

## ENTERPRISE SOLUTIONS TO POVERTY

**Launched in 2006, Enterprise Solutions to Poverty mobilizes and supports leading companies and entrepreneurs in building profitable and inclusive businesses that incorporate millions of low income people as suppliers, distributors and consumers of asset-building products. Our goal is to double the income and assets of over 50 million low income people by 2012.**

**Our approach** is to accelerate the creation and the adoption of breakthrough business models by leading companies and entrepreneurs by:

- Identifying and mobilizing corporate leaders already engaged in or committed to inclusive businesses.
- Creating collaborative local and global networks where corporate leaders and entrepreneurs are encouraged to share knowledge and push each other to greater action.
- Providing strategic connections and advice utilizing our relationships with key actors and our knowledge of successful business models that engage the poor.

**ESP deploys a tightly focused strategy** to achieve dramatic results:

- **Six countries** – India, China, Mexico, Colombia, Brazil and Kenya – which hold the majority of the world's poor and the companies that can connect millions of poor people to growth opportunities.
- **Four sectors** that have the greatest promise for profitable and inclusive business strategies: agribusiness, decentralized distribution, financial products and profitable social services for the poor.
- **Two hundred companies** selected for their ability to engage over 50 million low income people.

**ESP serves as the catalyst**, unleashing the potential of the prime movers of enterprise solutions to poverty:

- **Corporate leaders** who participate in ESP Innovation Groups, learn from each other, forge partnerships, and use strategic advice to build and expand high-impact business models.
- **Emerging entrepreneurs** who form the ESP Entrepreneurs Network, avail of ESP knowledge and connections to build their businesses, and create structures to support profitable social enterprises.
- **MBA students** who analyze key elements of inclusive business strategies, contribute to company and industry decisions, and serve as advocates and future leaders of ESP.
- **Other key actors** who will adopt inclusive business models as ESP spreads its approaches globally.

**In its first two years, ESP has achieved significant results:**

- Mobilized CEOs and top managers of 130 leading companies to form 16 ESP innovation Groups in India, China, Mexico and Colombia, four per country in the four key sectors.
- Hosted over 30 meetings with company leaders in which common issues and key success factors of inclusive business models were identified and the ESP approach was validated.
- Provided strategic advice to companies that has already led to major changes by 20 companies.
- Mobilized over 200 MBA students from nine top schools who participated in ESP field studies and internships for leading companies and ESP Innovation Groups.
- Supported the creation of two social enterprise venture funds, in Mexico and India.

**ESP has strong leadership.** Nancy Barry, President of Enterprise Solutions to Poverty, brings over 30 years of experience building high impact networks that engaged bankers, corporate leaders and policy makers to create finance and enterprise systems for the poor majority. Nancy held leadership positions in industry and finance during her 15 years at the World Bank. As President of Women's World Banking, she built a strong global team and a network of banks and microfinance institutions that provided financial services to over 23 million people in 2006. She has been named one of the world's most powerful women by *Forbes* and one of America's top 20 leaders by *US News and World Report*.

**ESP is a big solution to a big problem.** Over 2.6 billion people live on under US\$2 a day, of which 60% is in ESP focus countries. Traditional approaches to tackling poverty – not-for-profits, corporate philanthropy and government programs – often are small and unsustainable. The private sector has the financial clout and executing capabilities to engage millions of poor people in inclusive growth strategies. ESP is the catalyst in making private sector leaders the drivers in building business solutions to poverty.

## MBA STUDENTS

### ESP Value Proposition

**ESP provides MBA students with opportunities to work with leading companies and entrepreneurs in emerging markets in building inclusive business strategies that engage large numbers of poor people. MBAs get the experience needed to become company leaders and entrepreneurs who build inclusive growth strategies. ESP:**

- **Gives MBA students direct experience** through ESP field studies and internships
- **Engages MBAs in key challenges** faced by individual companies and key success factors within and across ESP sectors, with areas for analysis identified by leading ESP companies.
- **Gives MBA students opportunities to present** findings and recommendations directly to ESP company leaders
- **Enables MBAs to contribute to enterprise solutions to poverty**, by providing robust analysis and live cases, used by companies in building their ESP strategies and disseminated globally by ESP.
- **Helps MBAs build alternative career paths**, by giving students the experience with leading companies and with ESP, recognized leaders in building the means for private companies to make a difference through profitable and inclusive business models.

### Expected Commitments from MBA Students and Affiliated Institutions

**Participating MBA students are expected to:**

- **Carry out robust analyses** on key issues – company specific or industry-wide – in building inclusive business strategies as identified by ESP Innovation Group members
- **Create substantive, excellent live cases** on leading companies and entrepreneurs who are implementing inclusive business strategies
- **Champion ESP and inclusive business models** in the MBA community, and upon graduating, in the business community.

**Affiliated institutions are expected to:**

- **Help organize faculty members** with relevant expertise to serve with ESP as guides to MBA teams and to supervise for-credit field studies.
- **Support MBA field studies**, with for-credit independent study and course, and by providing or organizing financial assistance for overseas travel
- **Promote and support ESP field studies and internship opportunities** to students, arranging information sessions and providing other logistical support.

### Some Highlights of MBAs Involvement with ESP

- **Over 200 MBA students from top schools in the U.S. and ESP focus countries participated** in field studies and live cases in 2007 and 2008. Main schools involved to date are Harvard, MIT, Wharton, Columbia, CEIBS in China, IIMA in India, IT Monterrey EGADE, U de los Andes in Colombia.
- **In 2008, 16 MBA teams completed live cases and industry analyses** that team members presented to the 16 ESP Innovation Groups of 130 industry leaders in India, China, Mexico and Colombia
- **MBA interns supported the build-up of two pioneering social enterprise funds** – IGNIA S.A. in Mexico and Network Enterprise Fund in India – through opportunities brokered by ESP
- **MBA students prepared guidelines on building corporate venture capital** to support emerging entrepreneurs in agribusiness, decentralized distribution and profitable social services.