democratic and inclusive state. This change is inevitable, but the timeline and the framework are still unknown. And the daunting question remains, what will it take?

**NOUR SHAMMOUT, VITTANA,
JORDAN**



One of the key things I learned in my time at Zagaya was that raising funds, though seeming to take time away from the primary cause the organization wishes to work on, is something that requires a major amount of focus and is something that a lot of non-profits struggle with.

**PALLAVI SURESH, ZAGAYA, USA
(SAN FRANCISCO)**



Looking out the window at Mt. Cotopaxi, I couldn't believe that only a few hours earlier I had been at the top. Climbing Cotopaxi was one of the hardest things that I've ever done, but it is something I will never forget.

**BRETT TRZCINSKI, THE QUITO
PROJECT, ECUADOR**



If I've accomplished nothing else this summer, I've definitely converted some of my friends here into lovers of bacon and football. And that, I think, is what cultural exchange is really all about.

**DAN BICKLEY, RULI HOSPITAL,
RWANDA**



The passion with which people spoke about their projects was palpable. Number of lives improved. Number of lives saved! It is with this enthusiasm that I am diving into my project on milk banking.

ARIANNE TJIO, PATH, INDIA



Market-based approaches and especially social enterprises are not the “silver bullet”. But they should lead the way to achieve real and sustainable social change.

PATRICK HUANG, VILLAGE CAPITAL, INDIA



Every single day, I walked to DHI and on my way I encountered a new cow. Occasionally I have to walk past enormous bulls. They were sure to leave cow pies on the road each day. I felt like I was walking through a minefield.

YANNICK WOOD, DRUK HOLDINGS & INVESTMENTS, BHUTAN



I observed that amongst all the women micro-entrepreneurs affiliated to the social enterprises, there was a young girl with quite a feisty demeanor. Her confidence and ideas intrigued me and I got talking with her. I found that her name was Susi; she is 18 and a micro-entrepreneur who uses GF AppLab’s talktime credit app to conduct business. I asked her what does she intend doing going forward? She promptly replied, “I want to be 18 till I die... this way I can keep making good money and I can keep supporting my family.”

MAHARSHI VAISHNAV, GRAMEEN FOUNDATION, INDONESIA



The book fair highlights how far Somaliland has come comparing to the chaos in Somalia and the region. About 30 writers, mostly from outside of the country, flew into Somaliland to participate in the book fair. Somaliland has been a beacon of hope in a country consumed by endless violence and corruption.

MOHAMED GULAI, ABAARSO TECHNICAL SCHOOL, SOMALILAND



The journey was somewhat of an emotional rollercoaster full of laughter, tears, frustration, anxiety, and pure satisfaction. I am so thankful and blessed to have been given this opportunity. This experience has impacted my life forever.

JULIANNA OSWALD, PATH, INDIA



I decided to take the opportunity to work at PharmaSecure in Gurgaon, India for a number of reasons. The first reason is that I am very interested in the work that PharmaSecure is doing. The second reason is that I’ve never travelled to the eastern hemisphere – enough said! And the third reason is to challenge myself – that’s right. Not since when I moved from Puerto Rico to the U.S. some 20 years ago have I lived in a place where I’m unfamiliar with the language, am still learning about the culture, and stick out like a sore thumb.

JAVIER RIVERA, PHARMASECURE, INDIA



When you spend enough time with foreigners in Shanghai, you will most definitely hear the phrase, “I’m having such a China day,” and today was my first of the summer...probably of many. China days are days when you need to get something done, but the systems and bureaucracy in place just make it impossible.

CLAIRE BARCO, CWF, CHINA & CAMBODIA

Last summer, 21 U-M students worked around the world as part of the WDI Global Impact Student Internship program. The 21 interns came from the Ross School of Business, the Ford School of Public Policy, the School of Public Health, the School of Natural Resources and Environment, the School of Information, the Law School, the Medical School, and the Taubman College of Architecture and Urban Planning. They worked in 15 countries for both nonprofits and for-profit corporations. Seven of the interns shared some of their thoughts and experiences from their summer abroad.



Patrick Huang



Chinese boys practicing martial arts

Patrick Huang

// India

Village Capital

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

HUANG: Village Capital (ViCap) runs business accelerator programs for early-stage social enterprises through a peer-review process. In the past 3 years, ViCap has run 14 programs across multiple countries from Brazil to India to the UK. ViCap plans to launch two programs in India later this year. My main goal was to identify enterprises and assess fit for our programs.

WDI: Give me an example of a typical day.

HUANG: Since ViCap does not have an office in India, my work was mainly focused on networking and meeting entrepreneurs either in person (usually at coffee shops) or on the phone. Each day was different: one day I could meet with investors and mentors and another day I could meet with entrepreneurs and conduct outreach.

WDI: What challenges did you face?

HUANG: My main challenge was the open-ended nature of my role to somehow identify 20-30 enterprises that were interested in and fit our program. With no "handbook" to generate a pipeline, I embraced my entrepreneurial spirit and focused on identifying and meeting with organizations who inherently supported entrepreneurs like mentor networks and incubators.

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

HUANG: I was completely amazed by the talent and drive among all the entrepreneurs that I spoke with. Achieving social impact through a for-profit model is extremely difficult and I was pleasantly surprised by the number of entrepreneurs who were interested in pursuing this path.

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

HUANG: After this experience, I gained exposure to more than 100 entrepreneurs and business models addressing various social

issues from education to water access. With this exposure, I have now honed my post-MBA career goal to support IT-focused, early-stage social enterprises—either on the enterprise or investor side—in emerging markets targeting South Asia or Africa. Personally, I am now even more interested in learning more about the social impact space especially in emerging markets.

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

HUANG: Each interaction with entrepreneurs left me inspired and motivated. One encounter with Anu from NextDrop was memorable as I was particularly interested in NextDrop's business model and she was personally extremely engaging and passionate.

Ben Chen

// India/China

GE Healthcare

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

CHEN: Identify China market entry strategy for a family of mid-tier medical devices that are designed in India for India. Conducted primary research at 20+ hospitals in nine top & mid-tier Chinese cities to assess growth opportunities for current and future product.

WDI: Give me an example of a typical day.

CHEN: No typical day—conducting secondary research, creating survey, visiting hospitals and interview to doctors & nurses, identifying market segmentation, clinical needs, pricing, etc.

WDI: What challenges did you face?

CHEN: 1) I had to convince sales staffs in China to take me to hospitals that they never went to. Sell them the benefits of mid-tier devices while they are focused on high-end devices. 2) Adapting to spicy Indian food was difficult. 3) Work around the bureaucracy of big company (takes 8 hours to install VPN on my laptop by teleconferencing support staffs in India and China) is inefficient. On the positive side, people are very kind and supportive.



Mary Fritz



Mesbah Ahmad

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

CHEN: 1) Social issues in India are very complicated but also in your face. 2) Local competition is very strong in serving the BoP. Multinationals face reputation, standards, and many challenges – surprisingly GE can make it work in certain parts of the world. 3) In China – if you can bring high quality products, price is not the most important part.

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

CHEN: Professionally, this internship helped me develop great confidence to work in China. The experience is very self-driven and I learned a lot in marketing strategy. Personally, I am glad that I am much more comfortable about China, but also wished I can spend a whole summer in India to get a deeper dive in Indian culture and understand the challenges there.

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

CHEN: I helped some Indian young professionals build a sustainable house in the country.

In that day, I rode in a motorcycle on the highway in 110 kph with cars by passing me (very scary), jumped into a giant well with newly-met friends, and saw that young professionals are passionate about making social impact: It was an amazing experience!

Mesbah Ahmad

// Indonesia
Global Entrepreneurship Program

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

AHMAD: I supported the execution of the program's key initiatives, specifically around launching Indonesia's first open angel investor network and developing a proposal for a shared office for entrepreneurs where they can get access to lower cost services. I also mentored two start-up social enterprises through the due diligence process for our impact investor partner, and helped address key bottlenecks for their growth.

WDI: Give me an example of a typical day.

AHMAD: Everyday was different as the projects progressed. On a high level, my time was spent articulating the investment proposals of the two start-ups, preparing financial models and helping them think through where to focus their efforts, and preparing materials to train investors and entrepreneurs for the angel investor network. I also did research on other co-working spaces (a la The Hub) to develop a revenue model for ours.

WDI: What challenges did you face?

AHMAD: The biggest challenges were faced in helping the start-ups through the due diligence process. Remotely collecting and analyzing information, dealing with language and cultural barriers, and having to respond to regular timeline changes from our partner made it difficult to be effective in helping them. It also took some time to get up to speed on the business environment, the competitive landscape, and the businesses themselves.

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

AHMAD: I was most surprised by the number of young entrepreneurs finding worthwhile ways of combining social impact and profitable businesses.

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

AHMAD: My summer experience gave me significant exposure into various sectors such as start-ups and start-up social enterprises, traditional angel investment and venture capital, impact investing, and development consulting. It helped me narrow my career focus, and identify the key obstacles in pursuing this patch.

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

AHMAD: One memorable moment from my summer was coaching 10 entrepreneurs on pitching to angel investors. What was supposed to be a 1-hour workshop turned into a 3-hour discussion about the challenges their businesses were facing, early stage valuation, and how to deal with an Indonesian business environment with limited exit options and intellectual property protection.

Mary Fritz

// India

Wello

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

FRITZ: There were three main Wello tasks this summer, and I worked on all of them while specifically owning pieces that fit within the larger whole. First, we started manufacturing in India. That meant a lot of logistics, travel, meetings with suppliers, bargaining, and costing out the various components of the WaterWheel to get the price as low as possible. Second, Wello is launching a year-long pilot this fall to test social impact, user experience, and willingness to pay. I worked on the pilot's market entry strategy, particularly on social impact metrics and on how to best find answers to our questions. And third, I did a bunch of financial modeling and scenario planning to try to identify the optimal business structure for Wello – for profit, nonprofit, or hybrid.

WDI: Give me an example of a typical day.

FRITZ: No such thing as a typical day! Some days in Bombay, I would haul my laptop over to Yoga House to enjoy raw vegetarian food and chai while buried in a spreadsheet. Some days in Jodhpur involved several hours of Jeep travel across the desert to meet with target communities and hear their initial feedback.



Jennifer Hsieh, second from right



Ruli Hospital staff in Rwanda

It was a huge mix and always something new, which I loved.

WDI: What challenges did you face?

FRITZ: Conducting business as a woman in India, especially without speaking Hindi, can be difficult. Most people were receptive to our proposals and enthusiastic about the idea – they clearly saw the value of the WaterWheel. But sometimes it was difficult to prove myself and earn peoples’ respect and trust. The other main challenge was learning how to live in India. Nothing happens quickly, and you have to learn workarounds and patience. But that makes you realize how needlessly simplified – and therefore complicated – Western life can be.

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

FRITZ: How much two people can accomplish over 12 weeks. That’s tied with the moment I realized I was truly, fully enjoying living in India. And that moment is complemented by how much I miss it now!

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

FRITZ: I learned a ton and had a very tangible impact on the organization, so I’m very proud of that. I got to take many of the concepts I’d learned at Ross and apply them in real-world situations. Personally, I believe that travel is a hugely important growth opportunity and I love living abroad. It’s a chance to strip away all the extraneous stuff that weighs you down, and get back to who you really are. That allows you to be a much

more effective human.

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

FRITZ: The bus window shattering comes to mind, but I already told that one on video (search YouTube for WDI Michigan).

So another option:

I was sitting on a blanket on the ground in a village in Rajasthan, talking with people about whether they’d want to pilot the WaterWheel. A few moments before the village elders offered us opium, our translator asked me if I’d like to stop and see a famous temple on our way back to Jodhpur. It took us both a moment to realize that he’d asked me in Hindi – he had stopped his translation halfway between Marwari and English. But I understood him! And I answered with a quick “ha ha” (“yes”) and a head wobble, and then we both laughed – I had apparently absorbed some culture without knowing it.

Jennifer Hsieh

// India

Start Up!

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

HSIEH: I was tasked with several internal and external projects. Start Up! is a pretty young company so I was tasked to create the business plan for Start Up for the next 5 years, including the financial model, and create a PowerPoint presentation for the July board meeting. Other internal projects I had included

developing the HR portions (recruitment, performance management, compensation strategy, personnel policies) for an incubation toolkit and refining Start Up!’s personnel policies. My external client project involved analyzing product offerings, mapping out 6 operational processes, proposing an organizational structure and defining job roles for an educational nonprofit in Delhi.

WDI: What challenges did you face?

HSIEH: Challenges that I encountered were related to keeping things moving for my external client project. There were several factors, like summer holiday season and the client’s personal reasons, that delayed the flow of information from the client. Furthermore, her employees were neither as comfortable nor as knowledgeable when it came to sharing information/data, so they always needed to wait for the director to give the go-ahead before they shared anything with us.

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

HSIEH: What surprised me most during my summer of work was seeing the great number of entrepreneurs starting for-profits, non-profits, and hybrids in India. The concepts ranged across all sectors with waste management and health being the more popular sectors that came up. During a meeting with a couple entrepreneurs, I was impressed by their persistence, high hopes and expertise in their fields. It was quite intriguing to hear their stories and how they continue to press onward to do social good through businesses.

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

HSIEH: My summer as a summer fellow at Start Up! fit so well in terms of what I was looking for in a summer internship. I had the opportunity to acclimate myself in a completely new culture and environment, work with a very entrepreneurial team and client, and see what management consulting is like in an emerging market. Furthermore, I was able to apply my HR background and learnings from business school in my projects. Looking back on the 3 months, I am happy to have been a summer fellow at Start Up! Another bonus is that I was able to practice my negotiation skills every day on my commute to and from work, which I actually now miss.

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

HSIEH: One memorable moment from my summer that will stay with me will be my commute to and from work every day. Taking the auto-rickshaw is one of the more convenient ways to travel, and I became well-accustomed to the daily bargaining that had to take place. While some days were rougher than others, I learned to appreciate them for their convenience and efficiency. Furthermore, taking the auto also put me in contact with the little children who would come by and beg for money or food in the middle of the intersections. Some were quite endearing and they made me wonder about their future and how to best help them.



Adam Byrnes



Daniel Bickley

// Rwanda

Ruli Hospital

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

BICKLEY: I worked with The Ihangane Project, a health care non-profit, to describe the flow of patients and information between different levels of the Rwandan health care system. Then, I used what we learned to make and implement recommendations to improve the way that patients are referred from clinics to hospitals and the way that information about them is recorded, analyzed, and used.

WDI: Give me an example of a typical day.

BICKLEY: A typical day involved going to the hospital around 7 or 8 a.m. and conducting interviews with different health care workers and administrators there. Sometimes I would go to a clinic or to observe community health workers in small villages and I would walk or drive several kilometers to meet them where they were working. Then, later in the day if I had time, I would spend a while considering the information I'd gathered that day or week and what recommendations I could make to influence the flow of information to be more efficient or effective.

Later on in the project, as I began the implementation phase, I spent most of the day working directly with the hospital registration workers to train them to use a computerized version of their registration system. I also spent a lot of time in meetings

with hospital administrators to keep them abreast of the project and work on ways to transition responsibility for oversight of the changes we'd made in the long term.

WDI: What challenges did you face?

BICKLEY: One big challenge was the enormous uphill battle of computer training. It was easy to make the recommendation to switch to computerized record systems to allow easier data analysis and greater data security. But it was a two-month process to actually get the hospital employees comfortable enough with using a computer that they would have a chance of continuing to use the computerized system after my internship ended. We spent almost two weeks basically learning to move the cursor and do hunt-and-peck typing. After 8 weeks, the workers developed enough competence to be able to use the system correctly a good deal of the time, but it was a much more difficult implementation than I had really considered.

Another challenge was the constant problem of "African Time." Everyone was late to everything. Sometimes by 10 minutes, sometimes by several hours. Many days, people wouldn't even be at work for some reason or another. There is no forewarning for this kind of thing, and it is all totally unpredictable. Nobody seems to know where anyone else is or when he or she is expected to arrive. It makes planning almost impossible, and I probably wasted a week or two cumulatively just waiting for people to

show up. It's a cultural issue and not one that can be readily solved, but it certainly takes its toll on project timelines!

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

BICKLEY: I was surprised by how open and accepting all of the hospital workers were of the recommendations we were making. I expected to find much more resistance to change within the hospital culture. But I found that everyone from the doctors and nurses to the receptionists and technicians was truly interested in making big changes to improve the way that they work and make a better experience for patients.

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

BICKLEY: This experience living and working in a developing country to improve the delivery of health care has made me much more likely to try to incorporate this type of work into my career. I will be spending the next 4 years training in Emergency Medicine, but after that I may pursue fellowship training in International EM. My internship gave me a great opportunity to explore and confirm my interest in working with developing health systems, and has the potential to significantly impact my career path a couple of years down the road.

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

BICKLEY: I had the opportunity to attend a Rwandan wedding, which was a whole-day affair. It was a special experience, from

seeing the 3-hour dowry negotiations to the actual ceremony and reception. And even more than that, it was emblematic of the warm welcome and kindness that the Rwandan people showed me during my time in their country. It was definitely an experience that I won't soon forget.

Adam Byrnes

// India

Simpa Networks

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

BYRNES: Simpa's technology and platform has the potential to change the way energy is used in rural electrification efforts. Simpa's pay-as-you-go model streamlines payment collections, offers operational efficiency, and provides access to people who otherwise wouldn't have electricity. Currently, Simpa applies their technology to solar home systems that provide energy to a single home. My job was to help them analyze the potential to enter new markets. To achieve this, I produced a three-part analysis. First, I analyzed the market by collecting and analyzing data on competitors, interviewing multiple market players to determine product requirements, organizing and implementing pilot projects to test our business model, and offering recommendations on next steps and considerations. The second part was an analysis of various business model options. This part involved mapping out business requirements, working with the tech team to discuss possibilities, and



From left: Jennifer Hsieh, Adam Byrnes, Javier Rivera, Patrick Huang, Ben Chen, Arianne Tjio

matching our ideas with what we learned from market research. Lastly, I used a financial analysis to understand the economics of potential partners, their willingness to pay, and the effect our solution had on their revenue model.

WDI: Give me an example of a typical day.

BYRNES: Up at 7 am. Breakfast. Project work with my classmates in America. Start work at 10. Work on a variety of projects during the day. Lunch with co-workers at some new place I had yet to visit. Back to work until 7 or 8. Dinner with co-workers/friends at yet another new place I hadn't visited yet. Back home for more project work with American-based classmates and/or planning my next trip to some far off India locale and/or blogging. Reflect on how much fun I'm having. Sleep. Repeat.

WDI: What challenges did you face?

BYRNES: The biggest challenge was keeping the stamina to deal with everyday life. Everything – from buying groceries, to walking somewhere, to haggling for taxi service, to eating, to sleeping – requires extra energy because it was all new to me. Most of the time I enjoyed that feeling because it meant that I was growing, but there were times when it was overwhelming.

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

BYRNES: How much energy it would take to exist. This was in part due to being in a new culture, but also related to having to haggle for everything, learn a new way to communicate (not just language-wise, but also simple things like how to get to locations that the driver didn't know and using streets that may or may not actually have existed...). It turns out that living in another culture requires a tremendous amount of focus, stamina, ingenuity, creative thinking, and flexibility. When I could muscle the mental resources to be all those things at once, then everything went really well. But there were times when I couldn't, and those days were difficult.

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

BYRNES: My professional impact on the company was that I helped them develop a new market entry strategy at exactly the right time when they needed it. Its impact on me was to help me develop skills that I had yet to develop and to remind me how much I love working for small, nimble companies doing BIG things. The personal impact is hard to measure still. It's one of those things that will take some time to understand. I know that I see things

differently now – the things that I used to take for granted, the relatively rich, secure, and stable life that I live compared to how other people in the world live, how much things cost here in the States, and how important traveling is to understand the world – but many impacts in my life are just starting to reveal themselves to me and others will likely take some more time. I wouldn't be surprised if I'm still uncovering changes a few years from now.

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

BYRNES: The most memorable moment came from my trip to Hampi when my friends and I came upon a mosque set into some beautiful rocks. I wrote about it on my blog: "The next morning, we journeyed forth from our hotel well rested and ready for another day of adventure. After another breakfast at the Mango Tree (the best place in town both in terms of quality and because there are only three places in town), we took a ferry across a small nearby river. Our mission: to rent three mopeds to explore Hampi's backwaters. It turned out to be the best 350 Rupees I have ever spent. We hopped on our mopeds like 10-year olds who just been given new bikes for Christmas. And, thus, the Bangalore Banditos were born under the rallying cry,

"Viva los Banditos!" We rode our "haws" for the next eight-hours visiting various temples, historical sites, and towns along the way.

Early in our road trip we noticed a mosque built into the rocks on the other side of a rice paddy field. Ever the intrepid souls, Tagg and Patrick thought we should take the short walk to check it out. I was apprehensive about walking on someone else's rice paddy field and about showing up at a holy site unannounced. I couldn't be happier that Tagg and Patrick won the debate. As we approached the Mosque we realized that a small creek kept us from our goal. Just as we were about to turn around, we heard a dozen small voices shout various phrases of welcome: "Hey, mister!" "Hi!" "Hello misters!" Out of nowhere a dozen kids appeared and, happy at their new found friends, tried to persuade us to cross the creek. Undeterred by our apprehension, they decided to show us how easy it was by crossing to our side instead. I doubt I will ever have as warm and generous a welcome as those kids gave us that day. They enticed us across the river, showed us around the Mosque (perhaps to the chagrin of their elders), and practically mauled us with high fives. It was the best experience I've had here so far."

WDI hosted two guest speakers in fall 2012 as part of its Global Impact Speaker Series. The series features leading thinkers who work in emerging markets. The goal of the series is to spur discussion around development and developing country issues.



Neil Gregory



Gregory speaks with a student after his talk



Douglas Balfour

Neil Gregory

Neil Gregory, chief strategy officer for investment opportunities for the International Finance Corp. (IFC), outlined how the emerging markets will change between now and 2020 on Nov. 15 for the inaugural talk of the 2012-13 WDI Global Impact Speaker Series.

Gregory said there are six themes that will be the drivers in the emerging markets in the next 6-8 years. In 2020, the IFC sees a growing, aging middle class living in a more connected, urbanized world with sustained competition for natural resources. They also envision ongoing climate change while technology and government policy change the contours of global supply chains and the financial markets.

The first theme Gregory tackled is the bigger, older middle class. Among the unknowns, Gregory said, are how the social security system evolves so older people have income. It creates a challenge for political systems.

The second theme, or trend, is a more connected, urbanized world. Gregory said rural population will peak around 2015-20, starting big growth of mega cities. People will live much closer together, which will create a strong demand for housing and the increased risk of pandemics.

Sustained competition for natural resources – the third theme – will mean it will be more expensive to find oil and water. Gregory wonders how governments will respond, how far they will go to secure resources.

The fourth theme is climate change. Gregory said global temperatures are expected to rise 2-6 degrees Celsius by 2020. An important challenge, Gregory said, is how fast new technology will come along to help industry reduce its carbon footprint.

Changing global supply chains—the fifth theme – have become elongated the past 20 years, Gregory said. There are signs, he said, that the global supply chain has reached its limit and may reverse so it becomes more compact.

The sixth and final theme Gregory sees for emerging markets is the changing financial markets. There are 2.5 billion people in the world with no access to financial services. Mobile banking using technology such as cell phones will bring more people into the financial markets.

Each of these themes provide opportunities and uncertainties, Gregory said.

“I’m optimistic the growth in the emerging markets will continue,” he said. “I’m much less optimistic the process will go smoothly. It’s going to be a bumpy ride for the next 6-8 years.”

Douglas Balfour

Douglas Balfour, CEO and owner of Geneva Global, talked about what he called a “fusion” – international development becoming more business-like for the Nov. 27 WDI Global Impact Speaker Series.

Geneva Global helps donors and philanthropic investors get the most impact from their social development activities. This includes using best practices from business such as baselines, market research, strategic focus, integration, collaboration, and leverage.

“What’s driving this? Fundamentally it’s that people who are coming into the philanthropic space are not third generation old money, but are people who are coming out of an entrepreneurial world like (Bill and Melinda Gates) who have different expectations of what they want from philanthropy than in years past,” Balfour said.

Balfour said international philanthropy is “like fashion. There are fads that are cool now that weren’t cool then.” He breaks issues into three categories – pressing needs (malaria, AIDS), recognized but not prioritized (human trafficking), and under-recognized (road safety). In this last category, Balfour said children’s deaths due to road accidents is increasing and in 20 years will be the biggest killer of children in the developing world.

“But no one is thinking about it right now,” he said.

Recently, Geneva Global has found that

bringing donors together to see their collective action achieve what their individual giving could not—a systemic, significant, positive change in social transformation in integrated donor funds.

“We saw a 10 percent improvement in the cluster projects because we brought them together and that allowed us to achieve scale,” Balfour said.

A current project Geneva Global is working on is The END Fund, the world’s first private philanthropic initiative to combat the seven most common neglected parasitic, tropical diseases in Africa. Balfour has raised \$20 million in 18 months towards the goal of \$100 million. He said 27 cents per person per year could treat two to three of the seven diseases at the same time.

Balfour did say that initially it was difficult to convince donors to pool their resources. They say they don’t “want to give my money into someone else’s thing.”

But then they see the success – such as helping 12 million children and pregnant women in Mali – and are more willing to contribute.

“It really does work,” Balfour said.



Impact Assessment Benefits from WDI Approach

The BoP initiative has several “sub-streams” of thought, including impact assessment, venture creation, and market creation. To illustrate the organic process by which research ideas develop, London’s work on impact assessment is a good example.

When London joined WDI in 2005, he had done no work on impact assessment. Most of his research to that point focused on large firms engaged with those living at the base of the pyramid (BoP). Through his collaboration with his research partners – both corporate and prominent nonprofits – he discovered that there was tremendous energy going in to creating BoP businesses, but that no one had any idea if these new businesses were achieving their goals.

There was a lot of the measuring of inputs – the number of people hired, the amount of money spent – but no true measurement of whether a venture or organization really affected peoples’ lives. And that, after all, is what this BoP work is about.

“Most ventures that serve the poor primarily collect data on pre-determined business milestones and recite feel-good stories,” London said. “But without a true assessment on how they are serving their target market, organizations are unable to improve their economic and social performance. Even organizations that carry out an impact assessment can end up with unusable data due to poor methodology.”

London recognized a puzzle, one that development agencies, corporations, and NGOs would presumably care about. He spent some time thinking about what were the important dimensions that organizations in the BoP sector cared about – and it

boiled down to various types of “well being.” He came up with a framework that measured different types of well-being. He also realized you don’t want to measure things at the factory gate, but rather at the homes of those living at the BoP. It is what London calls “listening to the voices of those living at the base of the pyramid.”

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“Most ventures that serve the poor primarily collect data on pre-determined business milestones and recite feel-good stories, but without a true assessment on how they are serving their target market, organizations are unable to improve their economic and social performance. Even organizations that carry out an impact assessment can end up with unusable data due to poor methodology.” TED LONDON, WDI SENIOR RESEARCH FELLOW

“You need to talk to people and find out about their lives, to hear about the health of their children,” he said.

London worked with VisionSpring in 2008 to do a series of experiments in the field to fine-tune the emerging framework. VisionSpring is an innovative social enterprise that trains local villagers (“vision entrepreneurs”) to perform vision screenings and sell low-cost eyeglasses in their communities.

The work was largely funded by WDI because it was considered an important question. WDI also sponsored summer internships for University of Michigan graduate students and student teams from U-M’s Ross School of Business to support London’s work.

“We worked collaboratively with research partners to refine the framework so it was not just anecdotal, but rather a systematic approach to impact assessment,” Kennedy said. “It generated information that helped BoP organizations improve their performance, and that really shed light on

how this initiative was affecting people’s lives. Not simply eyeglasses sold, but incomes, education, health, etc.”

London published several journal articles that reported on his work with VisionSpring. But he also wanted to make sure the framework worked in different geographies and in different sectors. This led to field projects with

new partners. This included Movirtu, a venture that provides innovative mobile cloud technology to wireless telecommunication providers servicing rural poor communities in Sub-Sahara Africa and South Asia; Digital Divide Data, a social enterprise that creates jobs for Cambodian youth delivering high-quality content business process outsourcing services to clients globally; and Sidai Africa, a Kenyan social enterprise that is creating a more sustainable model of livestock service delivery.

WDI also continued its work with VisionSpring to facilitate some follow-up data collection and refine the framework.

All this field work resulted in a robust framework that led to a series of business case studies, including one on VisionSpring that won the prestigious oikos Case Competition, a 2009 Harvard Business Review article by London, and coverage in the 2010 book, “Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Mutual Value.” WDI also held conferences on BoP topics in 2007 and 2009 where the impact

assessment framework was highlighted.

The impact assessment framework was resonating in the BoP domain, which led to high-profile speaking engagements at organizations such as the United Nations Development Programme, the International Finance Corp., University of California-Berkeley, Yale University, and Columbia University.

In late 2011, the Rockefeller Foundation approached WDI with a request to help them design a multi-year program that would focus on “impact enterprises.” WDI organized five grantees focusing on different aspects of the project, and performed detailed research on more than 100 so-called impact enterprises.

“As a growing number of ventures implement this framework, WDI can have a substantial impact on efforts to alleviate poverty,” London said. “We can help BoP venture managers and those they serve in a way that has real, immediate, and practical implications in the field. By using this framework, ventures will have a better understanding of what is happening on the ground and a better sense of how to improve their work.”

Kennedy said over the course of five to six years, “WDI has taken a small but important insight, developed that idea conceptually, worked with partners in the field to refine it and make sure it’s robust, held conferences, and published articles and a book about the approach, and then worked with progressively larger and larger organizations to influence how they operate,” Kennedy said. “Now more and more of these large organizations are coming to WDI offering to fund this work.

“This builds our reputation and allows WDI to introduce its other ideas into these funding organizations.”



“Worth the Wait”

WDI is completing the impact enterprises project for the Rockefeller Foundation. The Institute is now in discussions with the foundation about how to incorporate the impact assessment framework out to other projects.

The Institute also is wrapping up a project with the Bernard van Leer Foundation (BvLF) in which WDI used the impact assessment framework to evaluate how six ventures directly and indirectly impact young children. BvLF is interested in the establishment of a Young Child Venture Fund that would provide grant money, soft loans and traditional investments to support businesses that have positive impacts for the youngest children. WDI’s findings are being published as in-depth case studies that will assess each venture’s impact on the well-being of children. The work will provide BvLF with a greater understanding of the ways in which ventures impact young children and will identify optimization possibilities for ventures to improve their impacts on children.

The Aspen Network of Development Entrepreneurs (ANDE), a global network of organizations that invest money and expertise to propel entrepreneurship in emerging markets, asked WDI to deliver two impact assessment workshops for their members in 2013.

And WDI recently agreed to undertake a three-year project funded by the Danone Ecosystem Fund, measuring the impact of a proximity distribution project in Semilla, Mexico.

All of these projects point toward the emergence of the impact assessment framework as an idea that is gaining traction in the marketplace and can have transformative

influence on BoP ventures.

A similar process occurred with WDI’s Globalization of Services (GoS) Research Initiative. Kennedy wrote several business cases on the outsourcing of work, and followed those with the book “The Services Shift: Seizing the Ultimate Offshore Opportunity.” This has led to Institute engagements with

ization, the Clinton Health Access Initiative, and UNITAID. This work focused on understanding both pharmaceutical supply chains and the analytics of health care markets.

That work prompted UNITAID to approach WDI in summer 2012 to set up an analytics group. And in late 2012, the UNITAID board approved funding for WDI to create and

“WDI has identified a set of important topics, used its resources to develop those ideas, and then taken them to the marketplace to test their impact. It says something very positive about the Institute’s knowledge creation activities when organizations like USAID, the Gates Foundation, UNITAID, and the Rockefeller Foundation are using ideas developed by our research team, and providing grants to have WDI advise them on how best to incorporate these ideas in their own work.” WDI BOARD MEMBER RALPH GERSON

“While this approach sometimes takes a few years to develop, we think it makes us unique. This research has high impact on practitioners and development organizations, and it complements the other things we do—such as student opportunities and fieldwork for faculty. It takes an investment in time and funding, but we think it is well worth the wait.”

WDI EXECUTIVE DIRECTOR ROBERT KENNEDY

Genpact, Perot Systems, Dell Computers, Tata Consultancy Services, and other leading offshoring firms. These relationships led to sponsored summer internships and MBA team projects for U-M students on the topic.

Most recently, the research initiative has been working on an impact sourcing project with the Rockefeller Foundation which draws on Kennedy’s Globalization of Services work.

And just like the two other research initiatives, WDI is seeing it unfold with its Healthcare Research Initiative. Since joining WDI in summer 2011, Healthcare Research Director Prashant Yadav has been delivering on a series of smaller grants for leading health organizations, such as the Bill & Melinda Gates Foundation, the World Health Organ-

operate a market structure analytics group that would, on an ongoing basis, analyze markets for active pharmaceutical ingredients and make recommendations about how to improve the performance of supply chains for critical medicines.

“These are just a few examples of our approach to research,” Kennedy said. “While this approach sometimes takes a few years to develop, we think it makes us unique. This research has high impact on practitioners and development organizations, and it complements the other things we do—such as student opportunities and fieldwork for faculty.

“It takes an investment in time and funding, but we think it is well worth the wait.”

Ralph Gerson, a WDI board member

Page 34, left to right: Heather Esper observes impact assessment surveying in India; an impact assessment survey in India; WDI’s Sarah Alphs collects health care data in Tanzania.

Page 35: Prashant Yadav in Gambia; WDI Faculty Affiliate Ravi Anupindi in India for a USAID/BoP project; Ted London at HoneyCare Africa in Kenya.

since its founding in 1992, is pleased with how WDI’s research program has developed. He said WDI was established with a dual mission—to help emerging market economies make the transition to the global economy, and to expose the U-M community to cutting-edge business and policy issues in these economies. The Institute has always been strong on the student opportunity side, he said.

“But the research endeavor has taken a while to find its comfort zone,” Gerson said. “After a period of mostly academic research, I am quite pleased with the current, more balanced approach. WDI has identified a set of important topics, used its resources to develop those ideas, and then taken them to the marketplace to test their impact.

“It says something very positive about the Institute’s knowledge creation activities when organizations like USAID, the Gates Foundation, UNITAID, and the Rockefeller Foundation are using ideas developed by our research team, and providing grants to have WDI advise them on how best to incorporate these ideas in their own work.”



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calendar

GS 10K Women: Cohort 10, Session 1.

Intro to Business Management & Strategy

Feb 6-8 | Kigali, Rwanda

Seminar, Yapi Kredi Banking Academy

Feb 18 | Istanbul, Turkey

GS 10K Women: Cohort 10, Session 2.

Operating a Business in Rwanda & Time Management

Feb 18-21 | Kigali, Rwanda

Negotiation Strategy & Influence Skills

Feb 27-28 | Bogota, Colombia

Cash Flow Management

Mar 6-7 | Bogota, Colombia

GS 10K Women: Cohort 10, Session 3.

Marketing, Negotiations & Customer Care

Mar 4-7 | Kigali, Rwanda

Leadership Strategies & Exceptional Coaching

Mar 21-22 | Panama City, Panama

Performance Management

Mar 25-26 | Santiago, Chile

GS 10K Women: Cohort 10, Session 4.

Budgeting & Management Accounting

Mar 25-28 | Kigali, Rwanda

SHRNE Spring Workshop

April 18-19 | Prague, Czech Republic

Supply Chain Management

April 22-23 | Riga, Latvia

Leadership Program for Experienced Managers

April 25-26 | Sao Paulo, Brazil

Operations Management

April 29-30 | Caracas, Venezuela

GS 10K Women: Cohort 10, Session 5.

Financial Management & Loans

April 29 - May 2 | Kigali, Rwanda

Key Account Management & Strategic Marketing

May 9-10 | Panama City, Panama

Social Media

May 13-14 | Riga, Latvia

GS 10K Women: Cohort 10, Session 6.

HR & Organizational Management

May 13-16 | Kigali, Rwanda

Strategic Management Program

May 13-24 | Riga, Latvia

Project & Risk Management

May 16-17 | Santiago, Chile

HR Professionals Program

May 27-28 | Riga, Latvia

GS 10K Women: Cohort 10, Session 7.

Developing a Business Plan

May 27-29 | Kigali, Rwanda

Negotiation Strategies & Tactics

May 28-29 | Caracas, Venezuela

Negotiations

June 3-4 | Riga, Latvia

GS 10K Women: Cohort 10, Faculty Visits

June 10-14 | Kigali, Rwanda

Key Account Management

June 17-18 | Santiago, Chile

Logistics & SCM

June 17-18 | Panama City, Panama

GS 10K Women: Cohort 10, Session 8. Cohort Consulting

June 24-28 | Kigali, Rwanda

Managing Sales Teams & Motivating Sales Team

June 27-28 | San Jose, Costa Rica

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