

# TED LONDON

**Ford Motor Company Clinical Professor of Business Administration**  
**Ross School of Business | University of Michigan**  
(734) 936-6996 | tlondon@umich.edu

## EDUCATION

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**Ph.D., Strategic Management (2005)**

University of North Carolina at Chapel Hill, Kenan-Flagler Business School

**M.B.A., Marketing and Finance (1988)**

Peter Drucker School of Management, Claremont Graduate University

**B.S., Mechanical Engineering (1985)**

Lehigh University

## ACADEMIC APPOINTMENTS

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**Clinical Professor (2022-Present)**

Ross School of Business, University of Michigan

**Ford Motor Company Clinical Professor of Business Administration (2020-Present)**

Ross School of Business, University of Michigan

**Area Chair, Business Administration (2017-2022)**

Ross School of Business, University of Michigan

**Clinical Associate Professor (2019-2022)**

Ross School of Business, University of Michigan

**Adjunct Professor (2017-2019)**

Ross School of Business, University of Michigan

**Senior Research Fellow (2005-2017)**

William Davidson Institute at the University of Michigan

**Vice President (and Founder), Scaling Impact Initiative (2014-2017)**

William Davidson Institute at the University of Michigan

**Adjunct Associate Professor (2013-2017)**

Ross School of Business, University of Michigan

**Director (and Founder), Base of the Pyramid Research Initiative (2005-2014)**

William Davidson Institute at the University of Michigan

**Adjunct Assistant Professor (2005-2013)**

Ross School of Business, University of Michigan

**Adjunct Assistant Professor, Graduate Program (2003-2005)**

Kenan-Flagler Business School, University of North Carolina

**Director, Base of the Pyramid Learning Laboratory (2001-2005)**

Kenan-Flagler Business School, University of North Carolina

**Adjunct Assistant Professor, Undergraduate Program (1999-2000)**

Kenan-Flagler Business School, University of North Carolina

**PROFESSIONAL EXPERIENCE**

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**Executive Director, *Sterling/Dulles, VA***

Loudoun County Small Business Development Center (1996-99)

**Director, Enterprise Development, *Asia/Pacific Region***

Conservation International (1993-96)

**General Manager, *Sumatra, Indonesia***

PT. Sumatra Tropical Spices, joint venture lead by McCormick, Inc. (1992-93)

**Peace Corps Volunteer, *Blantyre, Malawi***

DEMATT (1989-91)

**Senior Business Valuation Consultant, *Los Angeles, CA***

Deloitte (1988-89)

**Design Engineer, *Warren, Ohio***

General Motors (1985-86)

**AWARDS**

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***Research***

**Outstanding Clinical Faculty Achievement Award (inaugural receipt of this University award),** Office of the Provost, University of Michigan, 2026.

**Access and Opportunity Faculty Research Award,** Ross School of Business, University of Michigan, 2026.

**One of the 25 Most Cited Articles** (for *Reinventing strategies for emerging markets: Beyond the transnational model*), *Journal of International Business Studies*

(<https://www.palgrave.com/gp/journal/41267/volumes-issues/most-cited-articles>), 2019.

**Humanistic Management Book Award** (for *The Base of the Pyramid Promise: Building Businesses with Impact and Scale*). Sponsored by International Humanistic Management Association, 2019.

**Best Book Award – Finalist** (for *The Base of the Pyramid Promise: Building Businesses with Impact and Scale*), Social Issues in Management Division, Academy of Management, 2018.

**Best Paper Award – Finalist**, 3<sup>rd</sup> International Conference on New Business Models, Sofia, Bulgaria, 2018.

**Responsible Research in Management/IACMR Presidential Book Award** (for *The Base of the Pyramid Promise: Building Businesses with Impact and Scale*), Co-sponsored by Community for Responsible Research in Business and Management/International Association for Chinese Management Research, 2017.

**Best Paper Award – Finalist**, Social Issues in Management, Academy of Management, 2014.

**One of 70 Most Influential Articles**, Business & the Natural Environment field (for *Reinventing strategies for emerging markets: Beyond the transnational model*), Hoffman and Georg, 2012.

**Best Reviewer Award**, Social Issues in Management Academy of Management, 2011.

**Top 40 Book for 2010** (for *Next Generation Business Strategies for the Base of the Pyramid*), University of Cambridge, Programme for Sustainability Leadership.

**Best Paper Award**, International Management Division (Samsung Award), Academy of Management, 2010.

**Emerging Scholar in International Management (Doug Nigh) Award**, International Management Division, Academy of Management, 2010.

**Emerald Award Nominee**, Best International Symposium, Academy of Management, 2010.

**Dexter Award Finalist, Best International Paper**, Academy of Management, 2009.

**Richman Award Finalist**, Best Dissertation in International Management, Academy of Management. 2006.

**Best Reviewer Award**, International Management Division, Academy of Management. 2006.

**Best Conference Paper, Finalist**, Strategic Management Society Conference. 2003.

**Best Ph.D. Paper Finalist (Runner-up)**, Strategic Management Society Conference. 2002.

**Best Ph.D. Paper**, Strategic Management Society Conference. 2001.

**Wood Memorial Fellowship, Outstanding Incoming Ph.D. Student**, Kenan-Flagler Business School. 2000.

## ***Teaching***

**J. Frank Yates Diversity and Inclusion Teaching Excellence Award**, Ross School of Business, University of Michigan, 2024.

**Victor L. Bernard Faculty Teaching Leadership Award**, Ross School of Business, University of Michigan, 2021.

**Aspen Institute Faculty Pioneer Award**, Special Award Distinction for Field-Building, Aspen Institute, 2016.

**International Education and Global Engagement Award**, University of Michigan Council on Global Engagement, University of Michigan. 2014.

**MBA Top Faculty Pick**, GBR, Ross School of Business, University of Michigan. 2014.

**Featured Course** (for *Business Strategies for the Base of the Pyramid*), Business As Unusual: The Student Guide to Graduate Programs, Net Impact: San Francisco, 2013.

**Page Prize - Grand Prize Winner**, Sustainability Issues in Business Curricula. 2012.

**MBA Top Faculty Pick**, GBR, Ross School of Business, University of Michigan. 2007.

**Hubert H. Humphrey Award for Teaching Excellence**, University of North Carolina. 2004.

## ***Cases***

**Best Sustainable Enterprise Teaching Case**, 3<sup>rd</sup> place, Erb Institute Sustainability Case Awards. (with J. Parker and J. Korona), 2013.

**Best Teaching Case**, 2<sup>nd</sup> place, Oikos Sustainability Case Writing Competition (with J. Doh and L. Kilibarda). 2012.

**Best Teaching Case**, 1<sup>st</sup> place, Oikos Sustainability Case Writing Competition (with M. Christiansen). 2008.

**Best Teaching Case**, 1<sup>st</sup> place, Oikos Sustainability Case Writing Competition (with J. Buffington). 2005.

## **PUBLICATIONS**

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### ***Books***

London, T. 2016. *The Base of the Pyramid Promise: Building Businesses with Impact and Scale*, Stanford, CA: Stanford Business Books.

London, T. & Hart, S. 2011. *Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value*. Upper Saddle River, NJ: FT Press.

## Articles

Moses, N, Daly, S., Singh, D., Vamaraju, S., London, T., Butoliya, D. & Sienko, K, 2026 (forthcoming). How Positionality Influences Engineering Design for Social Good: Insights from Practitioners and Students, *Design Science*.

London, T., Jones Christensen, L., Mackey, T., Mackey, A., Grogan-Kaylor, A. & Esper, H. 2026. Humanizing the Base of the Pyramid: Exploring the Influence of Resource (Dis)advantages on Value Creation. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-026-06336-2>

London, T. 2021. Which businesses are best for the base of the pyramid? Comparing impacts on young children. *Journal of Developmental Entrepreneurship*, 26(2), 2150009. <https://doi.org/10.1142/S1084946721500096>.

London, T. & Jäger, U. 2019. Cocreating with the base of the pyramid, *Stanford Social Innovation Review*, 17(3): 40-47.

London, T. & Fay, C. 2018. Accelerating an impact industry: Lessons from clean cookstoves. *Stanford Social Innovation Review*. (Published online at: [https://ssir.org/articles/entry/accelerating\\_an\\_impact\\_industry\\_lessons\\_from\\_the\\_clean\\_cookstove\\_industry](https://ssir.org/articles/entry/accelerating_an_impact_industry_lessons_from_the_clean_cookstove_industry)).

London, T. & Fay, C. 2016. Making money by fighting poverty. *ISE Magazine: Industrial and Systems Engineering at Work*, 54(11): 26-31. (Lead article.)

London, T., Esper, H., Grogan-Kaylor, A. & Kistruck, G. M. 2014. Connecting poverty to purchase in informal markets. *Strategic Entrepreneurship Journal*, 8(1): 37-55. <https://doi.org/10.1111/nyas.12345>

London, T. & Esper, H. 2014. Assessing poverty-alleviation outcomes of an enterprise-led approach to sanitation. *Annals of the New York Academy of Sciences*, 1331: 90-105. <https://doi.org/10.1111/nyas.12371>

Dubé, L., Jha, S., Faber, A., Struben, J., London, T., Mohapatra, A., Drager, N., Lannon, C., Joshi, P.K. & McDermott, J. 2014. Convergent innovation for sustainable economic growth and affordable universal health care: Innovating the way we innovate. *Annals of the New York Academy of Sciences*, 1331: 119-141. <https://doi.org/10.1111/nyas.12548>

London, T. 2012. The impact of a scholar's career: More than just the usual numbers for Jagdish Bhagwati. *Advances in International Management*, 25: 15-22. [https://doi.org/10.1108/S1571-5027\(2012\)0000025007](https://doi.org/10.1108/S1571-5027(2012)0000025007)

London, T. and Anupindi, R. 2012. Using the base-of-the-pyramid perspective to catalyze interdependence-based collaborations. *Proceedings of the National Academy of Sciences*, 109(31): 12338-12343. <https://doi.org/10.1073/pnas.1013626108>

London, T., Anupindi, R. & Sheth, S. 2010. Creating mutual value: Lessons learned from serving base of the pyramid producers. *Journal of Business Research*, 63(6): 582-594.  
<https://doi.org/10.1016/j.jbusres.2009.04.025>

London, T. 2009. Making better investments at the base of the pyramid. *Harvard Business Review*, 87(5): 106-113.

Hart, S. L. & London, T. 2005. Developing native capability: What multinational corporations can learn from the base of the pyramid. *Stanford Social Innovation Review*, 3(2): 28-33.

London, T. & Hart, S. L. 2004. Reinventing strategies for emerging markets: Beyond the transnational model. *Journal of International Business Studies*, 35(5): 350-370.

<https://doi.org/10.1057/palgrave.jibs.8400099>

- *Recognized as one of the 25 most cited articles that the Journal of International Business Studies has published.*

London, T. & Rondinelli, D. A. 2003. Partnerships for learning: Managing tensions in nonprofit organizations' alliances with corporations, *Stanford Social Innovation Review*, 1(3): 28-35.

Rondinelli, D. A. & London, T. 2003. How corporations and environmental groups collaborate: Assessing cross-sector alliances and collaborations. *Academy of Management Executive*, 17(1): 61-76. <https://doi.org/10.5465/AME.2003.9474812>

Rondinelli, D. A. & London, T. 2001. Making corporate and stakeholder environmental partnerships work. *EM: Environmental Manager*, November 16-22.

## **Chapters**

London, T. 2026. Base of the pyramid: A legacy of business + impact, In Y. Doz (ed.), *Achieving More with Less: The Legacy of CK Prahalad*. Cambridge: Cambridge University Press (forthcoming).

London, T. 2024. Base of the Pyramid. In Asmussen, C. G., Hashai, N., & Minbaeva, D. (eds.), *Encyclopedia of International Strategic Management*. Cheltenham, UK: Edward Elgar, <https://doi.org/10.4337/9781800884045>, pp. 11-13.

London, T. 2019. Preamble. In A. Hu, *Riches at the Base of the Pyramid: Alleviating Poverty with Green Productivity and Sustainability*. Tokyo: Asian Productivity Organization.

London, T. 2017. Replanteamiento de las inversiones de la comunidad de desarrollo en negocios inclusivos (Rethinking development community investments in inclusive business). In *Empresa Pobreza Sostenibilidad: La Empresa Responsable Frente a Los Retos Globales*, Madrid, Spain: ONGAWA and Agencia Española de Cooperación Internacional para el Desarrollo (Spanish Agency for International Development Cooperation).

London, T. 2016. Teaching at the intersection of business development and poverty alleviation: Bringing the base of the pyramid into the classroom. In Gudic, M., Parkes, C. & Rosenbloom, A. (eds.), *Responsible Management Education and the Challenge of Poverty: A Teaching Perspective*, Greenleaf Publishing/PRME Book Series. Sheffield U.K.: Greenleaf Publishing.

Rondinelli, D. A. & London, T. 2013. How corporations and environmental groups collaborate: Assessing cross-sector alliances and collaborations. Republished In J. Jermier (ed.), *Corporate Environmentalism and the Greening of Organizations*, Thousand Oaks, CA: Sage Publication.

- Originally published in 2003: *Academy of Management Executive*, 17(1): 61-76.

London, T. 2011. Building better venture with the base of the pyramid. In London, T. & Hart, S. (Eds). *Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value*. Upper Saddle River, NJ: FT Press. pp. 19-44.

London, T. & Hart, S. 2011. Introduction: Creating a fortune with the base of the pyramid. In London, T. & Hart, S. (eds.), *Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value*. Upper Saddle River, NJ: FT Press. pp. 1-16.

London, T. & Hart, S. 2011. Conclusion: A continuing journey. In London, T. & Hart, S. (eds.), *Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value*. Upper Saddle River, NJ: FT Press. pp. 217-232.

Christiansen, M. and London, T. 2011. VisionSpring: A lens for growth at the base of the pyramid. In J. Hamschmidt and M. Pirson (ed.), *Case Studies in Social Entrepreneurship and Sustainability: The Oikos Collection, Volume 2*. Sheffield, U.K.: Greenleaf Publishing, pp. 162-184.

London, T. & Vakil, M. 2008. Shakti: Unilever collaborates with women entrepreneurs in rural India. In M. W. Peng, *Global Business*. Mason, OH: South-Western Cengage Learning, pp. 524-529.

Milstein, M. B., London, T. & Hart, S. L. 2007. Revolutionary routines: Capturing the opportunity for creating a more inclusive capitalism. *Handbook of Transformative Cooperation*. Stanford University Press, pp. 84-103.

Buffington, J. and London, T. 2007. Building a sustainable venture: The Mountain Institute's earth brick machine. In J. Hamschmidt (ed.), *Case Studies in Sustainability Management and Strategy: The Oikos Collection*. Sheffield, U.K.: Greenleaf Publishing, pp. 162-184.

Mugica, Y. and London, T. 2007. A development bank's success with microfinance: Banco do Nordeste's CrediAmigo. In S. Rajagopalan (Ed.), *Microfinance in Latin America*. Gujarat, India: ICFAI, pp. 192-205.

London, T., Rondinelli, D. A., & O'Neill, H. 2005. Strange bedfellows: Alliances between corporations and non-profits. In Shenkar, O. & J. Reuer (eds.), *Handbook of Strategic Alliances*. Thousand Oaks, CA: Sage Publication, pp. 353-366.

Rondinelli, D. A., & London, T. 2002. Stakeholder and corporate responsibilities in cross-sectoral environmental collaborations: Building value, legitimacy and trust. In J. Andriof, S. Waddock, B. Husted & S. Rahman (eds.), *Unfolding Stakeholder Thinking*. Sheffield, U.K.: Greenleaf Publishing, pp. 201-215.

## ***Proceedings***

London, T., Esper, H. & Fatehi, Y. 2014. Exploring the link between business strategy and social impact: Comparing poverty impact profiles. In J. Humphreys (ed.), *Proceedings of the Academy of Management Meeting*.

London, T. 2010. Business model development for base-of-the-pyramid market entry. In L.A. Toombs (ed.), *Proceedings of the Academy of Management Meeting*.

London, T., Anupindi, R. & Sheth, S. 2009. Creating mutual value with base of the pyramid producers. In G. T. Solomon (ed.), *Proceedings of the Academy of Management Meeting*.

London, T. 2008. The base-of-the-pyramid perspective: A new approach to poverty alleviation. In G. T. Solomon (ed.), *Proceedings of the Academy of Management Meeting*.

London, T., Rondinelli, D. A. & O'Neill, H. 2004. Exploring uneasy learning alliances between corporations and non-profit organizations. In D.H. Nagao (ed.), *Proceedings of the Academy of Management Meeting*.

## ***Authored Media Articles and Podcasts***

London, T, 2026. Fortune-Creating (Not Fortune-Finding): BoP Strategy with Prof. Ted London. *Business Talk Podcast with Deepak Bhatt*. YouTube Podcast: <https://www.youtube.com/watch?v=bab3sjq5YiA>

London, T, 2020. Social entrepreneurship with the base of the pyramid. *The Business Prophet Podcast with Curtis A. Merriweather, Jr.*, Google Podcast: [https://podcasts.google.com/feed/aHR0cHM6Ly9mZWVhbnBvZGJIYW4uY29tL0Jlc2luZXNzVGh1b2xvZ2lzdC9mZWVhbnhtbA?sa=X&ved=0CAIQ7dUFahcKEwio8\\_yh3OTsAhUAAAAAHQAAAAAQCA](https://podcasts.google.com/feed/aHR0cHM6Ly9mZWVhbnBvZGJIYW4uY29tL0Jlc2luZXNzVGh1b2xvZ2lzdC9mZWVhbnhtbA?sa=X&ved=0CAIQ7dUFahcKEwio8_yh3OTsAhUAAAAAHQAAAAAQCA).

London, T & Fay, C. 2018. Accelerating an impact industry. *Global Engagement Forum*, September 24. (Available at: <https://www.pyxeraglobal.org/accelerating-impact-industry/>).

London, T. 2016. The secret to success for inclusive business? Asking the right questions. *The Guardian.com*. June 20. (Available at: <http://www.theguardian.com/sustainable-business/2016/jun/20/the-secret-to-success-for-inclusive-business-asking-the-right-questions>).

London, T. 2012. Investors for a social enterprise: Having to choose the right backer. *Financial Times*. March 20: 10.

London, T. & Hart, S. 2006. Emerging market strategy. *World Business*. 6: 88.

Hart, S. L. & London, T. 2006. Do's and Don'ts in Emerging Markets. *Notes on Globalization and Strategy*. Barcelona: IESE, University of Navarra, 2(4): 2-4.

### ***Funded Research Reports***

- London, T. & Paez, D. 2021. *Danone FanPrime Nigeria: Providing Nutrition to Women of Reproductive Age in Nigeria*. Seattle: Bill and Melinda Gates Foundation.
- London, T. 2020. *Seeking Scale: Assessing Unilever's Shakti Initiatives in India and Ethiopia*. Utrecht, Netherlands: Unilever.
- London, T. & Jones Christensen, L. 2019. *Saaf Sehatmand Services: Scaling Rural Distribution in Pakistan*. U.K. and Pakistan: Business Innovation Facility, DFID Presentation.
- London, T. & Fay, C. 2017. *The Global Alliance for Clean Cookstoves and Industry Acceleration: Successes, Challenges, and Lessons Learned*. Ann Arbor: William Davidson Institute at the University of Michigan.
- London, T. & Fay, C. 2016. *Partnering for Scale: Collaborating to More Effectively Engage Smallholder Farmers*. Gesellschaft für Internationale Zusammenarbeit (GIZ), Berlin: Inclusive Business Action Network.
- London, T. & Fay, C. 2016. *Incorporating Small Producers into Formal Retail Supply Chains: A Review of Walmart's Experiences*. Ann Arbor: William Davidson Institute at the University of Michigan.
- London, T. Preface. 2015. In L. Babcock, *Mobile Payments: How Digital Finance is Transforming Agriculture*. The Netherlands: Technical Center for Agriculture and Rural Cooperation.
- London, T., Sheth, S. & Hart, S. 2014. *A Roadmap for the Base-of-the-Pyramid Domain: Re-energizing for the Next Decade*. Ann Arbor: William Davidson Institute at the University of Michigan.
- London, T., Sheth, S., Ayala, J., Dichter, S., Hart, S. Jochnick, C, Koch, J., Kreiner, T., Muthiah, R., Viswanathan, M., Veglio, F., Winter, S., & Yadav, P. 2014. *Base-of-the-Pyramid Summit: Shaping an Action Agenda*. Ann Arbor: William Davidson Institute at the University of Michigan.
- Sheth S., London, T. & Kennedy, R. 2013. *Impact Enterprise: Accelerating the Development of the Domain*. New York: Rockefeller Foundation.
- Kennedy, R., Sheth S., London, T., Jhaveri, E, & Kilibarda, L. 2013. *Impact Sourcing: Assessing the Opportunity to Build a Thriving Industry*. New York: Rockefeller Foundation.
- Esper, H. & London, T. 2013. *Improved Housing and Its Impact on Children: An Exploration of CEMEX's Patrimonio Hoy*. The Hague, Netherlands: Bernard van Leer Foundation.
- Esper, H., London, T. & Kanchwala, Y. 2013. *Improved Sanitation and Its Impact on Children: An Exploration of Sanergy*. The Hague, Netherlands: Bernard van Leer Foundation.
- Esper, H., London, T. & Kanchwala, Y. 2013. *Diversified Farm Income, Market Facilitation and Their Impact on Children: An Exploration of Honey Care Africa*. The Hague, Netherlands: Bernard van Leer Foundation.

Esper, H., London, T. & Kanchwala, Y. 2013. *Access to Clean Lighting and Its Impact on Children: An Exploration of SolarAid's SunnyMoney*. The Hague, Netherlands: Bernard van Leer Foundation.

Esper, H., London, T. & Kanchwala, Y. 2013. *Improved Income Stability, Training, Market Facilitation and Their Impact on Children: An Exploration of Villa Andina*. The Hague, Netherlands: Bernard van Leer Foundation.

Esper, H., London, T. & Kanchwala, Y. 2013. *Improved Health Care and Its Impact on Children: An Exploration of Penda Health*. The Hague, Netherlands: Bernard van Leer Foundation.

Esper, H., London, T. & Kanchwala, Y. 2013. *Building a Scalable Business with Small-Holder Farmers in Kenya: Honey Care's Beekeeping Model*. The Hague, Netherlands: Bernard van Leer Foundation.

London, T. & Anupindi. 2010. *Revisiting Value Chain Initiatives: Insights from the Base of the Pyramid Perspective*. Washington, DC: U.S. Agency for International Development. Office of Poverty Reduction Report.

London, T. 2007. *A Base-of-the-Pyramid Perspective on Poverty Alleviation*. Washington, DC: United Nations Development Program. Growing Inclusive Markets Working Paper Series.

London, T., Janiga, K., and Valente, M. 2007. *The Base of the Pyramid Perspective and the Social Enterprise Methodology: Understanding the Facilitating Role for Development Agencies*. Washington, DC: U.S. Agency for International Development. Office of Poverty Reduction Report.

Mugica, Y. & London, T. 2004. *Banco de Nordeste's CrediAmigo: A development banks' success with micro-finance*. Geneva, Switzerland: World Business Council on Sustainable Development.

Mugica, Y., Moura, F. & London, T. 2004. *ABN AMRO's Real Microcredito: A multinational bank's entry into the micro-credit market*. Geneva, Switzerland: World Business Council for Sustainable Development.

Mugica, Y. & London, T. 2004. *Distributed energy in Brazil: Fabio Rosa's approach to social entrepreneurship*. Geneva, Switzerland: World Business Council on Sustainable Development

Rondinelli, D. A. & London, T. 2001. *Partnering for sustainability: Managing NPO-Corporate environmental alliances*. Working Paper Series, Washington, D.C.: The Aspen Institute.

## **MANUSCRIPTS IN PROGRESS**

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London, T. 2026. Scaling base of the pyramid business models: Key principles and strategic questions.

London, T. and Chin, A. 2026. Mountain Hazelnuts: Serving Smallholder Farmers in the Land of Gross National Happiness (Teaching Case).

London, T. and Woodhead, J. 2026. Mountain Hazelnuts: Serving Smallholder Farmers in the Land of Gross National Happiness (Teaching Note).

London, T. 2026. Demand Creation for Healthcare Services in Urban Slums: Scaling Access Afya's Micro-Franchise Model in Kenya (Teaching Case and Teaching Note).

London, T, Jarrett, K. Maiorana, J. & Rogers, J. 2026. Hindustan Unilever's Shakti Sales Channel: Scaling a Last Mile Distribution Model in India (Teaching Case and Teaching Note).

London, T. 2026. A base-of-the-pyramid perspective on poverty alleviation.

London, T. 2026. Business model innovation in base-of-the-pyramid market entry.

London, T. 2026. Scaling impact.

## **TEACHING CASES, NOTES AND VIDEOS**

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My teaching materials have been adopted for classroom use at leading universities across the globe, including a majority of the top 25 business schools. Adopters include:

Aalto (Finland) | American University | Arizona | Arizona State | Ashesi (Ghana) | Berkeley | Boston University | BYU | Cairn | California State University | Carnegie Mellon | Case Western | City University London (UK) | Colorado (Boulder) | Columbia | Cornell | Coventry | Dickinson | Dominican | Duke | Emlyon (France) | Endicott | Erasmus (Rotterdam) | Exeter (U.K.) | EGADE (Costa Rica) | ESMT (Germany) | ESAN (Mexico) | FGV (Brazil) | Fordham | Frankfurt School of Finance & Management (Germany) | Georgetown | George Mason | George Washington | Georgia Tech | Goethe Universität (Germany) | Hebrew University of Jerusalem | HEC (Montreal) | Hult | IE (Spain) | IESEG (France) | IIM-Ahmedabad (India) | IIM-Bangalore (India) | IIM-Calcutta (India) | IIM-Jammu (India) | IIM-Lucknow (India) | IIM-Shillong (India) | IIM-Sirmaur (India) | Illinois State University | Indian School of Business | INSEAD | Institut Africain de Management (Senegal) | Institute of Management Technology Dubai (UAE) | Institute of Management Technology, Ghaziabad (India) | IPADE | Ivey/Western Ontario | Kedge (U.K.) | King's College London | Lahore University of Management Sciences (Pakistan) | Lake Superior State | Laurentian University (Canada) | Lausanne (Switzerland) | Loyola (New Orleans) | Loyola Marymount (California) | Management Development Institute (India) | Maryland | McMaster | Michigan | MIT | National University of Singapore | New South Wales (Australia) | New York University | NJIT | North Alabama | North Carolina | Northeastern | Northern Alberta Institute of Technology (Canada) | Notre Dame | Pretoria (South Africa) | Ontario | Oral Roberts | Oregon | Oregon State | Ottawa | Oxford | Peking University (China) | Pepperdine | Pittsburg | Pontifical Catholic University (Brazil) | Radboud Universiteit (Netherlands) | Rice | Rutgers | San Diego | Santa Clara | Singapore Management University | South Florida | S.P. Jain (India) | St. Lawrence (Canada) | Shailesh J. Mehta School of Management (India) | Stanford | Strathmore (Kenya) | Syracuse | Tecnológico de Monterrey (Mexico) | Tel Aviv (Israel) | Temple | Texas (Austin) | Texas (El Paso) | Texas Christian University | Toronto | Universidad

Catolica del Uruguay | Universidad de Los Andes (Colombia) | Universidad de San Andres (Argentina) | Universidad Francisco Marroquin (Guatemala) | Universidad Iberoamericana (Mexico) | University of British Columbia | UCLA | UCSB | University of Chicago | University of Massachusetts (Amherst) | University of Pennsylvania | University of San Diego | University of the Philippines | University of Wisconsin (Madison) | USF | USC | Vanderbilt | Virginia | Waterloo | Washington | Washington and Jefferson | Westchester | Wheaton (Illinois) | Xavier Labour Relations Institute (India) | Yale

\*London, T., Jones, C. and Vassalli, G. 2026. *Pioneering Change for Girls in Rural Malawi: Othakarhaka's Community-Led Empowerment Strategy*. Ann Arbor, MI: WDI Publishing Case 8-913-601.

\*Also available through Harvard Business Publishing.

London, T., Vassalli, G., and Jones, C. 2026. *Pioneering Change for Girls in Rural Malawi: Othakarhaka's Community-Led Empowerment Strategy*. Ann Arbor, MI: WDI Publishing Teaching Note 8-913-601.

\*London, T. and Woodhead, J. 2025. *RurAL CAP: Developing a Social Enterprise to Support Housing Across Rural Alaska*, Ann Arbor, MI: WDI Publishing Case 5-793-877.

\*Also available through Harvard Business Publishing.

London, T. and Woodhead, J. 2025. *RurAL CAP: Developing a Social Enterprise to Support Housing Across Rural Alaska*, Ann Arbor, MI: WDI Teaching Note 5-793-877.

London, T. 2025. *Video: Interview with Jasmine Boyle, Chief Development Officer, RurAL CAP*, <https://www.youtube.com/watch?v=JAustuplc1M&t=2s>

\*London, T. & Jones Christensen, L. 2023. *From Pilot to Platform in Rural Pakistan: A Uniquely-Owned Company Scales to Change Lives*, Ann Arbor, MI: WDI Publishing Case 3-202-248.

\*Also available through Harvard Business Publishing.

London, T. & Jones Christensen, L. 2023. *From Pilot to Platform in Rural Pakistan: A Uniquely-Owned Company Scales to Change Lives*, Ann Arbor, MI: WDI Teaching Note 3-202-248.

London, T. 2023. *Video: Interview with Tom Harrison, Technical Advisor to SSS*, <https://www.youtube.com/watch?v=dWyhIMd7kTA>.

London, T. 2023. *Video: RB and Partners Create a Jointly-Owned Company to Scale Distribution in Rural Pakistan: The Perspective of RSPN*, <https://www.youtube.com/watch?v=KSHVijwdT1I>.

London, T. 2023. *Video: From Pilot to Platform: RB and Partners Create a Jointly-Owned Company to Scale Distribution in Rural Pakistan: The Perspective of RB*, <https://www.youtube.com/watch?v=GUjKrKLMvyE>.

\*London, T., Orozco, L., Rogers, J. & Sharma, A. 2022. *Unilever Ethiopia's Shakti Initiative: Building a Rural Sales Channel*, Ann Arbor, MI: WDI Publishing Case 2-870-142.

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London, T., Orozco, L., Rogers, J. & Sharma, A. 2022. *Unilever Ethiopia's Shakti Initiative: Building a Rural Sales Channel* (Teaching Note). Ann Arbor, MI: WDI Publishing Teaching Note 2-870-142.

London, T. 2022. *Unilever Ethiopia Video: Interview with Buks Akinseye*, Ann Arbor, MI: WDI Publishing Video 2-870-142.

London, T. & Fay, C. 2017. *Walmart and Small Producer from the Developing World: Linking Demand with Supply*. Ann Arbor, MI: WDI Publishing Case 1-430-502.

London, T. & Fay, C. 2017. *Walmart and Small Producer from the Developing World: Linking Demand with Supply*. (Teaching Note). Ann Arbor, MI: WDI Publishing Teaching Note 1-430-502.

London, T. & Fay, C. 2015. *Walmart and USAID: Scaling a Global Cross Sector Partnership*. Ann Arbor, MI: WDI Publishing Case 1-430-438D.

London, T. & Fay, C. 2015. *Walmart and USAID: Scaling a Global Cross Sector Partnership*. (Teaching Note). Ann Arbor, MI: WDI Publishing Teaching Note 1-430-438T.

London, T. 2015. *Walmart Video: Interview with Beth Keck*. Ann Arbor, MI: WDI Publishing Video 1-430-438.

\*London, T. and Esper, H. 2013. *Building a Scalable Business with Small-Holder Farmers in Kenya: Honey Care's Beekeeping Model*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-429-313D.

\*Also available through Harvard Business Publishing.

London, T. and Esper, H. 2013. *Building a Scalable Business with Small-Holder Farmers in Kenya: Honey Care's Beekeeping Model*. (Teaching Note). Ann Arbor, MI: WDI Publishing (formerly Globalens) Teaching Note GL1-429-313T.

London, T. 2013. *Honey Care Africa Video: Interview with Madison Ayer*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Video GL1-429-320.

London, T. 2012. *Base-of-the-Pyramid: Business Strategies – Module Teaching Note*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Teaching Module Note GL1-429-223.

\*Doh, J., London, T. & Kilibarda, V. 2012. *Building and Scaling a Cross-Sector Partnership: Oxfam America & Swiss Re Empower Farmers in Ethiopia*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-429-185D.

\*Also available through Harvard Business Publishing.

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\*London, T. & Parker, J. 2012. *Constructing a Base of the Pyramid Business in a Multinational Corporation: CEMEX's Patrimonio Hoy Looks to Grow*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-429-202D.

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\*London, T. & Kennedy, S. 2012. *Movirtu's Cloud Phone Service: Funding a Base-of-the-Pyramid Venture*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-429-162D.

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London, T. & Kennedy, S. 2012. *Movirtu's Cloud Phone Service: Funding a Base-of-the-Pyramid Venture* (Teaching Note). Ann Arbor, MI: WDI Publishing (formerly Globalens) Teaching Note GL1-429-162T.

Lee, M. & London, T. 2009. *Subsidies in Base-of-the-Pyramid Venture Development*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-767D.

\*Rao, S. & London, T. 2008. *Global Seeds to Village Farmers: Hearing the Voices at the BoP*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-608D.

\*Also available through Harvard Business Publishing.

London, T. 2008. *Global Seeds to Village Farmers: Hearing the Voices at the BoP* (Teaching Note). Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-608T.

London, T. 2008. *Global Seeds to Village Farmers Video: Voices of the BoP – CARE (India) & Peace*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Video GL1-428-841.

\*Lee, M. & London, T. 2008. *Acumen Fund: How to Make the Greatest Impact*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-592D.

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London, T. & Lee, M. 2008. *Acumen Fund: How to Make the Greatest Impact*. (Teaching Note.) Ann Arbor, MI: WDI Publishing (formerly Globalens) Teaching Note GL1-428-592T.

London, T. 2008. *Acumen Fund Video: Interview with Brian Trelstad*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Video GL1-428-838.

\*London, T., Augustine, G., & Lee, M. 2008. *Targeting Malaria: Comparing Charity- and Social Marketing-Based Approaches*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Simulation GL1-428-642D.

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London, T. 2008. *Targeting Malaria Video: Presentation by Jacqueline Novogratz*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Video GL1-428-842.

Lee, M. & London, T. 2008. *The Role of Subsidies in a Market Economy*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL 1-428-648D.

\*Christiansen, M. & London, T. 2008. *VisionSpring: A Lens for Growth at the Base of the Pyramid*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-610D.

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London, T. 2008. *VisionSpring: A Lens for Growth at the Base of the Pyramid* (Teaching Note). Ann Arbor, MI: WDI Publishing (formerly Globalens) Teaching Note GL1-428-610T.

London, T. 2008. *VisionSpring Video: Interview with Arunesh Singh*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Video GL1-428-840.

\*London, T. & Lee, M. 2008. *CARE: Making Markets Work for the Poor?* Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-645D.

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London, T. 2008. *CARE Video: Interview with Late Lawson*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Video GL1-428-839.

London, T. & Garg, A. 2007. *Connecting the Rural Poor to the World: Grameen's Village Phone in Bangladesh*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-608D.

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\*Vakil, M & London, T. 2006. *Hindustan Lever at the Base of the Pyramid: Growth for the 21<sup>st</sup> Century*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-604D.

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London, T. 2006. *Hindustan Lever at the Base of the Pyramid: Growth for the 21<sup>st</sup> Century*. (Teaching Note). Ann Arbor, MI: WDI Publishing (formerly Globalens) Teaching Note GL1-428-604T.

- London, T. 2006. *Hindustan Lever Video: Interview with Vijay Sharma*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Video GL1-428-765.
- Buffington, J. & London, T. 2006. *Building a Sustainable Venture from the Ground Up: The Mountain Institute's Earth Brick Machine*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-611D.
- London, T. 2006. *Building a Sustainable Venture from the Ground Up: The Mountain Institute's Earth Brick Machine* (Teaching Note). Ann Arbor, MI: WDI Publishing (formerly Globalens) Teaching Note GL1-428-611T.
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- McDonald, H., London, T. & Hart S. 2002. *Expanding the Playing Field: Nike's World Shoe Project (A)*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-673D.
- McDonald, H., London, T. & Hart S. 2002. *Expanding the Playing Field: Nike's World Shoe Project (B)*. Ann Arbor, MI: WDI Publishing (formerly Globalens) Case GL1-428-674D.
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## RESEARCH FUNDING

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**Integrative Systems + Design (ISD) Seed Grant, University of Michigan.** 2023, Positionality in the Early Stages of Design for Social Good Projects: Characterizing and Enhancing Product Designers' Conceptions (\$94,446, Co-PIs/Co-Is from College of Engineering and School of Art & Design).

**Bill and Melinda Gates Foundation/Mathematica.** 2022, Nutrition Private Sector Partnership Engagement Strategy (\$125,320, continuing funding).

**Bill and Melinda Gates Foundation/Mathematica.** 2021, Nutrition Private Sector Partnership Engagement Strategy (\$45,000, continuing funding).

**Bill and Melinda Gates Foundation/Mathematica.** 2020, Nutrition Private Sector Partnership Engagement Strategy (\$218,2480, continuing funding).

**Unilever/BoP Innovation Center.** 2020. Seeking Scale: Assessing Unilever's Shakti Initiatives in India and Ethiopia (\$32,000).

**Bill and Melinda Gates Foundation/Mathematica.** 2019, Nutrition Private Sector Partnership Engagement Strategy (\$333,490, continuing funding).

**Department for International Development (U.K.).** 2019 (with Lisa Jones Christensen), Business Innovation Facility: Learning Partner for RB/Saaf Sehatmand Services, Pakistan (\$78,000).

**Bill and Melinda Gates Foundation/Mathematica.** 2018, Nutrition Private Sector Partnership Engagement Strategy (\$38,613).

**Abt Associates/U.S. Agency for International Development.** 2017 (with Colm Fay), HANSHEP Health Enterprise Fund Grantee Research Study, Year 2, SHOPS Plus (\$75,000).

**Abt Associates/U.S. Agency for International Development.** 2016 (with Colm Fay), HANSHEP Health Enterprise Fund Grantee Research Study, Year 1, SHOPS Plus (\$60,000).

**Global Alliance for Clean Cookstoves/United Nations Foundation.** 2016 (with Colm Fay), Strategic Review and Lessons Learned. (\$80,000).

**Abt Associates/U.S. Agency for International Development.** 2016 (with Colm Fay), Challenge Fund Development, SHOPS Plus (\$67,000).

**Walmart.** 2015 (with University of Oxford). Global Women-Owned Cooperatives and Small Holder Farmers: Best Practices and Lessons Learned for Inclusion in Global Supply Chains (\$135,491).

**Germany's Gesellschaft für Internationale Zusammenarbeit (GIZ),** 2015 (with Colm Fay). Selecting the Right Partners: Strategies to Support Inclusive Business Scaling (\$65,283).

**Walmart,** 2014 (with Colm Fay). Building a Global Alliance Based on Mutual Value: Charting the Walmart and USAID Experience (\$59,800).

**Germany's Gesellschaft für Internationale Zusammenarbeit (GIZ).** 2014 (with Colm Fay). Improving Inclusive Business through Enhanced Relationships with Scaling Facilitators (\$63,100).

**U.S. Agency for International Development** 2014. Development Innovation Ventures Program (with Taka Taka Solutions), Closing the Rural-Urban Nutrient Cycle: From Waste to Increased Agricultural Productivity (\$168,278).

**Rockefeller Foundation.** 2013 (with S. Sheth) Impact Sourcing: Convening Thought Leaders (\$167,000).

**Danone Ecosystem Fund.** 2013 (with A. Grogan-Kaylor and H. Esper) Social Impact Measurement: Semilla Project. (\$538,844).

**Aspen Institute Network of Development Entrepreneurs (ANDE).** 2012 (with H. Esper). Capturing Impact: Customized Training on Outcome Data Collection and Analysis for ANDE Members (\$49,618).

**Rockefeller Foundation.** 2012 (with B. Kennedy) Understanding the Impact Sourcing Landscape (\$100,000).

**Rockefeller Foundation.** 2011 (with B. Kennedy) Assessing the Impact Enterprise Landscape in the Developing World: Opportunities for Accelerating the Development of the Sector (\$250,000).

**Rockefeller Foundation.** 2011 (with B. Kennedy and S. Sheth) Coordinator for Grantees: Impact Enterprise Landscape and Opportunities for Accelerating Sector Development (\$45,000).

**Bernard van Leer Foundation.** 2011 (with H. Esper) What Does a Young Child Friendly Business Look Like? (\$195,000).

**Sidai/Farm Africa.** 2011 (with H. Esper) Strategic Analysis of Poverty Alleviation Impacts in Kenya. (\$17,780).

**Movirtu Cloud Phone.** 2011 (with H. Esper) Assessing Poverty Alleviation Impacts in Madagascar. (\$8,685).

**Digital Divide Data.** 2010 (with H. Esper) Preparing for Baseline Impact Assessment in Cambodia. (\$12,108).

**Movirtu Cloud Phone.** 2010 (with H. Esper) Advisory Engagement on Survey Administration. (\$2,150).

**Bill and Melinda Gates Foundation.** 2010 (with R. Anupindi) Base of the Pyramid Perspective. (\$10,000).

**Digital Divide Data.** 2009 (with H. Esper) Best Practices in Impact Assessment. (\$4,500).

**U.S. Agency for International Development.** 2009 (with R. Anupindi) Comparing Base of the Pyramid and Value Chain Approaches to Poverty Alleviation (\$102,782).

**School of Social Work.** 2009 (with A. Grogan-Kaylor) University of Michigan, Small Research Grants Program (\$1,920).

**Inter-American Development Bank.** 2008. Review of the Opportunity for the Majority Initiative's Evaluation Framework and Strategy: Comments and Recommendations (\$5,000).

**United Nations Development Programme.** 2007. Growing Inclusive Markets: Survey of Base of the Pyramid Literature and Initiatives (\$8,000).

**CARE Enterprise Partners.** 2007. BoP as Producers (\$5,000).

**CARE Central America.** 2007. Creating a Holding-Company Business Model (\$14,000).

**Unilever.** 2006. Exploring the Local Impact of a BoP Strategy (\$3,500).

**Vision Spring (Scojo).** 2006. Local Community-Level Impact Assessment (\$2,700).

**CARE Central America.** 2006. Designing Revenue-Generating Pilot Enterprises (\$32,000).

**U.S. Agency for International Development.** 2006 (with K. Janiga & M. Valente) The Base of the Pyramid Perspective and the Social Enterprise Methodology: Understanding the Facilitating Role for Development Agencies (\$113,267).

**CARE USA.** 2005. Examining the Use of Revenue-Generating Enterprises by Non-Profits (\$20,000).

**DuPont.** 2003. Affordable Housing for Mexico's Base of the Pyramid Market (\$7,500).

**CIBER.** 2003. Entrepreneurship in Emerging Economies (\$2,500).

**Coca-Cola.** 2002. Opportunity Assessment for the Base of the Economic Pyramid (\$15,000).

**Graduate Mentor Support Grant.** 2002. Frances C. and William P. Smallwood Foundation (\$1,000).

**U.S.-Asia Environmental Partnership.** 2001 (with S. Hart and others). Follow-on funding for collaborative curriculum development and research project with Thailand business schools (\$100,000).

**U.S.-Asia Environmental Partnership.** 2000 (with S. Hart and others). Seed funding for collaborative curriculum development with Thailand business schools (\$75,000).

**Aspen Institute's Nonprofit Sector Research Fund.** 2000 (with D. Rondinelli). Nonprofit and corporate partnerships for sustainable development: Alliances for environmental management (\$40,000).

## **KEYNOTES AND INVITED PRESENTATIONS**

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Unveiling Wisdom: Essential Lessons from The Base of the Pyramid Promise. BusinessTalk, Ahmedabad, India, February 2026.

Building a Career in Impact (webinar). Business with Impact: A BoP-Focused Community, University of Michigan, Ann Arbor, MI, January 2026.

Building Partnership in Africa: Reconsidering Mindsets about Impact (remote). Month of Service, Lenovo, Research Triangle Park, NC, September 2025.

Building the Foundations: Infrastructure, Policy and Community Development (panel). Doing Business in Africa, Africa Business Club Conference, Ross School of Business, University of Michigan, Ann Arbor, MI, February 2025.

Base of the Pyramid: Yesterday, Today, Tomorrow (remote). Course Keynote, XLRI (Xavier School of Management), Jamshedpur, India, February 2025.

Impact Investing: Then and Now (webinar). Business with Impact: A BoP-Focused Community, University of Michigan, Ann Arbor, MI, January 2025.

Business Strategies for Reducing Poverty (remote). Dean's Fellows, Ross School of Business, University of Michigan, Ann Arbor, MI, July 2024.

Reconsidering Strategies for Poverty Reduction (remote). Month of Service, Lenovo, Research Triangle Park, NC, July 2024.

Business Strategies for Reducing Poverty (remote). Dean's Fellows, Ross School of Business, University of Michigan, Ann Arbor, MI, June 2023.

Aligning Business Strategy and Poverty Alleviation (keynote, remote). Iran Association of Industrial Managers, Tehran, Iran, January 2023.

Impact at Scale: Serving Rural, Remote Communities (remote). Midwest Healthcare Conference, University of Illinois, Champaign, IL, August 2022.

Business Strategies for Reducing Poverty (remote). Dean's Fellows, Ross School of Business, University of Michigan, Ann Arbor, MI, June 2022.

Teaching at the Poverty and Entrepreneurship Interface (remote). California Entrepreneurship Educators Conference, Lavin Entrepreneurship Center, SDSU, San Diego, CA. April 2022.

Comprendre la Base de la Pyramide Socio-Économique (remote, simultaneously translated to French). Inclusive Innovation Journey Program, Business Call to Action, United Nations Development Programme, Tunisia, February 2022

The Intersection between Positive Business and Social Impact. Propel Business Club, Ross School of Business, University of Michigan. Ann Arbor, Michigan, November 2021.

Franchising Models in BoP Markets (remote). Assess Afya Leadership Team, Nairobi, Kenya & San Francisco, CA, July 2021.

Business Strategies for Reducing Poverty (remote). Dean's Fellows, Ross School of Business, University of Michigan, Ann Arbor, MI, July 2021.

Building Businesses and Fighting Poverty (remote). Zillow Social Impact Team, Seattle, WA, April 2021.

Scaling BoP Business Models (remote). INCAE Research Seminar, INCAE Business School, San Jose, Costa Rica, March 2021.

Understanding the Base of the Pyramid Promise (remote). CARE Leadership, Cairo, Egypt, March 2021.

Shakti Ethiopia: Findings, Implications and Strategizing (remote). Shakti Leadership Team, Unilever Ethiopia, Addis Ababa, Ethiopia, March 2021.

Business Models for the BoP (remote). Gerhart Center Webinar Series, American University in Cairo, Cairo, Egypt, February 2021.

Seeking Scale (remote). Social Entrepreneurship Virtual Symposium, Michigan Medicine, Ann Arbor, MI, November 2020.

Seeking Impact through Scale (remote). Google, Future of Employment Initiative, San Francisco, CA, October 2020.

Three Imperatives for the Journey Ahead (keynote, remote). Business Call to Action, Forum 2020, alongside United Nations General Assembly, New York, September 2020.

Mutual Value Creation: Assessing Impacts with the BoP. Impact Investing Lawyering, Michigan Law School, University of Michigan. Ann Arbor, Michigan, September 2020.

Strategizing for the Next Billion (remote). Next Billion Users, Google, San Francisco, CA, June 2020.

Achieving the BoP Promise (remote). University of British Columbia, Sauder School of Business, Vancouver, Canada, November 2019.

Addressing the SDGs: Goal 1 – Poverty Alleviation (with A. Karnani & B. Lovejoy). Faculty Research for Impact, Business+Impact, University of Michigan. Ann Arbor, Michigan, October 2019.

Mutual Value Creation: Assessing Impacts with the BoP. Impact Investing Lawyering, Michigan Law School. University of Michigan. Ann Arbor, Michigan, September 2019.

Base of the Pyramid; Questions and Answers. Business + Impact Challenge, Fulltime MBA Program, University of Michigan, Ann Arbor, MI, August 2019.

Learning Agenda Framework: Growth for Growth. Gates Foundation Convening, Jakarta, Indonesia, June 2019.

Base of the Pyramid; Questions and Answers. Business + Impact Challenge, Weekend MBA Program, University of Michigan, Ann Arbor, MI, May 2019.

Rural Distribution via Saaf Sehatmand Services: Successes, Challenges & Journey Ahead. Workshop with Board of Directors, Karachi, Pakistan, April 2019.

Building Businesses with Impact and Scale: Strategies for Reaching the Worlds' Poor. Center for Samoan Studies, Seminar & Film Series, National University of Samoa, Apia, Samoa, April 2019.

Role of Business in Poverty Alleviation. Chi Epsilon Civil Engineering Honor Society, School of Engineering, University of Michigan, Ann Arbor, MI, February 2019.

Private Sector Solutions to Public Sector Problems (panel discussion). Emerging Markets Club Conference, University of Michigan, Ann Arbor, MI, December 2018.

Responsible Funding for Innovation and Impact (Webinar panel discussion). Unite for Sight: Global Health University, New Haven, CT, September 2018.

Mutual Value Creation: Assessing Impacts with the BoP. Impact Investing Lawyering, Michigan Law School. University of Michigan. Ann Arbor, Michigan, September 2018.

Building Businesses with Impact: A Roadmap to Scale. 11th Annual Global Health and Innovation Summit, Unite for Sight, New Haven, CT, April 2018.

Co-Creating Impact (keynote). Annual Peace Corps Send-Off, University of Michigan, Ann Arbor, Michigan, March 2018.

Scaling Businesses with Impact: A Roadmap for Enterprise Leaders, Agriculture, Food, and Resource Economics Departmental Seminar, Michigan State University, East Lansing, MI, January 2018.

Building Businesses with Impact: A Roadmap for Empowering Leaders (keynote). President's Performing Arts and Lecture Series, Oral Roberts University, Tulsa, OK, January 2018.

From the Base to the Bottom: How do We Leave No One Behind? (keynote). Max Havelaar Lecture, Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands, October 2017.

Base of the Pyramid: Where are We Now and What Needs to be Done Next? Research Seminar, Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands, October 2017.

Building Collaboration and Enhancing Impact. Business Innovation Facility/Replication Fund Coordination Meeting, London, England, October 2017.

Inclusive Business for Sustainable Development: Professionalizing the Domain. Sustainable Development and Inclusive Globalization, G20 Development Working Group, New York, New York, October 2017.

Mutual Value Creation: Assessing Impacts with the BoP. Impact Investing Lawyering, Michigan Law School. University of Michigan. Ann Arbor, Michigan, September 2017.

GACC and Industry Accelerators: Successes, Challenges, and Lessons Learned. Global Alliance for Clean Cookstoves, Washington, DC, May 2017.

Bridging the Issues that Divide Us (main stage session). Positive Business Conference, University of Michigan, Ann Arbor, MI, May 2017.

Business Environment Reform and Inclusive Business. G20 Global Platform for Inclusive Business Policy Dialogue, Berlin, Germany, May 2017.

Industry Facilitation: Choreographing Resource, Sector, Market, and Enterprise Development. Clean Technology in Developing Countries, University of Pittsburgh, Pittsburgh, PA, April 2017.

Building Business with Impact and Scale (keynote). Symposium on Inclusive Business Models, Lilongwe, Malawi, February 2017.

Sustainability at Scale Toolkit. World Café, Symposium on Inclusive Business Models, Lilongwe, Malawi, February 2017.

Impact at Scale: Fulfilling the Base of the Pyramid. Positive Links Speaker Series, Center for Positive Organizations, University of Michigan. Ann Arbor, Michigan, January 2017.

Ted's framework and Olivier's pathway: Can they solve the scaling challenge for inclusive business? (Webinar) Practitioner Hub and Hystra, November 2016.

Building Businesses with Impact and Scale. Erb Returns. Ross School of Business/School of Nature Resources and the Environment. University of Michigan. Ann Arbor, Michigan, December 2016.

Building Better Enterprises for the Base of the Pyramid. Enactus World Cup, Toronto, Canada, September 2016.

Mutual Value Creation: Assessing Impacts with the BoP. Impact Investing Lawyering, Michigan Law School. University of Michigan. Ann Arbor, Michigan, September 2016.

Building Businesses with Impact (keynote). DC Net Impact, Washington, DC, September 2016.

Cross-Sector Collaboration. Case Workshop, PATH, Washington, DC, September 2016.

Building for Scale (Part 2 of Webinar Series). Inclusive Business Action Network and World Business Council for Sustainable Development, Bonn, Germany, July 2016.

Teaching 'Base of the Pyramid' at a Business School (Webinar). William Davidson Institute and WDI Publishing, Ann Arbor, MI, July 2016.

Partnering for Scale (Part 1 of Webinar Series). Inclusive Business Action Network and World Business Council for Sustainable Development, Bonn, Germany, July 2016.

Building a Partnership Ecosystem. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ – German Development Agency), Bonn, Germany, July 2016.

The Base of the Pyramid Promise (webinar). Business Call to Action and Practitioner Hub on Inclusive Business, London, England, May 2016.

Business Strategies for the Base of the Pyramid. Positive Business Conference, University of Michigan, Ann Arbor, MI, May 2016.

Inclusive Business and BoP Markets Strategies (keynote). Corporate Sustainability and Shared Value Workshop, National Taipei University of Technology (Taipei Tech), Taipei, Taiwan, May 2016.

The Base of the Pyramid Promise: Building Businesses with Impact and Scale and Its Implications for Sustainable Development. Asian Productivity Organization Coordination Meeting, Taipei, Taiwan, May 2016.

Business Strategies in Base of the Pyramid Markets. Asian Productivity Organization Coordination Meeting, Taipei, Taiwan, May 2016.

Biomedical Innovations for Developing Markets. Fast Forward Medical Innovation, Medical School, University of Michigan, April 2016.

The Base of the Pyramid Promise (keynote). Book Launch, Cornell Club, New York, NY, April 2016.

Fulfilling the Base of the Pyramid Promise. 9<sup>th</sup> Annual Global Health and Innovation Summit, Unite for Sight, New Haven, CT, April 2016.

Resilience and Scaling Impact (virtual presentation). 100 Resilient Cities: Pioneered by Rockefeller Foundation, New York, NY, December 2015.

Positive Business and the Base of the Pyramid. Center for Positive Organizations Incubator, University of Michigan, Ann Arbor, MI, December 2015.

Scaling Impact: Generating Business Value and Alleviating Poverty. Learning Community on Poverty and Inequity, School of Social Work, University of Michigan. November, 2015

Base of the Pyramid Promise: Mind the Gap, Build the Movement. Parikh Memorial Symposium for Health and Social Justice, University of Michigan, Ann Arbor, MI, November 2015.

Bridging Impact Investing and Inclusive Business (keynote). SOCAP 15, San Francisco, CA, October 2015.

Bridging Boundaries from Impact Investing to Inclusive Business. SOCAP 15, San Francisco, CA, October 2015.

Building Businesses in Base-of-the-Pyramid Markets. Law School, New York University, New York, NY. September 2015.

Impact at Scale. Wagner School of Public Policy, New York University, New York, NY. September 2015.

International Careers: Where Should You Look? International Employment Myths and Opportunities, International Center, Univ. of Michigan, Ann Arbor, Michigan. September 2015.

Building Business in Base of the Pyramid Markets (keynote). Access Operations & Emerging Markets Leadership Meeting, Vancouver, Canada, July 2015.

Beyond Silos: Systems Thinking for BoP Sustainability (keynote). 2nd BoP Global Network Summit, University of Vermont, Burlington, VT, July 2015.

Building Better Ventures (keynote), Executive Seminar with Entrepreneurs and Companies. Export Institute Workshop. Tel Aviv, Israel, June 2015.

Business Strategies for Alleviating Poverty (keynote), Open Lecture: Israeli Export Institute, Tel Aviv, Israel, June 2015.

Walmart and USAID: The Evolution of a Global Cross-Sector Partnership. Walmart/USAID Case Workshop. Walmart Headquarters, Washington, DC, May 2015.

Business Strategies for the Base of the Pyramid. Positive Business Conference, University of Michigan, Ann Arbor, MI, May 2015.

Fulfilling the Promise of Inclusive Business (keynote). G20-B20 Workshop on Inclusive Business, Ankara, Turkey, April 2015.

Recommendations for a G20 Framework on Inclusive Business: Way Forward (keynote). G20-B20 Workshop on Inclusive Business, Ankara, Turkey, April 2015.

Business Strategies for the Base of the Pyramid (keynote). Agora Partnerships: Encuentro De Emprendedores, Granada, Nicaragua, March 2015.

Achieving Sustainability at Scale. USAID: Brown Bag Series, Washington, DC, February 2015.

Building Better Enterprises. Futures Group: Strategies for BoP Markets, Washington, DC, February 2015.

Base of the Pyramid: What Have We Learned? (keynote) Top Management Strategy Challenge for the BoP, San Jose, Costa Rica, January 2015.

The Business Opportunity: Base of the Pyramid Markets (keynote). INCAE: Implementing Successful Strategies in Emerging Countries, San Jose, Costa Rica, January 2015.

Sustainability at Scale. INCAE: Implementing Successful Strategies in Emerging Countries, San Jose, Costa Rica, January 2015.

A Roadmap for the Base of the Pyramid Domain (keynote). INCAE: Implementing Successful Strategies in Emerging Countries, San Jose, Costa Rica, January 2015.

Scaling Facilitators in BoP markets: Landscape and impact (keynote). Inclusive Business Action Network Conference, Berlin, Germany, November 2014.

A Roadmap for the Base of the Pyramid Domain (keynote), Launching a Roadmap for the BoP Domain, Society for International Development, Washington DC, October 2014.

Investing in the Poor, for the Poor, and with the Poor (keynote). World Investment Forum, Geneva, Switzerland, October 2014.

The Global Trends of BoP Business (keynote). Sasakawa Peace Foundation Seminar, Tokyo, Japan, October 2014.

International Careers: Where Should You Look? International Employment Myths and Opportunities, International Center, Univ. of Michigan, Ann Arbor, Michigan. September 2014.

Shaping Innovative Business Models (keynote). Tetra Pak Strategic Retreat: Deeper in the Pyramid Initiative, Modena, Italy, June 2014.

Positive Business at the Base of the Pyramid. Positive Business Conference, University of Michigan, Ann Arbor, MI, May 2014.

Business and the Base of the Pyramid. Businesses & Leaders: The Positive Difference (BA 200), University of Michigan, Ann Arbor, MI, May 2014.

Building Sustainable and Scalable Ventures for the Base of the Pyramid (keynote). Export Institute, Tel Aviv, Israel, March 2014.

Reaching Tomorrow's Markets: Business Strategies for the Base of the Pyramid (keynote). Recanati Business School, Tel Aviv University, Tel Aviv, Israel, March 2014.

Revisiting the Fortune at the Base of the Pyramid (keynote, virtual presentation). Revisiting the Fortune at the BoP Conference, World Bank, Washington, DC, February 2014.

Addressing Poverty through Enterprise (virtual presentation). Social Entrepreneurship: Addressing Social Issues through Social Innovation, Hong Kong Polytechnic University Course, Hung Hom, Hong Kong, January 2014.

Creating Mutual Value (keynote). BoP Global Network Conference, Sao Paulo, Brazil, November 2013.

Capability Building and Impact. BoP Global Network Conference, Sao Paulo, Brazil, November 2013.

Base of the Pyramid: What Have We Learned and Where Can We Go From Here (keynote). Base of the Pyramid Summit: Creating an Action Agenda for the Next Decade, University of Michigan, Ann Arbor, MI, October 2013.

Summit Design: Creating a Roadmap for Today and the Future (keynote). Base of the Pyramid Summit: Creating an Action Agenda for the Next Decade, University of Michigan, Ann Arbor, MI, October 2013.

Funders' View: From Ideas to Action. Base of the Pyramid Summit: Creating an Action Agenda for the Next Decade, University of Michigan, Ann Arbor, MI, October 2013.

Incorporating a BoP Perspective in Building Inclusive Business Models. Inclusive Business Leaders Forum, International Finance Corporation (IFC), Washington, DC, October 2013.

Mutual Value Creation: Assessing Impacts with the BoP. Impact Investing Lawyering, Michigan Law School. University of Michigan. Ann Arbor, Michigan. September 2013.

Global Careers and the Developing World. International Employment Myths and Opportunities, International Center. Univ. of Michigan, Ann Arbor, Michigan. September 2013.

Base-of-the-Pyramid Teaching Strategies: Bringing the BoP to Students and Students to the BoP (webinar). Network for Business Sustainability, Ivey Business School, University of Western Ontario. July 2013.

Africa, the Future Economy (live broadcast), Global Debate Wisdom, NHK, Japan Public Television, May, 2013.

Collaborative Interdependence: Rethinking Partnership Models (keynote). G-20 Inclusive Business Workshop. Medellin, Columbia. May 2013.

Using Impact Assessment to Hear the Voices of the Poor (keynote). Capturing Impact Workshop, Aspen Network of Development Entrepreneurs, Johannesburg, South Africa, May 2013.

Insights on Teaching Base-of-the-Pyramid Strategies (webinar). GlobaLens Seminar, University of Michigan, April 2013.

Using Impact Assessment to Hear the Voices of the Poor (keynote). Capturing Impact Workshop, Aspen Network of Development Entrepreneurs, New York, New York, April 2013.

Building Better Ventures with the BoP (keynote). Matching Technology and BoP Wants: From Good Intentions to Mutual Value Creation, Sasakawa Peace Foundation Seminar, Tokyo, Japan, March 2013.

Impact Assessment in BoP Venture Development. Japanese International Corporation Agency (JICA) Forum, Tokyo, Japan, March 2013.

Market Creation in the BoP. Japanese External Trade Organization (JETRO) Forum, Tokyo, Japan, March 2013.

Making a Difference, Changing the World (keynote). No Action, No Change, BoP Workshop, Tokyo, Japan, March 2013.

Linking Small Farms and Local Communities to Business Innovation (keynote, virtual presentation). Convergent Innovation: A Whole-of-Society Solution For and With the Poor and Vulnerable. Rockefeller Foundation Bellagio Center, Bellagio, Italy. November 2012.

Incorporating Impact Assessments and Metrics into Investments. Impact Investing Lawyering, Michigan Law School. University of Michigan. Ann Arbor, Michigan. October 2012.

Mission Impossible. Symposium, Ross Net Impact Thought Leadership Summit, Ross School of Business. University of Michigan. Ann Arbor, Michigan. October 2012.

Building Better Ventures with the Base of the Pyramid. Strategic Leadership Meeting, International Finance Corporation (IFC), Washington, DC, June 2012.

Linking Venture Success and Poverty Alleviation: Creating Value with the Base of the Pyramid. 9<sup>th</sup> Annual Global Health and Innovation Summit, Unite for Sight, New Haven, CT, April 2012.

Teaching Strategies: Bringing the Base of the Pyramid to Students and Students to the Base of the Pyramid. 9<sup>th</sup> Annual Global Health and Innovation Summit, Unite for Sight, New Haven, CT, April 2012.

Mutual Value Creation. Impact Investing Lawyering, Michigan Law School. University of Michigan. Ann Arbor, Michigan. February 2012.

Next Generation Base of the Pyramid: Fortune-Creating with the Poor (keynote). Ross Reunion Business Conferences, Ross School of Business. University of Michigan. Ann Arbor, Michigan. October 2011.

Creating a Fortune with the Base of the Pyramid. Hosmer Series, Ross School of Business. University of Michigan. Ann Arbor, Michigan. October 2011.

Scaling Inclusive Business (keynote). Enhancing Value through Inclusive Business Strategies. Business Call to Action. New York, New York. September 2011.

Setting the Context: Agribusiness and the Smallholder Farmer (keynote). Unleashing Potential: Agribusiness and the Smallholder Farmer, Columbia Business School. New York, New York. September 2011.

Next Generation Business Strategies for the Base of the Pyramid. United Nations Development Program Brown Bag Series. New York, New York. September 2011.

Base of the Pyramid: Past, Present, and Future (keynote). University of San Diego's Center for Peace and Commerce and Ahlers Center for International Business Conference: C.K. Prahalad's Legacy, San Diego, CA, September 2011.

Business with the Base of the Pyramid: Strategies for Enhancing Mutual Value Creation. Universidad Internacional Menéndez Pelayo (UIMP), Santander, Spain, July 2011.

Next Generation Strategies for the Base of the Pyramid (keynote). Strategic Management Society Conference: C.K. Prahalad – Reaching Over Boundaries and Expanding Possibilities, San Diego, CA, June 2011.

Deeper Depths: Assessing and Enhancing Impact (keynote). Aspen Network of Development Entrepreneurs (ANDE) Conference: Metrics from the Ground Up, Washington, DC, June 2011.

Teaching at the Intersection of Business Strategy and Poverty Alleviation. Global Summit on Educating Entrepreneurs. Ann Arbor, MI, June 2011.

Creating a Fortune with the Base of the Pyramid (keynote). Design Strategy Conference, Institute of Design, Illinois Institute of Technology, Chicago, IL, May 2011.

Next Generation Base of the Pyramid. 8<sup>th</sup> Annual Global Health and Innovation Summit, Unite for Sight, New Haven, CT, April 2011.

Building Better BoP Ventures (keynote). Ideas to Impact/Global Social Venture Conference, Berkeley, California, April 2011.

Next Generation Base of the Pyramid: Fortune-Creating with the Poor (keynote). The Hub, Mumbai, India, March 2011.

Recommendations and Next Steps: A Strategy for Facilitating Market-Based Approaches to Poverty Alleviation (keynote). CARE Social Enterprise Learning Day (for Board of Directors and Top Management Team), Atlanta, Georgia, November 2010.

Setting the Scene: Market-Based Approaches to Poverty Alleviation (keynote). CARE Social Enterprise Learning Day (for Board of Directors and Top Management Team), Atlanta, Georgia, November 2010.

Creating a Fortune with the Base of the Pyramid: A Roadmap (keynote). Net Impact Annual Conference, Ann Arbor, Michigan, October 2010.

Base of the Pyramid Impact Assessment (keynote). Base of the Pyramid Impact Assessment Workshop, University of Michigan, Ann Arbor, Michigan, October 2010.

Creating a Fortune with the Base of the Pyramid: A Roadmap for Venture Development (keynote). OEC Alumni Forum, University of Zurich, Zurich, Switzerland, September 2010.

Comparing Donor-Driven Value Chain Programs and Enterprise-Led Initiatives (keynote). FIELD-Support Consortium, Academy for Educational Development, Washington, DC, May 2010.

Creating Viable Enterprises for the Base of the Pyramid. 7<sup>th</sup> Annual Global Health and Innovation Summit, Unite for Sight, New Haven, CT, April 2010.

Ideas to Action: Creating Viable Enterprises for the Base of the Pyramid (workshop). 7<sup>th</sup> Annual Global Health and Innovation Summit, Unite for Sight, New Haven, CT, April 2010.

Assessing and Enhancing Impacts. ANDE/GBF Metrics Webinar, April 2010.

Taking Base-of-the-Pyramid Opportunities for Design to Scale. World Bank Forum, Financial & Private Sector Development, Washington, DC, March 2010.

Base of the Pyramid Impact Assessment (keynote). Base of the Pyramid Impact Assessment Workshop, University of Michigan, February 2010.

Base of the Pyramid: Creating Mutual Value (keynote). Delft University, Impact of Base of the Pyramid Ventures. Delft, The Netherlands, November 2009.

Building a Strategy for Base-of-the-Pyramid Ventures (keynote). Emerging Markets Customer Advisor Board Meeting, Pfizer, Shanghai, China, November 2009.

The Base of the Pyramid: Ten Years After and Beyond (keynote). University of Michigan, Creating a Shared Roadmap: Collaborative Advancing the Base of the Pyramid Community Conference, Ann Arbor, MI, October, 2009.

A Roadmap for Venture Development in Base-of-the-Pyramid Markets. McKinsey Consulting, Chicago, IL, 2009.

Building Better Base-of-the-Pyramid Ventures. Future Trends Forum, Madrid, Spain, 2009.

Assessing and Enhancing Poverty Alleviation Outcomes: Building Better Business Models. Duke University, Research Colloquium on Social Enterprise, 2009.

Building Better Ventures. GBI/ANDE Metrics from the Ground Up Workshop. Washington, DC, 2009.

Building a Foundation for the Base of the Pyramid. Alleviating Poverty Through Entrepreneurship Summit, Ohio State University, 2009.

Poverty Alleviation as Interdependence. Fisher School of Business, Ohio State University, Research Speaker Series, 2009.

An Introduction to the Base of the Pyramid. College of Engineering, University of Michigan, 2009.

The Base of the Pyramid Perspective on Poverty Alleviation. Richard Ivey School of Business, University of Western Ontario, Ivey Research Talk Series, 2008.

The Intersection of Business Strategy and Poverty Alleviation. Richard Ivey School of Business, University of Western Ontario, Building Sustainable Value Centre Speaker Series, Ontario, Canada, 2008.

Value Creation for the Poor (keynote). Federal Ministry for Cooperation and Development (BMZ), Poverty Reduction through Innovative Business Cases at the Base of the Pyramid Conference, Berlin, Germany. 2008.

BoP as a Development Strategy (keynote). Third Sector Innovations: Sustainability and Social Impact, Sao Paulo, Brazil, 2008.

Business and Markets for World Change (keynote). University of San Diego, Peace and Prosperity through Trade and Commerce, San Diego, CA, 2008.

Commentary: Science and Technology Policy for Development. Ford School of Public Policy, University of Michigan, Science, Technology, and Public Policy Lecture Series, Ann Arbor, MI, 2008.

Innovations to Improve Health Care: Reaching the Base of the Pyramid (keynote). AED Knowledge Management Workshop, Washington, DC, 2007.

The Base-of-the-Pyramid Perspective: A New Approach to Business Strategy and Poverty Alleviation. University of Michigan, Erb Institute Colloquium, Ann Arbor, MI, 2007.

State of the Field: The Base-of-the-Pyramid Perspective on Poverty Alleviation (keynote). University of Michigan, Business with Four Billion: Creating Mutual Value at the Base of the Pyramid Conference, Ann Arbor, MI, 2007.

The Development Perspective: Setting the Agenda (keynote). University of Michigan, Business with Four Billion: Creating Mutual Value at the Base of the Pyramid Conference, Ann Arbor, MI, 2007.

A Base-of-the-Pyramid Perspective on Poverty Alleviation. World Resources Institute, Business and Poverty Discussion Series, Washington, DC, 2007.

Business Model R&D for New Market Entry. Wilfrid Laurier University, CMA Centre for Responsible Organizations Seminar Series, Waterloo, Ontario, 2007.

Doing Business at the Base of the Pyramid: Poverty Alleviation and Business Development. University of Michigan, Institute for the Humanities, Poorest of the Poor Conference, Ann Arbor, MI, 2007.

The BoP: Navigating the Terrain (keynote). University of Michigan, Research at the Base of the Pyramid: Developing a New Perspective, Ann Arbor, MI, 2006.

The Base of the Pyramid: Theoretical and Practical Implications. University of Michigan, Interdisciplinary Committee on Organizational Studies (ICOS), Ann Arbor, MI, 2006.

The Base of the Pyramid: Bottom-Up Development. Emerging Markets Group Seminar, Washington, DC, 2006.

The Base of the Pyramid: Harnessing the Private Sector's Contribution to Achieving Development (keynote). Department for International Development (DFID), Enterprise Development Advisors Retreat, London, England, 2005.

Raising the Base of the Pyramid. University of Michigan, Erb Institute for Global Sustainable Enterprise Seminar Series, Ann Arbor, MI, 2005.

Business Strategy and Poverty Alleviation. University of Michigan, Global Corporation and Human Well-Being Seminar, Ann Arbor, MI, 2005.

Designing BOP Business Models. Cornell University, Base of the Pyramid Learning Lab Meeting, Ithaca, NY, 2005.

Strategies for the Base of the Pyramid (keynote). 2004. Graduate School of Business Administration and Leadership (EGADE), Tecnologico de Monterrey, Mexico City, Mexico, February 2004.

Strategies and Solutions for Base of the Pyramid Success: A Workshop with MNCs. World Resources Institute Conference, Eradicating Poverty through Profit: Making Business Work for the Poor, San Francisco, CA, 2004.

New markets, partnerships, and business models: Another view of emerging economies. United Nations Workshop, New York, NY, 2004.

Opportunities at the Base of the Pyramid: Entry Strategies for Low Income Markets (keynote). Universidad Iberoamericana, Mexico City, Mexico, 2003.

How to Teach Sustainable Management. Thammasat University, Bangkok, Thailand, 2003.

Global Sustainable Enterprise. Kenan Institute-Asia, Bangkok, Thailand, 2003.

Revolutionary routines: Corporate capabilities for a more inclusive capitalism. Case Western Reserve University, Cleveland, Ohio, 2003.

The Base of the Pyramid: Opportunities and Challenges. Institute for the Future, San Francisco, CA, 2003.

Learnings and Lessons from the Base of the Pyramid Laboratory. World Summit on Sustainable Development, Johannesburg, South Africa, 2002.

Sustainability in Business Schools. World Summit on Sustainable Development, Johannesburg, South Africa, 2002.

Understanding cross-sectoral alliances: Using qualitative research to explore corporate and environmental non-profit collaboration. Center for Sustainable Enterprise Advisory Board, Chapel Hill, NC, 2002.

Conservation-Based Enterprises: Business Development and Product Marketing. USAID Conference, Port Vila, Vanuatu, 1994.

Economic Growth and the Environment (keynote). Japanese Junior Chamber, Bali, Indonesia, 1994.

Planning and Business Development. United Nations Development Programme, West Sumatra, Indonesia, 1992.

Objective Setting and Corporate Planning. Polytechnic University, Blantyre, Malawi, 1991.

## **CONFERENCE PRESENTATIONS**

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London, T. 2026. Value Creation in Impoverished Contexts: Applying a Human Capital Perspective, Africa Academy of Management, Casablanca, Morocco.

London, T., Jones Christensen, L., Mackey, T., Mackey, A., Esper, H. & Grogan-Kaylor, A. 2025. Consumption by the Base of the Pyramid: The Influence of Resource (Dis)advantages on Value Creation, Academy of Management Meeting, Copenhagen, Denmark.

London, T. 2025. Base of the pyramid: Past, present and future, Strategic Symposium on Emerging Markets, Rice University, Houston, TX.

London, T. 2024. Generating profits while alleviation poverty: Yesterday...Today... Tomorrow, Africa Academy of Management, Cape Town, South Africa.

London, T. 2023. BoP: Then...Today (honoring CK Prahalad), Strategic Management Society Conference, Toronto, Canada.

London, T., 2023. What is the future of business, poverty and people in base of the pyramid contexts? Academy of Management Meeting, Boston MA.

London, T. & Rogers, J. 2023. Building better business models to achieve impact and scale, Africa Academy of Management, Cairo, Egypt.

London, T. 2021. Co-creation and convergent innovation (showcase symposium). Academy of Management Meeting (remote).

- London, T., Jones Christensen, L., Mackey, T., Esper, H. & Grogan-Kaylor, A. 2020. A demand-side perspective on consumption and well-being. Academy of Management Meeting (remote).
- London, T. & Jones Christensen, L. 2020. Poverty alleviation through enterprise engagement: A case-based discussion of an innovative approach to serving rural, low-income markets Africa Academy of Management, Lagos, Nigeria.
- London, T. & Fay, C. 2019. Which businesses are best for the base of the pyramid? Comparing poverty impact profiles. European Academy of Management, Lisbon, Portugal.
- London, T., Jones, L., Mackey, T., Grogan-Kaylor, A. & Esper, H. 2018. Health investments and human capital: Enhancing entrepreneur well-being in low-resource environments. Academy of Management Meeting, Chicago, IL.
- London, T. 2018. Improving well-being for the majority of the world (symposium). Academy of Management Meeting, Chicago, IL.
- London, T. 2018. Business model innovation for BoP market entry. 3<sup>rd</sup> International Conference on New Business Models, Sofia, Bulgaria.
- Jager, U. & London, T. 2018. Leveraging embedded capital: Co-creation in base of the pyramid markets. 3<sup>rd</sup> International Conference on New Business Models, Sofia, Bulgaria.
- London, T. 2018. Professionalizing the base of the pyramid domain: Impact on poverty and the Sustainable Development Goals. European Academy of Management, Reykjavik, Iceland.
- Godfrey, P. Rodgers, Z. London, T. & Schultz, B. 2017. Plenty + Paucity: Enhancing entrepreneurship theory by studying the base of the pyramid. Academy of Management Meeting, Atlanta, GA.
- London, T., & Fay, C. 2017. Comparing impacts across base of the pyramid business models. Academy of Management Meeting, Atlanta, GA.
- London, T., Hart S. Nobre, F. & Schaltegger, S. 2016. Designing a base of the pyramid enterprise: An interactive simulation game (PDW presentation). Academy of Management Meeting, Anaheim, CA.
- London, T., 2016. Building partnerships to research poverty alleviation (PDW presentation). Academy of Management Meeting, Anaheim, CA.
- London, T. 2016. Social innovation at the base of the pyramid (Showcase Panel), Academy of International Business Conference, New Orleans. LA.
- London, T. 2016. The interface of research and practice in base of the pyramid markets. Subsistence Marketplaces Conference, University of Illinois, Champaign, IL.
- London, T. 2015. Organizational learning and business model innovation in base-of-the-pyramid market entry. Academy of Management Meeting, Vancouver, BC, Canada.
- London, T. 2015. Base-of-the-pyramid impact enterprises: Building for scale. Academy of Management Meeting, Vancouver, BC, Canada.
- London, T. 2015. Seeking scale in base-of-the-pyramid impact enterprises: Creating a partnership ecosystem. Academy of Management Meeting, Vancouver, BC, Canada.

- London, T. & Hart, S. 2015. Re-Energizing the Base of the Pyramid Domain: Creating a Roadmap for the Next Decade (PDW presentation). Academy of Management Meeting, Vancouver, BC, Canada.
- London, T., Esper, H. & Fatehi, Y. 2014. Exploring the link between business strategy and social impact: Comparing poverty impact profiles. Academy of Management Meeting, Philadelphia, PA.
- London, T. & Godfrey, P. 2014. Poverty alleviation through enterprise development: Conversation and debate (PDW presentation). Academy of Management Meeting, Philadelphia, PA.
- London, T, Esper, H. & Fatehi, Y. 2014. Comparing Apples to Oranges: Creating Profiles to Compare Poverty Reduction across Business Strategies. Subsistence Marketplaces Conference, University of Illinois, Champaign, IL.
- London T., Esper, H. & Grogan Kaylor, A. 2013. Enhancing entrepreneurial activities in BoP markets: Understanding the influence of poverty. Academy of Management Meeting, Lake Buena Vista, FL.
- London T. 2013. Building a community of base of the pyramid scholars: Creating a legacy that can change the world (organizer and chair). Academy of Management Meeting, Lake Buena Vista, FL.
- London T. 2013. Data collection under adverse conditions: Surveying the BoP (PDW presentation). Academy of Management Meeting, Lake Buena Vista, FL.
- London, T. 2012. Connecting poverty with purchase decisions: Creating value with the base of the pyramid. Academy of Management Meeting, Boston, MA.
- Doh, J., London, T. & Kilibarda, V. 2012. Building and scaling a cross-sector partnership: Lessons from the Oxfam America & Swiss Re collaboration (symposium). Academy of Management Meeting, Boston, MA.
- London, T. 2012. Economic systems of the future. (workshop with S. Hart). Academy of Management Meeting, Boston, MA.
- London, T & Sheth, S. 2012. Impact enterprise: Understanding success factors. Subsistence Marketplaces Conference, Loyola University, Chicago, IL.
- London, T. 2011. How can I make an impact? A conversation with management researchers seeking to change the world (workshop with Govindarajan, V., Santos, F. & Sastry, A.). Academy of Management Meeting, San Antonio, TX.
- London, T. 2011. Next generation base of the pyramid strategy (workshop with Hart, S. & Barney, J.). Academy of Management Meeting, San Antonio, TX.
- London, T. 2011. A scholar's journey: Jagdish Bhagwati. Commentary for IMD Booz & Co Eminent Scholar in International Business Award. Academy of Management Meeting, San Antonio, TX.
- London, T. 2011. Base of the pyramid research: The quest for quality data (PDW presentation). Academy of Management Meeting, San Antonio, TX.

- London, T. 2010. Business model development for base-of-the-pyramid market entry. Academy of Management Meeting, Montréal, Canada.
- London, T. 2010. Building better ventures for the base of the pyramid. Academy of Management Meeting, Montréal, Canada.
- London, T. 2010. Assessing poverty alleviation impacts on local communities (symposium). Academy of Management Meeting, Montréal, Canada.
- London, T. 2010. Lessons and questions from practice: Cross-sector partnerships for sustainable development (guided dialogue with David Satterthwaite). Academy of Management Meeting, Montréal, Canada.
- London, T. 2010. Navigating the tensions in poverty alleviation research (PDW presentation). Academy of Management Meeting, Montréal, Canada.
- London, T. 2010. Bring the BoP into the classroom: Teaching at the intersection of business strategy and poverty alleviation (keynote). Subsistence Marketplaces Conference, University of Illinois, Chicago, IL.
- London, T. 2009. Business model R&D for new market entry. Management Innovation Conference, Copenhagen Business School, Denmark.
- London, T. 2009. Social repair: The base of the pyramid. Academy of Management Meeting, Chicago, IL.
- London, T. 2009. Poverty alleviation as interdependence: A review of the base of the pyramid literature. Academy of Management Meeting, Chicago, IL.
- London, T. 2009. Bringing the base of the pyramid to the classroom (symposium). Academy of Management Meeting, Chicago, IL.
- London, T., Anupindi, R. & Sheth, S. 2009. Creating mutual value with base of the pyramid producers. Academy of Management Meeting, Chicago, IL.
- London, T. 2009. Poverty alleviation, ecosystems, and business: Challenges and opportunities for a research agenda (PDW presentation). Academy of Management Meeting, Chicago, IL.
- London, T. 2009. Myth or reality? The impact of base-of-the-pyramid initiatives on poverty alleviation (PDW presentation). Academy of Management Meeting, Chicago, IL.
- London, T. 2009. Building from the ground up II: Green management and sustainable enterprise and why they matter (PDW presentation). Academy of Management Meeting, Chicago, IL.
- London, T. 2009. Sustainable Business Solutions for Poverty Alleviation: Innovations in Management Education. American Marketing Association, Chicago, IL.
- Eide, E. & London, T. 2009. Predicting business success in informal economies: An analysis of microfinance in India. American Sociological Association. San Francisco, CA.
- London, T. 2008. The base-of-the-pyramid perspective: A new approach to poverty alleviation. Academy of Management Meeting, Anaheim, CA.
- London, T. 2008. The base of the pyramid impact assessment framework: Enhancing mutual value creation. Academy of Management Meeting, Anaheim, CA.

London, T. 2008. A survey of "BoP as producer" ventures. Academy of Management Meeting, Anaheim, CA.

London, T. 2008. Building from the ground up: The questions we ask about sustainable enterprise (PDW presentation). Academy of Management Meeting, Anaheim, CA.

London, T. 2008. Where do we go now? Dilemmas and challenges for new scholars pursuing research on global poverty alleviation (PDW presentation). Academy of Management Meeting, Anaheim, CA.

London, T. 2008. Producers in subsistence marketplaces. University of Illinois, Sustainable Consumption and Commerce for a Better World Conference, Chicago, IL.

London, T. 2007. Assessing the impact of base-of-the-pyramid enterprises on poverty alleviation. Academy of Management Meeting, Philadelphia, PA.

London, T. 2007. Business model R&D for new market entry. Academy of Management Meeting, Philadelphia, PA.

London, T. 2007. Base of the pyramid research: Knowledge generation or distraction? (PDW presentation). Academy of Management Meeting, Philadelphia, PA.

London, T. 2007. Evaluating local impact: A study of "BoP as producer" ventures. Greening of Industry Network Conference, Waterloo, Ontario.

London, T. 2006. Beyond "stepping stone" growth: Exploring new market entry at the base of the pyramid. Academy of Management Meeting, Atlanta, GA.

Milstein, M. B., London, T. & Hart, S. L. 2006. Revolutionary routines: Capturing the opportunity for creating a more inclusive capitalism. Academy of Management Meeting, Atlanta, GA.

London, T. 2006. Enterprise networks: The fabric of socially-sustainable value creation (PDW presentation). Academy of Management Meeting, Atlanta, GA.

London, T. 2005. Path breaking growth: Opening the capabilities "black box." Strategic Management Society Conference, Orlando, FL.

London, T., 2005. Creating Capabilities for New Market Entry. Academy of Management Meeting, Honolulu, HI.

London, T., 2005. Collaboration or conflict? A dialogue on international corporate-NGO relations (PDW presentation). Academy of Management Meeting, Honolulu, HI.

London, T., 2005. Bottom of the pyramid research workshop (PDW presentation). Academy of Management Meeting, Honolulu, HI.

London, T. 2004. Dynamic capabilities and global strategy: Building capabilities to enter new markets. Strategic Management Society Conference, San Juan, Puerto Rico.

London, T., Rondinelli, D. & O'Neill, H. 2004. Exploring uneasy learning alliances between corporations and non-profit organizations. Academy of Management Meeting, New Orleans, LA.

London, T. 2003. Reinventing Strategies for Emerging Economies, Consortium on Competitiveness & Cooperation (CCC), University of Toronto, Toronto, Canada.

- London, T. & Hart, S. L. 2003. Reconsidering strategies in emerging economies. Strategic Management Society Conference, Baltimore, MD.
- Hart, S.L. & London, T. 2003. The role of corporations at the base of the economic pyramid. Sustainable Resources Conference, Boulder, CO.
- London, T. 2003. Entrepreneurship in emerging economies: Entry strategies for low income markets. Academy of Management Meeting, Seattle, WA.
- London, T. & Rondinelli, D. 2003. Alliances between corporations and environmental nonprofit organizations: Managing tensions to facilitate success. Academy of Management Meeting, Seattle, WA.
- London, T., Rondinelli, D., & O'Neill, H. 2003. Creating legitimacy and trust in knowledge-based international cross-sector alliances. Academy of International Business Conference, Monterey, CA.
- London, T. 2002. Innovation without boundaries: Creating alliances and enabling entrepreneurship at the periphery. Strategic Management Society Conference, Paris, France.
- London, T., Rondinelli, D., & O'Neill, H. 2002. Leading change through inter-sectoral alliance building. Strategic Management Society Conference, Paris, France.
- London, T. 2002. Creating a global innovation portfolio: A contingent resource-based view. Academy of Management Meeting, Denver, CO.
- London, T., Rondinelli, D., & O'Neill, H. 2002. Differences in inter-sectoral alliances between corporation and environmental non-profit organizations. Academy of Management Meeting, Denver, CO.
- London, T. & Rondinelli D. 2002. Building value, trust, and legitimacy in environmental collaborations: Creating capabilities to transcend organizational boundaries. Greening of Industry Network Conference, Goteborg, Sweden.
- London, T., Hart, S., & Wedel P. 2002. International collaboration in curriculum development: U.S.-Thailand business school competitiveness and sustainable enterprise program. CIBER Conference, Chapel Hill, NC.
- London, T., Rondinelli, D., & O'Neill, H. 2001. From disparity to synthesis: How do inter-sectoral alliances between corporations and non-profit organizations work? Strategic Management Society Conference, San Francisco, CA.
- London, T. & Rondinelli, D. 2001. Environmental collaborations for profit and protection: A framework for assessing corporate and non-profit group alliances. Greening of Industry Network Conference, Bangkok, Thailand.

## TEACHING

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### *MBA*

**Business Strategies for the Base of the Pyramid** (BA612), Univ. of Michigan (2005-present)  
 Fall 2025 (Section 001) – Rating: 5.0/5.0

Fall 2024 (Section 001) – Rating: 4.9/5.0  
Fall 2023 (Section 001) – Rating: 4.8/5.0  
Fall 2022 (Section 001) – Rating: 4.8/5.0  
Fall 2021 (Section 001) – Rating: 4.8/5.0  
Fall 2020 (Section 001) – Rating: 4.8/5.0  
Fall 2019 (Section 001) – Rating: 4.2/5.0  
Fall 2018 (Section 002) – Rating: 4.81/5.0  
Fall 2018 (Section 001) – Rating: 4.94/5.0  
Fall 2017 (Section 002) – Rating: 4.58/5.0  
Fall 2017 (Section 001) – Rating: 4.24/5.0  
Fall 2016 (Section 002) – Rating: 4.73/5.0  
Fall 2016 (Section 001) – Rating: 4.55/5.0  
Fall 2015 (Section 002) – Rating: 4.58/5.0  
Fall 2015 (Section 001) – Rating: 4.62/5.0  
Fall 2014 (Section 002) – Rating: 4.42/5.0  
Fall 2014 (Section 001) – Rating: 4.51/5.0  
Fall 2013 (Section 002) – Rating: 4.80/5.0  
Fall 2013 (Section 001) – Rating: 4.76/5.0  
Fall 2012 (Section 002) – Rating: 4.89/5.0  
Fall 2012 (Section 001) – Rating: 4.34/5.0  
Fall 2011 (Section 002) – Rating: 4.65/5.0  
Fall 2011 (Section 001) – Rating: 4.54/5.0  
Fall 2010 (Section 002) – Rating: 4.86/5.0  
Fall 2010 (Section 001) – Rating: 4.45/5.0  
Fall 2009 (Section 002) – Rating: 4.49/5.0  
Fall 2009 (Section 001) – Rating: 4.57/5.0  
Fall 2008 (Section 002) – Rating: 4.75/5.0  
Fall 2008 (Section 001) – Rating: 4.20/5.0  
Fall 2007 (Section 001) – Rating: 4.32/5.0  
Fall 2006 (Section 001) – Rating: 4.80/5.0  
Fall 2005 (Section 001) – Rating: 4.60/5.0

**MBA MAP (Multidisciplinary Action Projects) (BA 553), Univ. of Michigan (2006-present)**

Project locations include: Bangladesh, Benin, Cambodia, Egypt, El Salvador, Ethiopia, Ghana, Honduras, India, Indonesia, Jordan, Kenya, Liberia, Malawi, Mexico, Mongolia, Nicaragua, Niue, Philippines, Rwanda, Samoa, South Africa, Tanzania, Uganda, and Zambia.

- Developed new teaching modules for low-income market emersion experience
- Rating: 4.78/5

**Weekend MBA MAP (Multidisciplinary Action Projects) (BA 533), Univ. of Michigan (2024-present)**

Project locations include: Ghana

- Rating: 4.91/5

**Online MBA MAP (Multidisciplinary Action Projects) (BA 533), Univ. of Michigan (2022-2024)**

Project locations include: Bangladesh, Rural Alaska.

- Rating: 4.48/5

**Business Models for the Base of the Pyramid, Sofaer International MBA, Recanati Business School, Tel Aviv University, Israel (2014)**

Rating: 6.58/7.0

**Business Strategies for the Base of the Pyramid, Univ. of North Carolina (2004-2005)**

Rated in the top 5% of all MBA classes in 2004-2005

Selected as optional capstone course for Hubert H. Humphrey Fellowship Program

Spring 2005, Section 2 - Rating: 4.71/5.0

Spring 2005, Section 1 - Rating: 4.74/5.0

Spring 2004, Section 2 - Rating: 4.80/5.0

Spring 2004, Section 1 - Rating: 4.68/5.0

**Business Strategy for a Sustainable World (co-taught with Hart), Univ. of North Carolina (2003)**

Spring 2003, Section 2 - Rating: 4.67/5.0

Spring 2003, Section 1 - Rating: 4.73/5.0

**OneMBA, University of North Carolina (2009-2012)**

Sustainability, Strategy, and Strange Bedfellows

Business Strategies for the Base of the Pyramid

**Sustainable Enterprise (with Segars & Johnson), University of North Carolina (2005)**

Rating: 4.36/5.0

### *Undergraduate*

**Base of the Pyramid: Business Innovation and Social Impact (BA/STRAT 445), Univ. of Michigan (2017-present)**

Fall 2025 (Section 002) – Rating: 4.9/5.0

Fall 2025 (Section 001) – Rating: 5.0/5.0

Fall 2024 (Section 002) – Rating: 5.0/5.0

Fall 2024 (Section 001) – Rating: 4.9/5.0

Fall 2023 (Section 002) – Rating: 5.0/5.0

Fall 2023 (Section 001) – Rating: 4.9/5.0

Fall 2022 (Section 002) – Rating: 4.8/5.0

Fall 2022 (Section 001) – Rating: 4.7/5.0

Fall 2021 (Section 002) – Rating: 4.8/5.0  
Fall 2021 (Section 001) – Rating: 4.8/5.0  
Fall 2020 (Section 002) – Rating: 4.9/5.0  
Fall 2020 (Section 001) – Rating: 4.9/5.0  
Fall 2019 (Section 002) – Rating: 4.9/5.0  
Fall 2019 (Section 001) – Rating: 4.8/5.0  
Fall 2018 (Section 001) – Rating: 4.74/5.0  
Fall 2018 (Section 321) – Rating: 4.82/5.0  
Fall 2017 (Section 001) – Rating: 4.84/5.0  
Fall 2017 (Section 321) – Rating: 4.88/5.0

**Business & Leaders: The Positive Difference** (BA200), Univ. of Michigan (2017-present)

Fall 2018 (Section 001) – Rating: 4.68/5.0  
Fall 2018 (Section 003) – Rating: 4.88/5.0  
Fall 2017 (Section 011) – Rating: 4.62/5.0  
Fall 2017 (Section 013) – Rating: 4.62/5.0

**Strategic Management** (capstone strategy course), Univ. of North Carolina (1999)

Fall 1999 (Section 2) – Rating: 4.66/5.0  
Fall 1999 (Section 1) – Rating: 4.53/5.0

***Dissertations and Theses***

**Dissertation Committee**, Ali Ouattara, “The Impact of Technology on Base of the Pyramid Communities.” Institute of Environmental Engineering and Management, National Taipei University of Technology, Taiwan, 2025-present.

**Dissertation Committee**, N. Karthick Krishnan, “Experiments with Social Network and Behavior Change in Small and Micro Entrepreneurial Settings.” Department of Economics, University of Michigan, 2024-2025.

**Dissertation Committee**, Nicholas Moses, “Characterizing Engineering Design Skills and Educational Training Tools for the Early Stages of Socially-Engaged Design.” Decision Science Program, University of Michigan, 2022-2024.

**Dissertation Committee**, Dina Abdelzaher, “The Impact of MNC Subsidiary Network on Global Environmental Performance.” Florida International University, 2010-2012.

**Senior Honors Thesis Advisor**, Kayla Rothstein, “Employment for People with Intellectual and Developmental Disabilities (IDD) in India - Barriers to Entry, Strategies for Success & Opportunities for Systemic Improvement.” Ross School of Business, University of Michigan, 2023-24.

- Winner of the DEI BBA Senior Thesis Award at the Ross School of Business (April 2024)

**Senior Honors Thesis Committee**, Allyson B. Lippert, “Impact of Microfinance Initiatives on the Macroeconomic Climate of Samoa.” Kenan-Flagler Business School, University of North Carolina, 2002-03.

### ***Executive Education***

Lenovo, 2024-2025  
Industrial and Commercial Bank of China, 2018-2019  
People's Insurance Company of China, 2018  
BPF Inclusive Business Replication Fund, London, England, 2017  
Gilead Science, Custom Program, Vancouver, Canada, 2015  
Walmart, Case Workshop, Washington, DC, 2015  
Israeli Export Institute, Custom Program, 2015  
Pears Challenge, Custom Program, Tel Aviv, Israel, 2015  
Tetra Pak, Custom Program, Medina, Italy, 2014  
Instituto De Estudios Para La Sustentabilidad Corporativa, Argentina, 2008 & 2011  
Executive Program, University of Michigan, 2006-2014  
ANDE Impact Assessment Workshops, South Africa & New York, 2013  
Impact Assessment Workshops, Ann Arbor, MI, 2010  
Pfizer, Custom Program, New York, 2008 & 2009  
Technoserve, Custom Program, Lima, Peru, 2008  
Emerging Markets Group, Custom Program, Washington, DC, 2006  
Wachovia, Custom Program, Chapel Hill, NC, 2005  
Altria, Custom Program, Chapel Hill, NC, 2005  
Summer Program for ITESM Visiting Faculty, University of North Carolina, 2002  
Sustainable Enterprise Academy, York University, Canada, 2002, 2005  
Chulalongkorn University, Executive Program, Bangkok, Thailand, 2002-2003  
Khon-Kaen University, Executive Program, Bangkok, Thailand, 2003  
New Entrepreneur Program, Small Business Dev. Ctr., Dulles, Virginia, 1996-1999  
Entrepreneurship Training, Conversation International, Solomon Islands, Indonesia & the Philippines, 1993-1996  
DEMATT, New Consultant Training Program, Malawi Africa, 1990-1991  
DEMATT, Motorcycle Operation and Maintenance, Malawi Africa, 1990-1991

### **DOMAIN DEVELOPMENT**

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**Event Chair**, *Launching a BoP Roadmap*, Washington, DC, October, 2014.

**Conference Chair**, *Base of the Pyramid Summit: Creating an Action Agenda for the Next Decade*, Ann Arbor, MI, October, 2013.

**Creator**, *Base of the Pyramid Impact Assessment Workshop*, 2½ day action-based learning program, 2009-2012

**Conference Co-Chair**, *Creating a Shared Roadmap: Collaborative Advancing the Base of the Pyramid Community*, Ann Arbor, MI, October, 2009.

**Conference Chair**, *Business with Four Billion: Creating Mutual Value at the Base of the Pyramid*, Ann Arbor, MI, September, 2007.

**Conference Co-Chair**, *Research at the Base of the Pyramid: Developing a New Perspective*, Ann Arbor, MI, May 2006.

**Director**, Base of the Pyramid Learning Lab, Kenan-Flagler Business School, University of North Carolina, 2001-2004

## **SERVICE**

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### ***Area Chair***

Business Administration, 2020-2022 (two-year term).

Business Administration, 2017-2020 (three-year term).

### ***Faculty Service***

**Member**, Action-Based Learning (ABL) Advisory Committee, 2025-present.

**Member**, Community Values Committee (CVC), 2025-present.

**Member**, Provost's International Travel Oversight Committee (ITOC), University of Michigan, 2023-present.

**Selection Committee**, Provost's Faculty-Led Education Aboard Program Grants, University of Michigan, 2024-25.

**Member**, Ross Faculty Stakeholder Group, Director of Diversity & Inclusion Search, 2021.

**Faculty Lead/Conference Co-Organizer/Conference Co-Host**, Positive Business Conference, Ross School of Business, University of Michigan, 2016-17.

**Faculty Advisor**, Emerging Markets Club, Ross School of Business, 2007-2020.

**Member**, Social Impact Task Force, Ross School of Business, 2012.

**Faculty Advisor**, Independent Studies, University of Michigan (2008-present, intermittent)

**Faculty Advisor**, MBA Practicum Teams and Independent Studies, University of North Carolina (2002-2005)

**Judging**, University of Michigan, 2009-present:

- NextBillion Case Competition
- C.K. Prahalad Case Competition/C.K. Prahalad Grand Challenge
- BLUElab Socially Engaged Design Showcase

***Advisory Boards/Committees***

Board Member (Chair), Othakarhaka Foundation, Malawi, 2025-present.

Juror, Best Paper Award (Impact on Management Practice), Academy of Management Review, 2022.

Inclusive Business Working Group, Business Call to Action & Inclusive Business Action Network, 2020-2024.

Juror, C.K. Prahalad Award for Social Innovation, Kaufman Center, 2020-2024.

United Nations Development Programme, Istanbul International Center for Private Sector in Development, 2015-2020.

PRME Anti-Poverty Working Group, 2015-present.

Honorary Member, Leaders Excellence at Harvard Square, 2014-present.

Future Trends Forum, Bankinter Foundation, 2009-present.

Fourth Sector Mapping Initiative, The Urban Institute, 2014-2017.

Department for International Development, Business Partnership Fund (Selection Panel), 2017-2019.

Inclusive Business in the FMCG Sector Guide, GIZ & Global CAD, 2015-2016

Sasakawa Peace Foundation, BoP Technology Incubation and Social Entrepreneurs, 2012-2014.

World Business and Development Awards (sponsored by UNDP, ICC, and IBLF), 2010-2014.

NextBillion, 2009-2013.

VisionSpring, 2008-2013.

UNDP, Growing Inclusive Markets Initiative, 2006-2012.

Hewlett-Packard, E-Inclusion Program, 2004-2006.

### ***Faculty Affiliations***

**Faculty Affiliate**, Poverty Solutions, University of Michigan.

**Faculty Associate**, Center for Positive Organizations, Ross School of Business.

**Faculty Associate**, African Studies Center, International Institute, University of Michigan.

**Faculty Affiliate**, Center for Social Impact, Ross School of Business (2014-2018).

**Faculty Affiliate**, Nonprofit and Public Management Center, Ross School of Business. School of Social Work, and Ford School of Public Policy (2010-14).

### ***Reviewing***

**Editorial Review Board**, *Academy of Management Perspective*, 2024-present.

**Editorial Review Board**, *Journal of Developmental Entrepreneurship*, 2021-present.

**Editorial Review Board** (founding member), *Management and Business Review*, 2018-present.

**Editorial Review Board** (founding member), *Annals of Social Responsibility*, 2014-present.

**Ad Hoc Reviewer**: *Academy of Management Discoveries*, *Academy of Management Journal*, *Academy of Management Perspectives/Executive*, *Administrative Science Quarterly*, *California Management Review*, *EBSCO*, *Human Ecology Review*, *Journal of Business Research*, *Journal of International Business Studies*, *Journal of Business Ethics*, *Journal of Developmental Entrepreneurship*, *Journal of International Management*, *Journal of Management Education*, *Management Science*, *Organization & Environment*, *Organization Science*, *Strategic Entrepreneurship Journal*, *Strategic Management Journal*.

**Conference Reviewer**: Academy of Management, Strategic Management Society, Academy of International Business, European Academy of Management. 2000-present.

**Other Reviewing**: Dissertation Proposal Reviewer, INFORMS/Organization Science; Grant Proposal Reviewer, Strategic Management Society; Scientific Committee, Gronen Research Conference; Best Paper Reviewer, Academy of Management.

## *Conference Service*

**Session Chair/Facilitator/Discussant:** Academy of Management, CIBER, Net Impact, University of Michigan Conferences, University of North Carolina Conferences, etc., 2001-present.

**Program Team** (Elected), ONE, Academy of Management, 2000-2002.

## *Student Service*

**President**, Ph.D. Student Association, Kenan-Flagler Business School, University of North Carolina, 2001-2002.

**President**, Graduate Management Student Association, Drucker School of Management, Claremont Graduate University, 1987-1988.

## **CONSULTING AND MANAGEMENT ADVISOR**

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Abt Associates | Access Afya | Accion Opportunity Fund | Acesol | Acumen | Adanu | Agora Partnerships | Altria | Ashoka | Asian Productivity Organization | Aspen Institute | Bee Parks Trust | Bernard van Leer Foundation | BMZ (German Federal Ministry for Cooperation and Development) | Boond | BoP Innovation Center | Business Call to Action | Business Innovation Facility | CARE | CEMEX | Centrolac | Coca-Cola | Conecta SPA | Danone | Department for International Development (DFID) | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) | Digital Divide Data (DDD) | DowDuPont | Emerging Markets Group | Enterprise for a Sustainable World | Facebook | Farm Shops | Folio Water | Future Trends Forum | Ford | Bill & Melinda Gates Foundation | GE Power | GE Healthcare | Gilead Science | Google | Grassroots Business Fund | Global Alliance for Clean Cookstoves | Hershey | Hewlett-Packard | Honey Care Africa | I am Sustainable Studio | ICICI Bank | Inclusive Business Replication Fund (co-managed by DFID & PwC) | Industrial and Commercial Bank of China | Inter-American Development Bank (IBD) | International Finance Corporation (IFC) | Institute for the Future | Inua Village to Global | Iran Association of Industrial Managers | Israeli Export Institute | Istanbul International Center for Private Sector in Development | ITC Limited (India) | Kiira Motors Corporation | Koe Koe Tech | Kumi Hospital | Lenovo | Marshall Islands Soccer Federation | Mathematica | Mbuyu | McKinsey Consulting | Microsoft | Movirtu Cloud Phone | Nike | Othakarhaka | Oxfam | Pears Challenge (Israel) | Penda Health | People's Insurance Company of China | Pfizer | Philips | Plan International | Procter & Gamble | PwC | Reckitt Benckiser (RB) | Relationship Coffee Institute (Rwanda) | Riders for Health | Rockefeller Foundation | Rural Alaska Community Action Project (RurAL CAP) | Sanergy | Sasakawa Peace Foundation | SC Johnson | Sernanp | Sidai/Farm Africa | SunFi | SunnyMoney | Sustainable Harvest | Swiss Re | Tetra Pak | Technoserve | The Giving Exchange | The Mountain Institute | The Washington Campus | TRIBE | Unilever | United Nations Conference on Trade and Development (UNCTAD) | United Nations Development Programme (UNDP) | United Nations Foundation | U.S. Agency for International Development (USAID) | U.S.-Asia Environmental Partnership | United States Tennis Association (USTA) |

USL Forth Worth | The Urban Institute | Villa Andina | VisionSpring | Wachovia | Walmart |  
World Bank | World Business Council on Sustainable Development | World Resource Institute |  
World Vision | Xylem | Zillow