

Global Consulting Practicum *in Social Entrepreneurship*

Duke University's Fuqua School of Business

Information for Prospective Partner Organizations

OVERVIEW

Greetings from the Center for the Advancement of Social Entrepreneurship ([CASE](#)) at Duke University's Fuqua School of Business! Thank you for your interest in the Global Consulting Practicum (GCP), a course in which teams of 4-6 MBA students conduct projects with organizations around the world.

In March, we will bring several teams of MBA students to Johannesburg, South Africa and Hyderabad, India for two weeks to work on consulting projects with local social entrepreneurs ("partner organizations"). Prior to our arrival in country, the students will spend 8-10 weeks interacting with these partner organizations (via telephone, e-mail, Skype, etc.), conducting initial research, developing work plans, etc. After the trip in March, the students will return to the US and spend 3-4 additional weeks finalizing their recommendations and completing reports.

The following pages answer frequently asked questions for prospective partner organizations. In summary, if your organization is interested in participating in the GCP, you will need to do the following:

1: LEARN ABOUT THE GCP ...

Read this packet and review additional materials (including detailed examples of past projects) at www.DukeMBAGCP.org. Determine if the GCP is a fit for your organization and if you are able to commit the resources necessary to participate.

2: APPLY ...

Complete the application (pages 6-8 of this document) and submit (complete online at <http://tinyurl.com/2012PartnerApplication>; email to gcp@fuqua.duke.edu or fax to +1 919 660-1096). A Duke University Faculty member will contact you to discuss your application and, if deemed a potential fit for the GCP, gather more information.

3: PARTICIPATE IN THE GCP ...

If your organization is selected, you must identify a staff member to work with the students. That point of contact will be expected to "meet" with the students via e-mail, phone, Skype, etc from December - March. In March, the students will come to your country for two weeks to meet with your staff, conduct interviews, site visits and other forms of data collection. After the trip, the students will return to the US to complete their reports, during which time you will be expected to "meet" (phone, Skype) with the students to provide feedback and hear their final recommendations.

4: PROVIDE FEEDBACK ...

Once the GCP is completed, we will send an online survey and request that you complete the survey in a timely matter to help us identify areas for improvement within the program.

WHAT ORGANIZATIONS ARE ELIGIBLE TO PARTICIPATE?

GCP “partner organizations” can include nonprofits, NGOs or for-profit organizations serving base-of-the-pyramid markets. An ideal partner organization would have the following characteristics:

- **A SOCIAL ENTREPRENEUR:** An organization (nonprofit or for-profit) conducting entrepreneurial/innovative work and having a positive social impact. Members of international Social Entrepreneur networks (e.g., Ashoka, Acumen Fund) are especially sought but not required.
- **COMMITMENT TO THE GCP:** Senior staff must commit to being available, responsive, and supportive before, during, and after the trip. A staff person **MUST** be assigned to be the key point of contact for the student team. This staff member must be excited about working with students, have the knowledge to guide the student team, and be accessible to communicate when the students are in the US (i.e., e-mail, Skype, etc).
- **CLEARLY DEFINED PROJECT IDEA:** Partner organizations must identify a project that: (1) is strategically important to their organization; (2) is a business problem that MBA students can address in the allocated time; and, (3) has clear scope/objectives.
- **INTERESTING TO CASE AND TO OUR STUDENTS:** We receive applications from many deserving partner organizations but cannot work with all. Therefore, we select partners that are of interest to CASE and to our students, especially in domains of economic development/poverty alleviation, microfinance, education/youth development, health, and environment.

WHY SHOULD MY ORGANIZATION PARTICIPATE?

Partner organizations participating in the GCP will receive:

- ✓ Top-notch consulting from talented young business leaders with innovative ideas and cutting-edge academic training.
- ✓ Consulting project deliverables reviewed by Duke Faculty for rigor and credibility.
- ✓ Increased capacity to pursue your mission in an entrepreneurial and sustainable manner.
- ✓ Strengthened relationships with Duke University and the CASE team.

WHO ARE THE STUDENTS THAT PARTICIPATE IN THE GCP?



Our MBA students have already completed an undergraduate degree program and have an average of 5 years of work experience before coming to the Fuqua School of Business. 40% of the students are international (citizens of countries other than the United States).

WHAT TYPES OF PROJECTS CAN THE STUDENTS WORK ON?

The students are able to work on a variety of complex projects, including projects related to...

- Scaling Social Impact
- Strategy
- Marketing Research & Strategy
- Business Planning
- Organizational Assessments
- Operations
- Earned Income & Financial Sustainability

... and other topics related to the business skills that they are developing here at Duke.

See sample project summaries in the pages below or visit www.DukeMBAGCP.org for more detailed project descriptions.

HOW DOES IT ALL WORK? WHAT IS THE TIMELINE?

- **AUGUST 31:** Deadline for applications from partner organizations (application available on pages 6-8 of this document). NOTE: Applications are accepted on a rolling basis – Aug 31 is the deadline but **submitting earlier is highly recommended.**
- **AUGUST–OCTOBER:** CASE staff/faculty review applications and correspond with organizations to gather additional information as needed.
- **LATE OCT/EARLY NOV:** Decisions are made about which organizations we will work with.
- **DECEMBER–EARLY MARCH:** Students have 8-10 weeks to conduct research from the U.S. Students will work with you via e-mail/Skype/telephone to refine the scope of work, begin project planning and initial research and preparation.
- **MARCH 4-17, 2012:** Students travel to your country to conduct field research (site visits, meetings, interviews, etc). The partner organization is responsible for helping to identify and set up meetings and site visits for the students while they are in country.
- **MARCH–APRIL:** Once back in the United States, the students will revise their recommendations based on your feedback in country, conduct any additional research and submit a full report within 3-4 four weeks after they return to the U.S.

HOW MUCH TIME WILL PARTICIPATING IN THE GCP REQUIRE OF MY ORGANIZATION?

WHEN STUDENTS ARE IN THE US: 2-5 hours/week working with the student team. This includes (on average):

- 4-6 communications in December-early March, via telephone, video conference, or Skype (as well as e-mails in between calls).
- Time providing documentation, data, answering questions, etc.
- Time providing direction on the project scope and feedback on students' interim deliverables.



WHEN THE STUDENTS ARE IN COUNTRY (2 WEEKS IN MARCH): 10-20 hours per week. This varies depending on the nature of the project, but often includes:

- Meeting with the students to provide additional information and answer questions.
- Recommending other interviewees that can provide needed information.
- Set-up of site visits and other interviews/meetings.
- Providing feedback on interview deliverables/recommendations.

ARE THERE ANY COSTS TO PARTICIPATE?

At this time, there is no application or consulting fee. All major expenses are covered and, for the most part, the students are self-sufficient in terms of major logistics (lodging, meals, etc.). However, organizations may be asked to provide or contribute to ground transportation for project-related activities/meetings when the student team is in-country.

In addition, if there are any additional expenses incurred as a result of the project (past examples have included an additional site visit that the partner organization asked students to make outside of the pre-established trip itinerary, or a report that the partner organization requested the students purchase as part of their research), the partner organization will be responsible for covering those expenses. Any such expenses will be approved by the organization in advance of purchase.

HOW DO I APPLY?

Each prospective partner must complete the enclosed application form (pages 6-8) and submit (along with any additional supporting materials). The application can be submitted online (<http://tinyurl.com/2012PartnerApplication>); via email to gcp@fuqua.duke.edu; or, fax to +1 919 660-1096.



WHAT ARE THE APPLICATION DEADLINES?

Applications are accepted on a rolling basis. However, if you would like a project completed in the 2011-2012 academic year, please submit your application by August 31, 2011. *Applications received after that date will still be considered but partner rosters may already be filled by that time.*

WHOM DO I CONTACT WITH QUESTIONS?

Review the GCP website (www.DukeMBAGCP.org). If you still have questions, please contact gcp@fuqua.duke.edu and we will get back to you as soon as possible.

SAMPLE PROJECTS

For detailed descriptions of past projects, visit www.DukeMBAGCP.org (and click on “Past Projects”). A few brief examples are provided here:



Business Plan Development (India)

The student team worked with an NGO that supports informal workers and provides opportunities/resources for these workers to compete in an increasingly global economy. The team developed a business plan for a street-vending business. The plan included financial analysis and recommendations for increasing profit margins, gaining access to a space for selling products, streamlining the supply chain and improving perceptions of street vendors through marketing materials.

Scaling Feasibility Assessment (South Africa)

A South African education nonprofit had been successfully educating students for over 20 years but was looking to increase their scale and impact. The Duke team identified and analyzed various options for scaling services, including a for-profit consultancy that the partner organization was considering. Ultimately the team’s analysis determined that a full-scale consultancy was not the right direction for the organization (due to lack of staff resources and unclear income potential). Instead the team developed a plan and frameworks for the NGO to deliver workshops and training sessions.





Market Analysis (Nicaragua)

A team of students worked with a small and growing business in Nicaragua which employs low income women in the design and manufacture of children’s clothing while implementing environmentally sustainable practices. The team was asked to conduct a market analysis – identifying types of customers, customer needs, competitors, availability of inputs and potential avenues to sell product. In the end, the company implemented the team’s new market entry strategy which resulted in increased interest in its products.

Marketing and Communications Plan (India)

To increase their impact, an Indian microfinance organization needed to increase awareness about their programs. Through research, analysis and interviews, the student team identified priority stakeholders and gathered data about the various stakeholders’ information needs. The team developed a marketing strategy that identified opportunities for improvement in the current marketing process, outlined key messages (based on stakeholder group), developed action plans to disseminate these messages and proposed timeframes for the NGO to implement the marketing strategy.



Earned Income Feasibility Assessment (South Africa)



A South African healthcare NGO was looking to move from a nonprofit model dependent on charitable donations to a self-sustaining, earned income model. The student team benchmarked other organizations to identify potential earned income models and analyzed these alternatives. After interviews and deliberation with the NGO’s leadership team, four potential business models were highlighted and recommendations made about which model to pursue based on funding attained. The team also developed an investor presentation so that the NGO would be prepared to meet with potential investors.

CHECKLIST FOR PARTNER ORGANIZATIONS

Action/Description	Due Date
Review GCP materials at www.DukeMBAGCP.org and within this packet	
Discuss the commitment with your organization (can we commit to be available, responsive and supportive of a student team from December – April?)	
Identify staff member to serve as primary point of contact throughout the GCP	
Complete and submit application – 3 pages (email to gcp@fuqua.duke.edu ; submit online at http://tinyurl.com/2012PartnerApplication ; or fax to +1 919 660-1096)	No later than August 31 st
Communicate with Duke Faculty/Staff to discuss application and gather additional information	August – October
“Meet” student team and begin to work with them on the project	December – March
Work intensively with student team while they are in country	~March 4-17
Finalize project with students, provide feedback on recommendations/report	March – April
Complete on-line survey about your GCP experience (~15 minutes)	May

THE DUKE MBA GLOBAL CONSULTING PRACTICUM: APPLICATION

(complete questions online at <http://tinyurl.com/2012PartnerApplication> –OR– email to gcp@fuqua.duke.edu –OR– fax to +1 919 660-1096)

SECTION 1: ORGANIZATION INFORMATION	
Organization/Company Name:	
Mailing Address:	
Phone #:	Fax #:
Website Address:	
Year organization founded?:	
Incorporation (For Profit, Nonprofit/NGO, other)?:	
# of Paid, Full-Time Employees?:	# of Paid, Part-Time Employees?:
# of Volunteers (if any):	
Current Operating Budget (annual revenues / expenses):	

SECTION 2: PRIMARY CONTACT INFORMATION
Primary Contact Person's Name and Title*:
<i>*Note: this person will need to be available to work closely with the students for the duration of the project.</i>
Primary Contact's Phone #:
Primary Contact's Email Address:
Skype account (if applicable):

SECTION 3: PROJECT INFORMATION

1. Please describe your organization. What are your primary services and/or products? If you are a non-governmental organization (NGO), what is your mission?
2. Please describe your organization's goals, both short-term (1-2 years) and long-term (3-5 years)?
 - a. Short Term Goals:

b. Long Term Goals:

3. Please provide a brief description of the business challenge/opportunity that you are looking for the student team to work with you on?

4. How would you categorize the problem (e.g., strategic, financial, marketing, operational, human resources, scaling, etc)?

5. The success of the consulting engagement is significantly impacted by the amount of information and feedback that the students receive from the partner organization. Please describe the resources that you will make available to the team so that they can effectively study and analyze the problem?
 - a. Data (reports/materials that will provide background and data for analysis):

 - b. Personnel (what staff will be made available and how often?):

 - c. Financial data (what financial reports does your organization currently produce (e.g., budgets, revenue/expense statements)?):

Optional: Please attach or provide any additional materials or website links that you believe will help our staff and students better understand your company and the proposed project.

THE DUKE MBA GLOBAL CONSULTING PRACTICUM: APPLICATION (continued)

(complete questions online at <http://tinyurl.com/2012PartnerApplication> –OR– email to gcp@fuqua.duke.edu –OR– fax to +1 919 660-1096)

SECTION 4: ACKNOWLEDGEMENT

After reading and agreeing to the following statement, please add your signature and date below.

“On behalf of the applying company or organization, I request consulting assistance from The Duke MBA Global Consulting Practicum. I understand that participation in the GCP does not require an application/consulting fee; however, organizations may be asked to provide ground transportation for project-related activities/meetings when the student team is in-country. In addition, if there are any additional expenses incurred as a result of the project [*NOTE: past examples have included an additional site visit that the partner organization asked students to make outside of the pre-established trip itinerary; a study that the partner organization requested the students purchase as part of their research*], my organization will reimburse the Fuqua students for these expenses. Any and all such expenses will be approved by my organization in advance of purchase.

I agree to furnish all relevant company information, including but not limited to all financial information, to the assigned consulting team. I expect that this information will be held in strict confidence and that the students will sign a confidentiality agreement. The submission of this financial information, which is a condition of the consulting engagement, will be expected as soon as possible after a team of students has been chosen.

I further understand the GCP consultants have agreed not to recommend goods and services from sources in which they have an interest, nor to accept fees or commissions developing from this consulting relationship. In consideration of the GCP's furnishing management or technical assistance, I waive all claims against the GCP's personnel, faculty, the Fuqua School of Business, or Duke University arising from this assistance.”

Signature*:

**(if electronic submission, just type name)*

Print Name:

Title:

Date:

About The Center for the Advancement of Social Entrepreneurship (CASE)

Based at Duke University's Fuqua School of Business, the Center for the Advancement of Social Entrepreneurship ([CASE](#)) is a research and education center that promotes the entrepreneurial pursuit of social impact through the thoughtful adaptation of business expertise.

Founded by Professor J. Gregory Dees, widely recognized as the academic pioneer of the study of social entrepreneurship, CASE plays an intellectual leadership role in the field of social entrepreneurship. To this end, CASE supports research that blends academic rigor with a strong practical orientation, providing individuals and organizations with the knowledge and skills they need to recognize and resourcefully pursue opportunities to create lasting, positive social impact.

CASE develops and disseminates knowledge on the concept and process of social entrepreneurship, scaling social impact, economic strategies for social impact, social venture business models, social capital markets, corporate social entrepreneurship, and entrepreneurial philanthropy. The CASE website includes resources on these topics, as well as links to other helpful websites.

For our MBA students, CASE offers a curricular concentration in social entrepreneurship, as well as a range of extracurricular, career, and financial aid programs. This includes courses on social entrepreneurship, service-learning opportunities, speakers, career planning support, and financial aid, including scholarships for incoming students who intend to pursue careers in the social sector.

To learn more about CASE, visit www.CASEatDuke.org or contact CASE at case@fuqua.duke.edu.

About The Fuqua School of Business

In its relatively short history, The Fuqua School of Business at Duke University in Durham, North Carolina, has established itself as one of the leading business schools in the world. With talented faculty and a renowned research center, the school sits among top-ranked U.S. business schools.

As a school, Fuqua is dedicated to advancing the understanding of management through research, putting research knowledge at the service of business and society, and providing the highest quality education for business and not-for-profit leaders worldwide. Sustained excellence in terms of management education, research, and the advancement of management practice has been the school's mission with the end product (our graduates) being leaders of consequence.

To remain true to our mission, Fuqua is becoming the world's first legitimately global business school, based in the economic and cultural hubs of world regions, including Dubai, United Arab Emirates; London, United Kingdom; New Delhi, India; Shanghai/Kunshan, China; and St. Petersburg, Russia. Additionally, Fuqua has established deep, multi-faceted relationships and industry depth in key industries such as energy and the environment, financial services, consulting, consumer goods, and IT/media. By understanding the global environment and the complex business challenges faced by the world's top firms, Fuqua's students are trained to become true global leaders of consequence.