Executive Education

CO-CREATING A FORTUNE WITH THE BASE OF THE PYRAMID

TAKING INNOVATION TO SCALE

This innovative program prepares progressive companies for success in emerging markets. By applying key strategies, frameworks and processes companies build sustainable, scalable businesses in base of the pyramid (BoP) markets. Learn cutting-edge guidelines for how to build business growth while simultaneously alleviating poverty. Leave this course ready to succeed in the unique, opportunity-rich BoP market.

Ann Arbor

MAY 15-19, 2017

OCTOBER 2-6, 2017

Top 5 Global Provider

—FINANCIAL TIMES, 2016

Don’t miss out; register today!
michiganross.umich.edu/baseofpyramid
As economic growth slows in the developed world, the base of the pyramid (BoP) represents perhaps the last great, untapped Growth market. Of the world’s 7 billion inhabitants, more than 4 billion earn less than $7-8 per day or live in economically challenged communities. At the same time that progressive companies seek new opportunities for growth and innovation, the developing world is striving to spur economic development and increase its impact on the world stage. With these forces converging, the potential for innovation and profitable growth combined with positive social and environmental impact is tremendous. Unfortunately, many business leaders don’t yet understand best practices for driving results in untapped BoP markets.

In this exclusive, ground-breaking program, world renown BoP Professors Ted London and Stuart Hart share key strategies, frameworks and processes necessary for success, learned from their combined decades of experience helping companies build sustainable, scalable businesses in base of the pyramid markets. Aspiring enterprise leaders and their stakeholders leave ready to innovate and succeed in the unique, opportunity-rich BoP market environment.

**Individual Benefits:**
- Expand your knowledge of BoP market environments and how to apply these learnings within your business
- Develop a tailored execution plan to enable venture development and market creation
- Enhance your ability to facilitate internal buy-in within your organization
- Understand how to create the right ecosystem of partners
- Build cross-industry and cross-functional networks and collaboration opportunities

**Organizational Benefits***:
- Create enterprises that are sustainable and scalable
- Build an organizational team with the right mindset and right metrics to affect real change
- Refine strategies for business model development and execution
- Orchestrate effective pilots that build for scale from the start
- Achieve triple bottom line outcomes

*Your company will not only benefit by sending individual team leaders, but will gain a competitive advantage by sending teams responsible for driving business results in base of the pyramid markets. Sending teams enhances the opportunity to co-create during the program and incorporate a more robust and holistic perspective in your business roadmap to scale. Special pricing is available for teams of three or more.
Who Should Attend

• Visionary leaders seeking profitable organic growth that generates substantial social impact that aligns with the Sustainable Development Goals
• Mid- to Senior-level leaders responsible for developing successful growth strategies in emerging markets
• Executives leading teams seeking profitable approaches to generate higher purpose and impact in their work
• Teams responsible for driving business results in base of the pyramid markets
• Innovative thinkers seeking proven strategies for business model innovation to design, pilot and scale initiatives in BoP markets
• Business Managers seeking to establish a legacy beyond the traditional boundaries of business

TYPICAL ROLES INCLUDE:
VP and/or Director of Strategy, Global Marketing, Emerging Markets, Sustainability/CSR

The Experience

This dynamic program is a five-day immersion into effective Base of the Pyramid strategies taught by author and Michigan Ross Professor Ted London and Stuart Hart of the University of Vermont’s Sustainable Entrepreneurship MBA Program. They are world-renowned thought leaders, offering unparalleled practical expertise in building business strategies that really work in BoP markets. Enjoy the variety of learning experiences this program incorporates including live simulations, case studies, team exercises, video, development of personalized action plans, cross-industry and cross-functional networking and collaboration, group activities, social events and more! You’ll leave the program refreshed and energized with a plan to improve your company’s commitment and capability to build profitable, sustainable, scalable enterprises in BoP market environments.

DAY ONE
INTRODUCTION AND PROGRAM OVERVIEW
• Participant Introductions
• The BoP Opportunity - Setting the stage

DAY TWO
CO-CREATING FOR GROWTH AND SCALE
• Co-inventing with the BoP
• Orchestrating effective pilots
• Building for scale from the start
• Embedding for competitive advantage

ORGANIZING FOR BOP INNOVATION
• Establishing the right mindsets
• Enabling the innovation white space
• Building the team
• Creating the right metrics

DAY THREE
BUILDING A COMPELLING VALUE PROPOSITION
• Understanding value from the BoP client perspective
• Linking impact to strategy
• Achieving triple bottom line outcomes

DEVELOPING THE PARTNERSHIP ECOSYSTEM
• Evaluating the partnership landscape
• Enabling venture development and market creation
• Building and maintaining effective collaborations

PUTTING IT ALL TOGETHER
• Reviewing your application of the tools and frameworks
• Ensuring an integrated approach
• Crafting an executable strategy

CUSTOMIZING YOUR WORK PLAN
• Prioritizing for the individual context
• Developing a tailored execution plan
• Facilitating internal buy-in

DAY FIVE
GROUP PRESENTATIONS AND FEEDBACK
• From ideas to action
**TED LONDON | CO-DIRECTOR**

Michigan Ross Professor and Vice President of the Scaling Impact Initiative at the William Davidson Institute

Ted London is an internationally recognized expert on the intersection of business strategy and poverty alleviation. London’s experience and research in base of the pyramid (BoP) markets spans more than two decades and 80 countries. In addition to publishing numerous books, articles and cases on BoP business strategy, he has advised dozens of leadership teams in the corporate, non-profit, and development sectors on designing sustainable and scalable BoP enterprises.

Prior to coming to the University of Michigan, London was on the faculty at the University of North Carolina, where he received his Ph.D. in strategic management. He has also held senior management positions in the private, non-profit, and development sectors in Africa, Asia, and the U.S.

**STUART HART | CO-DIRECTOR**

Steven Grossman Chair in Sustainable Business at University of Vermont’s Grossman School of Business and S.C. Johnson Chair Emeritus in Sustainable Global Enterprise at Cornell’s Johnson School of Management

Stuart L. Hart is one of the world’s top authorities on the implications of environment and poverty for business strategy. According to *Bloomberg Businessweek*, he is “one of the founding fathers of the “base of the pyramid” economic theory.” With C.K. Prahalad, Hart is co-author of the pathbreaking article, *The Fortune at the Bottom of the Pyramid*. He is also Founder of the BoP Global Network, Founder and President of Enterprise for a Sustainable World, and Founding Director of the Emergent Institute in Bangalore, India.

Stuart Hart earned his Bachelor’s degree from the University of Rochester (General Science), Master’s degree from Yale University’s School of Forestry and Environmental Studies (Environmental Management), and PhD. From the University of Michigan (Planning and Strategy).
Real Impact

Michigan Ross is committed to maximizing your return on investment. For example, one of the nation’s top integrated health delivery systems turned to Michigan Ross to help their mid- to senior-level leaders with the following business challenges:

- Linking core competencies to customer benefits
- Improving strategic agility and leadership
- Assessing, driving, and measuring customer service and satisfaction
- Building high-performance teams

Upon completion of the program, an independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

- A 310% return on program investment
- A significant reduction in key service area wait times
- 25% of participants were promoted within six months of program completion
- 15% improvement in decision-making
- 16% improvement in teamwork

The University of Michigan

#1 PUBLIC UNIVERSITY IN THE US - WALL STREET JOURNAL

- Founded in 1817, University of Michigan is one of the first public universities in the U.S.
- 101 graduate programs ranked in the top ten.
- One of only two public institutions in the U.S. consistently ranked in the top ten.
- Top five for research productivity and intellectual capital.
- Over 51,000 students, 5,600 faculty on three campuses from over 100 countries.
- UM maintains a global presence including initiatives in Southeast Asia, Brazil, Russia, India and China.

The Stephen M. Ross School of Business

TOP 10 SINCE 1988 - BLOOMBERG/BUSINESS WEEK

Founded in 1924, the Stephen M. Ross School of Business at the University of Michigan is grounded in the principle that business can be an extraordinary vehicle for positive change in today’s dynamic and global economy. As a general management institution, Michigan Ross has earned unqualified acclaim for academic excellence:

- Consistently ranked in the top ten for all degree programs.
- Approximately 230 faculty members who research, consult, and teach in all areas of business.

In addition to top-ranked academic departments in the core business principles, the school provides unparalleled learning opportunities in leadership, entrepreneurship, sustainability, social impact, and emerging economies. Our unique approach — which focuses on action-based learning and interdisciplinary, team-oriented situations — develops leaders and ideas that make a positive difference in the world.

Executive Education

TOP 5 GLOBAL PROVIDER - FINANCIAL TIMES 2016

Michigan Ross Executive Education was recently named a Top 5 global provider by the Financial Times. The FT survey examined the open enrollment programs offered at 75 schools, weighing factors from faculty to follow-up. Among the highlights, Ross excelled with unique course design, renowned faculty, and participants reporting new skills and learning to impact personal and organization performance. We offer 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world. Ross has locations in Ann Arbor, Hong Kong, Mumbai, Malaysia, Singapore, and Thailand and delivers programs globally wherever our partners request. We invite you to join us for any of our open enrollment or custom program offerings and to experience first-hand the Michigan Ross difference.

Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world. We start by gaining a deep understanding of your business strategy and talent needs, and then work with you to create an experience that develops individual participants, builds networks and relationships, and provides a foundation for culture and organizational transformation. In close collaboration with you, we identify clear business and learning objectives, design learning experiences that align with those objectives, and bring together a world-class faculty team — often including your company’s leaders as teachers — to deliver a truly transformational experience for your top talent. And we do all of this with a deep commitment to delivering results and a return on your investment.

No matter your business challenge or strategic priority, Ross can be your partner in success. If you are interested in customized solutions for your company, please contact us to arrange a conversation with one of our managing directors: rossexeced@umich.edu or (734) 763-1000.

michiganross.umich.edu/baseofpyramid
Experience the Michigan Difference Around the World

The University of Michigan is located in Ann Arbor, a vibrant and sophisticated college town located 50 miles from Detroit and less than 30 minutes from Detroit Metropolitan Airport, a major international hub with non-stop flights from over 115 U.S. and 20 international cities.

Leaders outside the U.S. are encouraged to explore our programs in Hong Kong, Mumbai, and Delhi, which offer access to the same transformational Michigan Ross experiences with less travel. Ross faculty members are excited to come meet you and share their insights, knowledge, and expertise to elevate your skills and advance your career. Enjoy ample opportunities to expand classroom learning with peers and immerse in the unique sights and sounds of these dynamic, thriving cities. Regardless of where you attend, you’ll benefit from the same outstanding results-oriented Michigan Ross experience.

Program Details

**Location:** Ann Arbor

**Dates:** May 15-19, 2017 | October 2-6, 2017

**Fee:** $8,200 US (special pricing available for teams of 3 or more)
- Fee is payable in advance in US dollars and is subject to change
- Check our website for our Cancellation, Transfer and Substitution Policy

**Fee includes:**
- On-site executive accommodations *(pending availability)*
- Program materials, assessments, and simulations
- All breakfasts, lunches, and break snacks/drinks
- Select dinners

**REGISTER TODAY!**

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rossexeced@umich.edu | 734-763-1000

Learn more or explore other programs online at: execed.bus.umich.edu
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