

## Business models, ideas, and strategies that address poverty

### Some initial resources for learning

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*This document is work in progress—it's a list of resources to draw on for your work in this area. Hope it's helpful: please give me feedback*

### good starting points

for tools, examples, relevant organizations, try: <http://www.seepnetwork.org/> --it has a microfinance orientation, but there are many resources likely useful for other areas too

Many resources are posted on the SustainAbility site:

<http://www.sustainability.com/insight/index.asp> --look for country briefs in the “issues” section; and entrepreneurship resources here:

<http://www.sustainability.com/insight/skoll.asp>

<http://www.nextbillion.net/> resources for identifying and discussing sustainable business models that address the needs of the world's poorest citizens.

Several books are also good places to start—you probably know these already. If you haven't seen it, check out *Out of Poverty: What Works When Traditional Approaches Fail* –online materials at <http://paulpolak.com/> for an excellent starting point. I've listed a few more books and links in the cases section below.

*Make Poverty Business* book excerpts

<http://makepovertybusiness.squarespace.com/home/> -also check out the other resources there

<http://press.princeton.edu/titles/8138.html> for more on the book, *A Corporate Solution to Global Poverty: How Multinationals Can Help the Poor and Invigorate Their Own Legitimacy* George Lodge & Craig Wilson

<http://bop-protocol.org> The BoP Protocol is a business incubation process that enables multinational corporations (MNCs) to generate new business opportunities at the Base of the Pyramid. Also look at <http://e4sw.org/> --some overlap, but there are pdfs of some of the foundational papers here.

### cases

For next billion cases go to: <http://www.nextbillion.net/resources/casestudies> .

As you likely know, several books present cases e.g.

*The Next 4 Billion: Market Size and Business Strategy at the Base of the Pyramid* (download at [http://archive.wri.org/publication\\_detail.cfm?pubid=4142](http://archive.wri.org/publication_detail.cfm?pubid=4142) );

*The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World* (see <http://www.sustainability.com/insight/article.asp?id=1316> )

For video and case studies related to Prahalad's BOP work (old?), check out <http://www.bus.umich.edu/FacultyResearch/ResearchCenters/ProgramsPartnerships/IT-Champions/default.htm#XMAP> . More resources, some of which may be more recent, including cases, from Michigan's Davidson Institute: <http://www.wdi.umich.edu/ResearchInitiatives/BasePyramid/Resources/> and there are slides and videos from their fall 07 conference here: <http://www.wdi.umich.edu/NewsEvents/Conferences/BOP2007SlidesVideos>

<http://www.socialedge.org/discussions/business-models> community of social entrepreneurs from the Skoll Foundation—this page includes some case studies and links to discussions

<http://www.caseplace.org/> CasePlace.org is a free, practical on-line resource for up-to-date case studies, syllabi, and innovative teaching materials on business and sustainability - from corporate governance to sustainable development.

cases also to be found on the HBS publishing site

<http://www.gsb.stanford.edu/csi/teaching/cases.html> Stanford Graduate School of Business' Center for Social Innovation has created teaching cases—abstracts with hyperlinks are in the [GSB Case Database](#).

a good case clearinghouse is Ivey

<http://cases.ivey.uwo.ca/Cases/Pages/home.aspx?Mode=Search&SearchMode=Interest&Search=Developing+Countries&Parent=International>, though you may also find cases elsewhere and then buy them there (e.g. Thunderbird has a good international selection [http://www.thunderbird.edu/about\\_thunderbird/case\\_series/index.htm](http://www.thunderbird.edu/about_thunderbird/case_series/index.htm))

From Cornell's BOP learning lab: cases <http://www.bopnetwork.org/node/26>

From Global Social Venture competition—cases:

<http://socialvc.net/index.cfm?fuseaction=Page.viewPage&pageId=211&parentID=58&noDeID=1>

And from Duke's Fuqua School

<http://www.fuqua.duke.edu/centers/case/knowledge/casestudies/index.html>

Schwab Foundation cast studies of social entrepreneurs:

<http://www.schwabfound.org/cases.htm?p=103>

## on industries in other countries

beyond cases—where can you get information? Try the usual library databases, and also consider looking in the business press for the countries you are interested in (magazines are likely to have more in-depth pieces), or in the international press, such as:

<http://www.economist.com/>

<http://www.businessweek.com/>

[http://www.time.com/time/global\\_business](http://www.time.com/time/global_business)

<http://www.magportal.com/c/bus/intl/>

some examples for India, specifically—add to these please, for India and other countries

<http://businesstoday.digitaltoday.in/>

<http://www.businessworld.in/>

<http://www.outlookbusiness.com/default.aspx>

[http://www.google.com/Top/Regional/Asia/India/Business\\_and\\_Economy/News/](http://www.google.com/Top/Regional/Asia/India/Business_and_Economy/News/)

## other company-specific resources

<http://www.hp.com/e-inclusion/en/project/ems-yir-022005.pdf> HP report on emerging market solutions and Microsoft's pay-as-you-go program:

<http://www.microsoft.com/presspass/press/2006/may06/05-21EmergingMarketConsumersPR.msp>

Shell Foundation has an enterprise-oriented approach. See some examples of its work helping to develop new businesses:

[http://www.shellfoundation.org/pages/core\\_lines.php?p=corelines\\_content&page=trading](http://www.shellfoundation.org/pages/core_lines.php?p=corelines_content&page=trading)

## consulting firms' take

Interesting Accenture piece on emerging market-multinationals

[http://www.accenture.com/Global/Accenture\\_Blogs/Accenture\\_High\\_Performance\\_Business\\_Blog/The+Rise+of+the+Emerging+Market+Multinational.htm](http://www.accenture.com/Global/Accenture_Blogs/Accenture_High_Performance_Business_Blog/The+Rise+of+the+Emerging+Market+Multinational.htm)

From Deloitte: <http://www.deloitte.com/dtt/research/0,1015,cid%253D137244,00.html>

Note that many large consulting firms put reports on line, such as these

[http://www.deloitte.com/dtt/section\\_node/0%2C1042%2Csid%25253D16418%2C00.html](http://www.deloitte.com/dtt/section_node/0%2C1042%2Csid%25253D16418%2C00.html)

Please add any other consulting-firm links to useful content.

Also look at articles published in the McKinsey Quarterly (e.g. a Vera search yielded Beshouri, Christopher, "A grassroots approach to emerging-market consumers", *McKinsey Quarterly*; 2006 Issue 4, p60-71, 12p). *Business+Strategy* is another promising source albeit not in the MIT online sources. Two interesting articles: "6 Truths about Emerging-Market Consumers" <http://www.strategy-business.com/press/16635507/04106> and "Five Rules for Winning Emerging Market Consumers" <http://www.strategy-business.com/press/16635507/16583>

## outcomes and indicators—some initial ideas

<http://www.socialedge.org/discussions/success-metrics>

[http://www.ssireview.org/articles/entry/drowning\\_in\\_data/](http://www.ssireview.org/articles/entry/drowning_in_data/)

[http://www.rootcause.org/knowledge\\_sharing/solutions/fall2006](http://www.rootcause.org/knowledge_sharing/solutions/fall2006)

<http://socialvc.net/index.cfm?fuseaction=Page.viewPage&pageId=96&parentID=58&nodeID=1>

## other potentially useful resources: context

World Business Council for Sustainable Development new publication "Doing Business with the World - The new role of corporate leadership in global development". [http://www.wbcd.org/DocRoot/9cJReM0SYOSeVahE1usM/Bizwithworld\\_LR.pdf](http://www.wbcd.org/DocRoot/9cJReM0SYOSeVahE1usM/Bizwithworld_LR.pdf)

[http://www.shellfoundation.org/pages/core\\_lines.php?p=influencing\\_content&page=reports&t=0](http://www.shellfoundation.org/pages/core_lines.php?p=influencing_content&page=reports&t=0) includes two reports, *Enterprise Solutions to Poverty* (2005) and the more recent *Down to Business: New solutions to old problems*.

UNIDO report <http://www.unido.org/file-storage/download/?file%5fid=23310> circa 2003, but comprehensive and detailed.

<http://rru.worldbank.org/> business development conditions info from the world bank

<http://www.countryrisk.com/index.html> --this site is old but many links still work

## other potentially useful resources: blogs, news, communities, links

great set of links: <http://www.nextbillion.net/resources/links/#other>

<http://www.socialedge.org/resources/edge-wiki/SocialEntrepreneurship> for links

<http://ipegroup.net/resources/> blog of the International Private Enterprise Group, a NYC-based network of professionals working at the intersection of the private sector, capital markets, technology and international development.

<http://bopreneur.blogspot.com/> the BOPreneur blog

<http://www.business4good.org/> another blog

social enterprise reporter <http://www.sereporter.com/> collects various news and resource items

good news stream at WBCSD from their international business segment:

<http://www.wbcd.org/templates/TemplateWBCSD5/layout.asp?type=p&MenuId=MTE0NA&doOpen=1&ClickMenu=LeftMenu>

INSEAD on BoP <http://knowledge.insead.edu/bottompyramid.cfm> -pretty general  
Ditto Oxford Said Skoll center: <http://www.sbs.ox.ac.uk/skoll/>

### **a few more useful resources**

on market development, value chains and the poor

[http://www.seepnetwork.org/files/4695\\_file\\_Progress\\_Note\\_16\\_VC\\_Development\\_and\\_the\\_Poor.pdf](http://www.seepnetwork.org/files/4695_file_Progress_Note_16_VC_Development_and_the_Poor.pdf) and  
[http://www.seepnetwork.org/files/3211\\_file\\_Value\\_Chain\\_think\\_piece\\_and\\_description\\_01.27.06.doc](http://www.seepnetwork.org/files/3211_file_Value_Chain_think_piece_and_description_01.27.06.doc)

on finding customers in emerging markets

<http://www.exportsource.ca/gol/exportsource/site.nsf/en/es03263.html>

social enterprise typology <http://www.virtueventures.com/typology.php>

book chapter from Managing the Double Bottom Line: A Business Planning Reference Guide for Social Enterprises. <http://www.virtueventures.com/files/chapter1.pdf>

SSRN social entrepreneurship resources:

[http://papers.ssrn.com/sol3/Jeljour\\_results.cfm?form\\_name=journalBrowse&journal\\_id=966556&Network=no&SortOrder=numHits&stype=desc&lim=false](http://papers.ssrn.com/sol3/Jeljour_results.cfm?form_name=journalBrowse&journal_id=966556&Network=no&SortOrder=numHits&stype=desc&lim=false)

Note to us: check out HBR, SMR, CMR; Technology Review; other likely academically-grounded resources?