



Base of the Pyramid Global Impact Student Internships

Initiated or Sourced by Prof. Ted London
2006-2011



Global Impact Student Internships are full-time, paid summer internships for University of Michigan graduate students. These internships are for 12 weeks or longer, and involve travel to and working in base-of-the-pyramid markets in countries across the globe. Our partners engage these interns because of their ability to conduct innovative work that has real impact on field activities. The following is a list of internships undertaken by students from 2006-2011 that were initiated or sourced by Prof. Ted London.

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

Project: *India, 2011* - A student assisted the local partner in developing a viable business plan for a Center of Excellence for MBPs in health that is financially sustainable; assisted the local partner to 'learn by doing' through the evaluation and documentation of management and operational methodologies and tools of one specific MBP; and delivered a project report to Abt Associates focusing on knowledge management lessons learned and best practices.



The Academy for Educational Development is a nonprofit organization based in Washington, D.C. that works globally to improve education, health, civil society, and economic development.

Project: *Peru, 2010* – The Hygiene Improvement Project (HIP) is a USAID-funded project operated by AED, and is intended to reduce diarrheal disease and improve child survival. A student contributed to critical market assessments that were used to decide whether to scale the project. To this end, he profiled consumers who use sanitation suppliers other than those who are part of the HIP program. The student also contributed to a catalogue of marketing, promotional, and training materials and adapted them to particular demographics and market segments.

Project: *India, 2009* – A student developed case studies of both zinc treatment and point-of-use water disinfection projects in India.



The Acumen Fund aims to create a world beyond poverty by investing in social enterprises, emerging leaders, and breakthrough ideas.

Project: *India, 2011* – A student sourced new deals in India's education sector by interacting with entrepreneurs and investment bankers; conducting due diligence of potential investments based on the internal social and financial metric developed by

Acumen; maintaining a log of meetings and conversations with entrepreneurs and sector experts; and working with Acumen's legal counsel to close investment deals.

Project: *US, 2009* – A student worked on communications, knowledge capture, and community engagement. She shared Acumen's stories, insights and opportunities for engagement with a number of audiences, including the fund's partner community, students, the business community and growing online networks.

Project: *Tanzania, Uganda, 2008* – A student followed up on the Acumen Fund/WDI MAP project in Tanzania, leveraging the agricultural market assessment done by the MAP team and using this knowledge to source new deals in Tanzania.

Project: *US, 2007* – Two students acted as research consultants for the fund, working on the health and energy portfolios to develop metrics, perform due diligence, and support high-potential investments.



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

Project: *US, Bangladesh, 2011* – CARE wants to improve its ability in the BoP field, and working closely with WDI's BoP research initiative, will establish a Center of Excellence focused on social enterprises and base of the pyramid. A student laid the foundation for the center by identifying high-level goals, the methodology for extracting and synthesizing knowledge, and developing a proposal for long-term funding.

Project: *Bangladesh, 2010* – The Rural Sales Program (RSP) is an initiative of CARE Bangladesh to generate income and employment opportunities for the rural poor. The program has been successful and will be expanded into new regions. A student assisted in documenting the transition process to a successful social enterprise, helped develop a competitive marketing and branding plan for the new enterprise, and assisted in developing an impact measurement tool to ensure that the needs of the poor are being met.

Project: *US, Bangladesh, 2009* – A student worked on the development of an impact assessment strategy and framework on CARE's Market and Enterprise Development strategy.

Project: *El Salvador, 2007* – Three students worked to develop the business plan for a holding company that invests in small businesses in Central America.



CEMEX is a global building materials company that provides high quality products and reliable service to customers and communities throughout the Americas.

Project: *Mexico, 2007* – A student worked to expand CEMEX’s Patrimony Hoi program, which aims to make housing affordable to low income populations. His project involved both a strategic assessment of the initiative’s business model and an evaluation of its poverty alleviation impacts.



GE Healthcare’s Rural Health Initiative (RHI) was launched with a goal of providing access to low-cost, appropriate diagnostic technology in rural areas of developing countries to improve clinical efficacy and tangibly improve public health outcomes.

Project: *India, Bangladesh, 2011* – GE Healthcare’s Maternal Infant Care has been a pioneer in advancing neonatal care around the world, including its Infant Warmer, Phototherapy units, and incubators. GE Healthcare’s Rural Health Initiative has taken the company into new, underserved markets. A student helped the Maternal Infant Care business understand these new markets, and defined a strategy to viably serve these markets in order to affect infant mortality at the BoP.

Project: *Bangladesh, 2010* – Two students put into operation recommendations from the Ross School student project team, which provided recommendations in April on how to establish the metrics and mechanisms to identify, monitor, and assess progress towards the learning objectives for each pilot site. The two also led research efforts for devices that RHI will develop as its next technology, as well as worked to find a potential pilot site.

Project: *India, Bangladesh, 2009* – Two students worked in Milwaukee and travelled abroad for GE Healthcare, which provides transformational medical technologies and services that are shaping a new age of patient care. The two worked with GE Healthcare to develop a model for the use of portable ultrasound in rural maternal health with nurses/midwives conducting obstetric screening in the home. They also gathered feedback on product hardware design, clinical software features, training program development, clinical workflow, and health delivery model.



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

Project: *India, 2011* – A student assisted Grassroots Business Fund in implementing its capacity development program at a client’s businesses in India. GBF’s capacity-building programs are grant-funded and include strategic guidance, training programs, financial planning and support, governance advice, mentoring, monitoring and evaluation, marketing, and fundraising advice.

Project: *India, 2010* – A student assisted GBF in implementing its Impact Planning, Assessment & Learning (iPAL) framework for a client in India. She developed a custom-tailored Progress Out of Poverty/ Client Feedback survey; created a “how-to guide” to implement and refresh the survey including training local staff on survey implementation; designed a data aggregation system that meshes with the client’s operational structure and existing need to collect social and financial data; and prepared a “lessons learned” note on experience.

Project: *India, 2009* – A student assisted GBF in implementing its Impact Planning, Assessment and Learning framework at LabourNet, one of GBF’s new investments in India.

Project: *Tanzania, 2008* – A student developed a Base of the Pyramid impact assessment framework for a Tanzanian micro-leasing firm.



Hindustan Lever Limited (HLL) is the Indian subsidiary of Unilever and has trained over 20,000 women entrepreneurs to sell a range of health and hygiene products in rural communities throughout India through their Project Shakti.

Project: *India, 2006* – HLL was interested in understanding the impact of their unique model at the community level. A student worked with HLL to develop a framework for measuring this social, economic, and environmental impact of Project Shakti. She conducted market research and analyzed opportunities for a wholesale channel to distribute reading glasses to retailers and drafted a strategy to improve the efficiency of the importing, warehousing and fulfillment processes.



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

Project: *Tanzania, 2011* – A student worked with Movirtu on a market study in about 50 villages around Dar es Salaam to see if they should offer the service there. She provided on-the-ground management of the impact assessment fieldwork, directed the format of questionnaires, and organized the local field team, data collection, and data analysis.



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

Project: *US, 2011* – A student helped the Global Access group prepare its operating plan for 2012. He analyzed available data from various team work streams; worked with work stream leads to support further refinement of Global Access' strategic approaches and tactics for 2012; quantified revenue opportunities, developed forecasts, and quantified operating expenses; quantified financial and intangible benefits of Global Access' strategies for the corporation, its customers, partners and patients; worked with Global Access' team lead to develop overall story line of Op Plan and develop impactful materials such as slide decks and other supporting materials.

Project: *US, Bangladesh, 2010* – A student had the opportunity to help develop the GA operating plan for 2011. Specifically, he analyzed available data from various team work streams and helped develop the overall story of the GA business plan, supported by data; worked with work stream leads to support further refinement of GA's strategic approaches and tactics for 2011; helped quantify revenue opportunities and additional benefits of GA's strategies for the corporation, customers, partners and patients; and worked with the GA team to develop overall story line of the operating plan and develop impactful materials such as slide decks and other supporting materials.

Project: *US, Bangladesh, 2009* – A student worked with Pfizer's Global Access team to create a new business strategy that will deliver a global commercial business model focused on the health care needs of the Base of the Pyramid.



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

Project: *India, 2011* – A student identified the optimal farming organization governance structure; identified the most appropriate model for sustainable market linkages; developed partnerships and credit terms with financial institutions that can provide access to credit; identified partners to facilitate storage of the soybean produce in warehouses; and developed an ICT-based system to provide timely information.

Project: *Peru, 2009* – A student evaluated business ideas presented in business plan competitions across Central America to ensure that they comply with TechnoServe’s perspective of inclusive businesses and that the base of the pyramid is properly included in the business model. He also assisted the competition participants in the implementation of strategies to ensure an adequate inclusion of the BoP in their businesses and use this to leverage a successful placement of their products/services in the international or national markets.



VisionSpring is a non-profit social enterprise that alleviates poverty in the developing world by broadening access to affordable reading glasses. Committed to employing market-based solutions to solve this global issue, VisionSpring has developed a replicable, scalable, micro-franchise model to train low-income men and women, called Vision Entrepreneurs, to conduct vision screenings, sell affordable reading glasses, and refer those who require advanced eye care to reputable clinics.

Project: *El Salvador, 2010* – A student implemented the recommendations of the spring 2010 Ross VisionSpring MAP team. He also worked with VisionSpring to create an expansion strategy for El Salvador with the overall goal of bringing the program closer to financial sustainability.

Project: *India, 2009* – A student was a strategic consultant for VisionSpring India as it looked to scale its “franchise partner” distribution channel.

Project: *India, 2008* – A student analyzed current data on Vision Entrepreneurs and consumers in order to evaluate economic and social impacts; analyzed impact assessment work conducted previously; and implemented a third, most robust survey utilizing lessons learned.

Project: *India, 2007* – A student evaluated the impact of VisionSpring on entrepreneurs, consumers, and partners. She also analyzed VisionSpring’s data on customers and entrepreneurs in order to evaluate economic and social impacts; identifying gaps in the foundation’s data collection and recommending priority indicators and metrics for further data collection.



Vital Wave Consulting enables accelerated revenue growth in emerging markets through strategy consulting, market research, and business intelligence.

Project: *India, 2009* – A student served as an analyst, conducting research, crunching data, and writing first drafts of client deliverables.

Project: *US, 2008* – A student supported the Vital Wave Consulting team in its ongoing research and analysis of the telecommunications and IT sectors in emerging markets worldwide.

Project: *Costa Rica, 2007* – A student reviewed and analyzed data to identify trends and correlations that contribute to the development of a unique and powerful database to enable the market sizing and forecasting of base of the pyramid markets.



THE WATER INITIATIVE

The Water Initiative (TWI) is an enterprise dedicated to creating market-driven, locally embedded, point-of-use (POU) potable water solutions for BoP markets

Project: *Mexico, 2009* – A student supported TWI’s field teams in applying BoP Protocol thinking to solidifying and expanding the incubation businesses by determining, tailoring and implementing the most effective scale-out strategies for the enterprise.

Project: *Mexico, 2008* – A student along with others, outlined near-term and longer-term business opportunities, as well as recommended courses of action for serving these and other BoP communities sustainably; wrote a report detailing the set of business ideas and models co-developed with the local communities through the BoP-Protocol process; and developed a report that provides in-depth documentation of the team’s activities and key learnings in implementing the Protocol.