

The Duke MBA Global Consulting Practicum 2009-2010 Projects in South Africa

In 2009-2010, students in the Duke MBA Global Consulting Practicum (GCP) completed projects with several organizations in Johannesburg, South Africa. The Duke MBA Global Consulting Practicum matches student teams with nonprofits, NGOs or for-profit organizations serving base of the pyramid markets.

JUNIOR ACHIEVEMENT SOUTH AFRICA (JASA) – Financial Sustainability

JASA provides essential business skills to young people across South Africa. It prepares young people for life after school by raising their awareness of economic issues, teaching them entrepreneurial and life skills, providing them with an understanding of the business world and enhancing their sense of personal responsibility through practical business experience.



At the time of the project, corporate funds sustained a vast majority of JASA’s operations with only a small percentage of revenue generated from textbook sales and other investments. JASA asked the Duke GCP team to help diversify revenue sources and increase the learner base so that JASA could become more independent and have greater impact.

After data collection and analysis, the Duke GCP team identified a set of schools that JASA should target for program implementation with the goals of increasing their learner base and generating revenues. The team initiated conversations with these schools as well as with the local Education Board to increase awareness about JASA’s programs and benefits. Following these discussions, JASA and the Education Board decided to roll-out a pilot project for 40 learners participating in JASA’s Mini Enterprise Programme. If the pilot is deemed successful, the Education Board will consider integrating JASA’s programs into the curriculum of public schools, potentially opening a new market for entrepreneurial learning and ensuring sustainable revenue for JASA.

KHULISA CRIME PREVENTION INITIATIVE – Scaling Plan



Founded in 1997, Khulisa’s mission is to prevent crime through a variety of programs focused on rehabilitation, education, and reconciliation. Khulisa has successfully expanded its programs to all 9 provinces in South Africa and recently launched a pilot program in United Kingdom. However, Khulisa’s management believed its plans for continued growth were limited by a lack of operational funding and asked the Duke GCP team to assess the situation and recommend alternatives.

The Duke team conducted research, interviews, data collection and analysis leading to important recommendations for Khulisa’s future growth. The team assessed Khulisa’s fundraising process, recommended process improvements, identified 25 high priority potential funders, drafted a letter of intent to prospect these funders and provided a broader list of 350+ potentially relevant funders. The team also looked at Khulisa’s marketing efforts and suggested enhancements to Khulisa’s branding to deliver a more compelling and memorable message for funders.

MARANG HOUSE – Market Sizing and Marketing Plan



Marang House provides South Africa's seriously ill children from disadvantaged backgrounds with a stable home environment that enhances their likelihood of full recovery and improves the chance of fulfilling their dreams. Currently, Marang House operates one nonprofit house with the capacity for twelve children and hopes to open additional houses. Marang House's scaling plan is to open for-profit houses that will generate enough revenue to sustain themselves and the original nonprofit house.

To better understand the potential patient base and viability of for-profit houses, the Duke GCP team performed a quantitative analysis to size the market. Data was analyzed from medical journals and to understand the rate of incidence (patients per million per year) for South Africa, Kenya, Mozambique, Namibia and Botswana. In-country, the team spoke with insurance companies, hospitals and embassies to attain a clearer picture of the data.

In addition to sizing the market, the Duke GCP team identified four key stakeholder groups - patients, physicians, parents, and payers - that influence the decision to admit a child to Marang House. Through interviews, surveys, and site visits, the team identified the needs and concerns of these stakeholder groups. Based on these findings, the team developed a marketing plan to communicate effectively with these groups and included recommendations for branding and website messaging. Finally the team created a persuasive narrative investor presentation, including a complete financial model and marketing plan, to influence potential investors.

BIGSHOES FOUNDATION – Branding and Financial Sustainability

Bigshoes is a nonprofit organization that is active in four primary program areas: first-responder readiness for abandoned babies; training for children's home and community organization workers; medical clinics focused on HIV/AIDS care; and pediatric palliative care.

To increase Bigshoe's sustainability, the Duke GCP team analyzed their existing fundraising plan and earned income models, developed a strategic plan for future fundraising, and evaluated brand positioning.



Regarding fundraising, the Duke team developed a well-defined process flow for each strategic donor segment and made suggestions for diversifying the current donor base by strategically approaching companies based on aligned interests and priorities and expanding the individual donor pool through direct mail campaign, online donations and payroll giving. Regarding branding, the team's suggestions included a simple and memorable brand image (with specific toolkit items developed) to attract target donors and explored opportunities for event-based fundraising and cause marketing.