



Growing Inclusive Markets
Business Works for Development • Development Works for Business

oikos Foundation

for Economy and Ecology

oikos UNDP Young Scholars Development Academy 2009

December 6-11, 2009; Kaubad and St. Gallen, Switzerland

Programme and Participants

Project Partner



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Monday, December 7, 2009

Opening Session

8:00	<i>Breakfast</i>
09:00-09:30	<p>Welcome and introduction to the programme of the oikos UNDP Young Scholars Development Academy 2009</p> <ul style="list-style-type: none"> – Sahba Sobhani UNDP, Growing Inclusive Markets Initiative – Jost Hamschmidt / Martin Herrndorf oikos Foundation / University of St.Gallen (Switzerland)
09:30-10:00	<p>Getting to know... Background and perspectives of the participants</p>
10:00-11:30	<p>What is good research on inclusive markets? Perspectives from North America and Europe</p> <ul style="list-style-type: none"> – Ana Maria Peredo University of Victoria, Canada – Ashok Zom ESSEC Business School, Paris – Jonathan P. Doh Villanova School of Business
11:30-16:00	<p><i>Snow Walk & Lunch</i> <i>Restaurant Bad Gonten, Tel. +41 71 794 1124</i></p>

A Business strategy for inclusive markets

16:00-17:00	Roundtable: Inclusive markets research and teaching
17:00-17:30	<i>Coffee Break</i>
17:30-18:30 A1	<p>Explaining diversity in corporate strategies at the base of the pyramid François Perrot, Ecole Polytechnique (Paris)</p> <p>⇒ <i>Ulf Henning Richter</i> ⇒ <i>Sacha Rawlence</i></p>
18:30-19:30 A2	<p>Sustainability Strategies for the Bottom of the Pyramid -Fostering Entrepreneurship in a Post-Conflict Environment Ulf Henning Richter, Pontifica Universidad Católica del Perú</p> <p>⇒ <i>Markus Taussig</i> ⇒ <i>Misagh Tasavori</i></p>
20:00	<p>Dinner</p> <p>(⇒ = <i>Commenter, for instructions see p. 6</i>)</p>



Tuesday, December 8, 2009

08:30-09:30 **A3** **Should private equity funds specialize or diversify?
Evidence from 20 years of IFC investments in emerging markets**
Markus Taussig, Harvard Business School

⇒ *François Perrot*

⇒ *Sourav Mukherji*

B Institutional approaches to inclusive markets

09:30-10:30 **B1** **The impact of transaction costs and institutions on the development of
small firms in Southwest China**
Sacha Rawlence, University of Edinburgh Business School

⇒ *Jacob Raven*

⇒ *Sulaman Hafeez Siddiqui*

10:30-11:00 *Coffee break*

11:00-12:00 **B2** **Unraveling social embeddedness as key element for IB strategy to
facilitate sustainable local private sector development at the BoP**
Myrtille Danse, Rotterdam School of Management

⇒ *Sacha Rawlence*

⇒ *Tobias Lorenz*

12:00-13:00 **B3** **Network based business model innovation
to optimize value creation for BoP ventures**
Jacob Ravn, Aalborg University

⇒ *Misagh Tasavori*

⇒ *Kevin McKague*

13:00-14:30 *Lunch break*

14:50-19:00 Excursion to St.Gallen (UNESCO World Heritage)
Visit at the St. Gallen Abbey Library
NOTE: The bus to Appenzell train station leaves at 14:50

16:30-19:00 *Spare Time in St.Gallen*

19:00 **Reception at the University of St. Gallen**
Welcome Address: Alexander Barkawi, oikos Foundation
Light dinner
oikos PhD Fellowship Lab, Institute for Economy and the Environment
(IWÖ-HSG), Tigerbergstr. 2, 9000 St. Gallen

19:20 Return to Gais
The train leaves at 19:37 from St. Gallen main station



Wednesday, December 9, 2009

C Inclusive strategy processes and capabilities

08:30-9:30 C1	Corporate Social Entrepreneurship: Entrepreneurial behaviour of multinational companies in poverty alleviation Misagh Tasavori, Manchester Business School
	⇒ <i>Martin Herrndorf</i> ⇒ <i>Saurabh Lall</i>
09:30-10:30 C2	Bridging Capabilities Across Institutional and Market Boundaries: An Exploration of the Bottom Billion Kevin McKague, York University, Schulich School of Business
	⇒ <i>Misagh Tasavori</i> ⇒ <i>François Perrot</i>
10:30-11:00	<i>Coffee break</i>
11:00-12:00 C3	Stories of micro-insurance: A study on strategy processes for inclusive markets in multi-nationals and their partner network Martin Herrndorf, University St.Gallen
	⇒ <i>Kevin McKague</i> ⇒ <i>Paula Linna</i>
12:00-13:00	<i>Lunch break</i>

D Analysing poverty impacts and value creation

13:00-14:00 D1	Evaluating Outcomes at the Base of the Pyramid: A Utilization-Focused Approach Saurabh Lall, The George Washington University
	⇒ <i>Sulaman Hafeez Siddiqui</i> ⇒ <i>Ulf Henning Richter</i>
14:00-15:00 D2	Impact of Women Entrepreneurship on Poverty Alleviation and Social Change: Evidence from Pakistan Sulaman Hafeez Siddiqui, Zakariya University, Multan, Pakistan
	⇒ <i>Saurabh Lall</i> ⇒ <i>Markus Taussig</i>
16:00-19:30	Hiking to Appenzell town Dinner at Restaurant Traube (Marktgasse 7, Tel. +41 (0)71 787 14 07)
19:00	<i>Dinner</i>
	<i>Free Evening</i> <i>(Sauna & Swimming pool will be open...)</i>



Feedback Process

Format of presentations and feedback sessions

Each participant will have 15 minutes to present the essence of his/her research paper (research questions, methodology, preliminary results). As your colleagues have all had an opportunity to read your paper prior to the academy, we invite you to presenting in a manner which makes your conceptual ideas both memorable, persuasive and most of all, engaging. Following this, you will receive feedback from two peers and our guest faculty (each having up to 5 minutes for comments) on relevant issues concerning the contents and methods of your research, followed by open discussion (20-30 minutes).

	Duration
Presentation of your research paper	15 min
Feedback from two PhD students or young scholars (5 min each)	10 min
Feedback from the three faculty members (5 min each)	15 min
Open group discussion	20 min

Please review the programme and participants list to find the two research papers you are invited to comment on.

If you feel that you need more time to provide comments and clarifying questions, feel free to prepare constructive written comments as they often prove quite useful to your colleagues!

Opportunity for bilateral talks and feedback by the faculty

You will share a full week with our selected faculty members and participants. We encourage you to take this opportunity and use

the hikes, lunches and dinners to engage in dialogue and seek feedback from the faculty – on your research and the field in general, academic career opportunities – or the beautiful landscape!

Internet accessibility

Broadband wireless Internet access is freely available at the hotel.

Audio / Visual requirements

An LCD-projector, notebook computer and overhead projector will all be available for use during presentations. If you require the projector, please bring your presentation files on a USB stick or mail them to development@oikosinternational.org.

If you should require any additional equipment please let us know by the end of November.

Paper Streams

The paper presented during the Academy have been grouped in the following six stream, each containing three papers:

- A: Business strategy for inclusive markets
- B: Institutional approaches to inclusive markets
- C: Inclusive strategy processes and capabilities
- D: Analysing poverty impacts and value creation
- E: Inclusive entrepreneurship in selected sectors



Location and travel tips

The oikos PRI Young Scholars' Finance Academy will take place in a remote Hotel in Kaubad (www.kaubad.ch), situated about twenty minutes from the nearest train station, Appenzell (Note, that this location is NOT the St. Gallen University Campus). We will be operating a shuttle to pick you up at Appenzell station on Sunday at 5.00pm. Please confirm your arrival time in Appenzell to

development@oikosinternational.org,

so that we may plan accordingly.

We strongly recommend you to arrive on Sunday afternoon - If you are NOT planning to arrive Sunday, please let us know before 1 December.

We have booked the complete Hotel. The accommodation will be in single rooms. If you are vegetarian or require special diets, please let us know on or before 1 December.

From the airport

If you fly to Zurich airport, just take the Intercity train from the airport railway station into the direction of St.Gallen. There is at least one train per hour (leaving for St. Gallen at xx.52). Note that you need to leave the train in GOSSAU at xx.43. The train from Zurich airport to Appenzell via Gossau takes 95 Minutes. You can check the train options via www.sbb.ch/en/index.htm.

Note that you have to change the Train in Gossau (BEFORE St. Gallen).

The train to Appenzell leaves from Gossau every thirty minutes at xx.47. As you may know, Swiss trains are ALWAYS on time (just like Swiss watches!).

Dress code

As the hotel is situated in a scenic rural region, some mountain hikes will be part of our "extracurricular" program. Please bring sturdy walking shoes, appropriate clothing and a warm outdoor jacket.

Apropos, the dress code for the academy is casual as we are in the countryside. Please note, that the hotel offers a Sauna and a small swimming pool. Some cross country ski slopes are located in the area.

Questions?

If there are any questions, please do not hesitate to contact us at finance@oikosinternational.org

We are looking forward to welcoming you, intensive discussions & a nice time in Switzerland, the country of bank secrecy, cows, cheese and chocolate :-)



Participants

A Business strategy for inclusive markets				Feedback by...	
A1	François Perrot	Ecole Polytechnique (Paris)	Explaining diversity in corporate strategies at the base of the pyramid	<i>Ulf Henning Richter</i>	<i>Sacha Rawlence</i>
A2	Ulf Henning Richter	Pontifica Universidad Católica del Perú	Sustainability Strategies for the Bottom of the Pyramid - Fostering Entrepreneurship in a Post-Conflict Environment	<i>Markus Taussig</i>	<i>Misagh Tasavori</i>
A3	Markus Taussig	Harvard Business School	Should private equity funds specialize or diversify? Evidence from 20 years of IFC investments in emerging markets	<i>François Perrot</i>	<i>Sourav Mukherji</i>
B Institutional approaches to inclusive markets					
B1	Sacha Rawlence	University of Edinburgh Business School	The impact of transaction costs and institutions on the development of small firms in Southwest China	<i>Jacob Raven</i>	<i>Sulaman Hafeez Siddiqui</i>
B2	Myrtille Danse	Rotterdam School of Management	Unraveling social embeddedness as key element for IB strategy to facilitate sustainable local private sector development at the BoP	<i>Sacha Rawlence</i>	<i>Tobias Lorenz</i>
B3	Jacob Ravn	Aalborg University	Network based business model innovation to optimize value creation for BoP ventures	<i>Myrtille Danse</i>	<i>Kevin McKague</i>
C Inclusive strategy processes and capabilities					
C1	Misagh Tasavori	Manchester Business School	Corporate Social Entrepreneurship: Entrepreneurial behaviour of multinational companies in poverty alleviation	<i>Martin Herrndorf</i>	<i>Saurabh Lall</i>
C2	Kevin McKague	York University, Schulich School of Business	Bridging Capabilities Across Institutional and Market Boundaries: An Exploration of the Bottom Billion	<i>Misagh Tasavori</i>	<i>François Perrot</i>
C3	Martin Herrndorf	University St.Gallen	Stories of micro-insurance: A study on strategy processes for inclusive markets in multi-nationals and their partner network	<i>Kevin McKague</i>	<i>Paula Linna</i>



D Analysing poverty impacts and value creation				Feedback by...	
D1	Saurabh Lall	The George Washington University	Evaluating Outcomes at the Base of the Pyramid: A Utilization-Focused Approach	<i>Sulaman Hafeez Siddiqui</i>	<i>Ulf Henning Richter</i>
D2	Sulaman Hafeez Siddiqui	Zakariya University, Multan, Pakistan	Impact of Women Entrepreneurship on Poverty Alleviation and Social Change: Evidence from Pakistan	<i>Saurabh Lall</i>	<i>Markus Taussig</i>
E Inclusive entrepreneurship in selected sectors					
E1	Sourav Mukherji	Indian Institute of Management Bangalore	Inclusive Healthcare in India: Comparing Three Models	<i>Tobias Lorenz</i>	<i>Myrtille Danse</i>
E2	Tobias Lorenz	University of Witten-Herdecke	Beggars cannot be choosers?	<i>Paula Linna</i>	<i>Jacob Ravn</i>
E3	Paula Linna	Helsinki School of Economics	The Base of the Pyramid of the telecom business in Vietnam: preliminary findings on pilot-study	<i>Sourav Mukherji</i>	<i>Martin Herrndorf</i>

We are thankful to our partners!

Project Partner



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About oikos foundation: The oikos foundation for economy and ecology was founded in St. Gallen (Switzerland) in spring 1990 and is part of oikos, the International Student Organization for Sustainable Economics and Management. The foundation's projects are dedicated to integrate sustainability perspectives into Economics and Management Education/Research. They are overseen by the oikos foundation board members: Dr. Alexander Barkawi (President), Prof. Dr. Mathias Binswanger, Prof. Dr. Thomas Dyllick (University of St. Gallen), Prof. Dr. Fritz Fahrni (ETH Zurich), Prof. Dr. Claude Siegenthaler (Hosei University, Tokyo), Peter Zollinger (SustainAbility Ltd., London), Dr. Claudia Genier (FSG Geneva). The foundation is financially supported by the oikos circle of donors, including the following Swiss corporations and Foundations: ABB, Avina Foundation, DOW, Fondation Hoffmann, Fondation H. Looser, Foundation for the Third Millennium, Helvetia, Ernst Schweizer AG, Knecht & Müller AG, Mercator Foundation Switzerland, Rhomberg Group, Shell. It is working in close collaboration with the University of St. Gallen, Switzerland. For more information: <http://www.oikosinternational.org/research>.