



The Duke MBA Global Consulting Practicum at Duke University

The Global Consulting Practicum (GCP) is a field study course for students enrolled in the Master of Business Administration (MBA) degree program at Duke University's Fuqua School of Business. Through it, Duke MBA students have the opportunity to learn about, visit, and actively engage with social enterprises and businesses serving base-of-the-pyramid markets in developing economies. Throughout the practicum, faculty and staff work closely with the student teams to provide coaching, subject matter expertise, monitor progress, and manage relationships with client organizations.

The purposes of the GCP are to provide students with hands-on exposure to the entrepreneurial pursuit of social impact in a developing economy and to provide quality business consulting to social enterprises and small businesses. Throughout the course, the student teams work from the United States, communicating consistently with the client organization via phone and email, and also have a two week, in-country field visit to gather information and work on projects.

This course is offered by Duke's renowned [Center for the Advancement of Social Entrepreneurship](#) (CASE), a research and education center dedicated to promoting the entrepreneurial pursuit of social impact through the thoughtful application of business expertise. CASE also works in collaboration with Fuqua's [International Center](#) and the [Center for International Business Education and Research](#) (CIBER).

A Mutually Beneficial Relationship

The *benefits to participating companies and organizations include:*

- Top-notch, quality consulting from a team of talented young business leaders with innovative ideas and cutting-edge academic training in a range of disciplines
- Consulting project deliverables reviewed by Duke faculty for rigor and credibility
- Increased capacity to pursue your organization's mission in an entrepreneurial and sustainable manner
- Access to Duke's network of other social entrepreneurs
- Strengthen relationships with Duke University for future partnership opportunities
- Creation of a potential path to achieving greater positive social impact, including a higher quality of life for your beneficiaries and the communities you serve
- Most economical way to obtain high-quality, confidential business recommendations

Participating students have an opportunity to apply their classroom skills to real world business challenges yielding stronger consulting skills and an increased ability to recognize and critically assess various forms of social enterprise and how they can be grown and sustained in developing economies. By participating in this course, students gain increased skills for effective and thoughtful leadership in business and society throughout their careers.

Course Format

Classroom Sessions: Students are taught consulting skills by faculty and experienced strategy consultants and learn about key issues in the fields of social entrepreneurship and social impact management in preparation for the field study. Students receive course credit for this consulting and are thus very dedicated to the project.

Field Study:

- In the field for 10-11 days in March 2010, teams meet with clients and stakeholders, observe service delivery, gather data, and refine analysis in collaboration with key faculty and staff members.
- Teams present draft report of findings and recommendations on site; revising and refining with client feedback after returning to the United States.



This was really an excellent project, and we benefited greatly from it. I was impressed with the caliber of the students, as well as their understanding of the developing country context. They were professional at all times, and added a lot of value. I would definitely do this again and recommend it to other projects.

- Liz Zambonini (The Hope Factory, South Africa)



2008 GCP Teams:
Nicaragua and South Africa



Client Engagement: Once projects are selected and scoped, clients will be introduced to their consulting team in late fall and have regular communication as input to the project research.

Types of Projects Accepted for GCP

Our student teams can work on projects related to, but not limited to:

- business planning, strategy
- marketing, social marketing
- operations
- scaling social impact
- management
- capacity building

Other topics related to the business skills that they are developing here at Duke are also desirable. Whenever possible, we hope for projects related to the research, skills, and experience of the staff and faculty of our Center for the Advancement of Social Entrepreneurship. See samples of the work of our faculty at www.caseatduke.org/knowledge.

Organizations participating in the GCP have included nonprofits/NGOs as well as for-profits that serve base-of-the-pyramid markets. Past projects have included:

- **Strategy development** for a Nicaraguan alternative energy provider including recommendations for internal operational improvements, next step financing options and plan for expansion throughout Central America.
- **Business plan development** for creating a sustainable, profitable street-vending business in Jaipur, India to help improve the lives of street vendors
- **Best practice research and feasibility analysis** for a non-profit microfinance institution looking to develop remittance-backed products and services for their consumers.
- Development of a **financial model and business plan** for a South African non-profit dedicated to providing medical care to seriously ill children. The plan included options for scaling to additional locations and recommendations for an earned income venture.
- A **market analysis** including, types of customers, specific customers, customer requirements and a strategy to reach these customers for a girls' dress supplier in Nicaragua. Team also identified opportunities to source organic cotton for use in garments produced for sale in U.S.
- Development of a **fundraising strategy**, plan for financial sustainability and implementation road map for an Indian education non-profit.

How to Get Involved

Organizations or companies interested in submitting a project to be considered for a Global Consulting Practicum should contact Erin Worsham (see contact information on left). Projects are accepted on a rolling basis, but should be submitted before September 10, 2009 if you wish to have a project completed in the 2009-2010 academic year. There is no application or consulting fee, however, organizations may be asked to provide ground transportation for project-related activities/meetings when the student team is in-country in March.

GCP field studies scheduled for the 2009-2010 academic year include:

Location	Faculty Leader
Dangriga, Belize <i>In field: March 7-20, 2010*</i>	Paul Bloom & Arlie Petters
Johannesburg, South Africa <i>In field: March 7-20, 2010*</i>	Matt Nash
Jaipur, India <i>In field: March 7-20, 2010*</i>	Pranab Majumder

**Exact travel dates to be confirmed*

Marang House hosted a GCP team in 2009 to advise us on scaling the Marang House model for the private sector to achieve financial sustainability. The quality of the work and commitment of the team was outstanding. This, together with their skills, knowledge of the case and their eagerness to come up with realizable solutions made it an absolute pleasure to work with them. Marang House made a giant step forward in the process of transforming to a self-sustainable social enterprise and now has a road map that maps out and helps with the next steps to take. We can highly recommend the GCP project to any organization.

- Pieter Ernst (Executive Director, Marang House, South Africa)

For More Information:

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