



2015-16 MBA Global Consulting Program India /IBUS 579

Overview

A select group of MBA students will travel to India in December to apply their ingenuity and advanced skills to complex strategy projects. These are real projects that will challenge MBAs to find creative solutions and build practical global experience that cannot be found in any textbook. In the process, they will help rural people build the kind of businesses that can lift their families and villages out of poverty. This is a real opportunity to make a major difference in people's lives...and to get a first-hand look at social entrepreneurship and how it works.

The group will meet on three evenings and two Saturdays during Autumn Quarter. Teams will work with the client on the ground in India for 8.5 days in December as part of a 12-night trip, then develop solutions in a required four-credit IBUS 579 class Winter Quarter. Recommendations will be presented via teleconference in February 2016, with the client providing feedback.

The Client

The Self-Employed Women's Association - (SEWA – pronounced SAY-va) - represents 1.7 million self-employed Indian women, many supporting families on less than \$2 per day. SEWA organizes these women into collective businesses and helps them feed their families, educate their children and improve the health of their communities. This is a world-class group that believes that business is the answer to poverty. Former U.S. Ambassador Melanne Vermeer calls them "a model for the world" in providing livelihoods. We will be working with SEWA's excellent staff – one Indian magazine has called them "power women" – in the group's headquarters in Ahmedabad as well as surrounding villages. More info: www.sewa.org



A past Foster MBA Global Consulting Project Group

The Schedule

The group will meet for **four mandatory meetings during Autumn Quarter**, two of them on Saturdays, two on weekday evenings. Students will fly from Seattle on Friday December 10 and begin work with SEWA Sunday evening December 12. (India is 13.5 hours ahead of Seattle in December.) After 8.5 days of intense project work, the group will fly to New Delhi for a big city evening. We will travel to Agra to see the Taj Mahal, which is even more beautiful in person than in pictures. Back to New Delhi, where we will tour the city and fly home in time for Christmas Eve – or travel further. Our longtime friend and guide Sanjay Mishra can help you make budget-appropriate travel arrangements should you decide to stay and travel further to places like Udaipur, the city of lakes and palaces, Jodhpur, the “blue city” with a massive fort featuring ziplining, and the “pink city” of Jaipur where you can ride elephants, visit the pink city palace and the picturesque Amer Fort – or other destinations.

The Trip

Fri	12/10	Depart Seattle
Sat	12/11	Arrive Mumbai
Sun	12/12	Light Mumbai sightseeing, fly to Ahmedabad late afternoon
Mon	12/13	SEWA Project Activities near Ahmedabad
Tue	12/14	
Wed	12/15	
Thu	12/16	
Fri	12/17	
Sat	12/18	
Sun	12/19	
Mon	12/20	
Tue	12/21	Fly to New Delhi for a big city evening
Wed	12/22	Visit the Taj Mahal
Thu	12/23	Delhi Tour and onwards
Fri	12/24	Arrive home at noon if you take a midnight flight

You have the option to travel further in India in the 11 days before school starts again on Jan 4.

The Winter Quarter Class

IBUS 579 will meet on Thursday evenings during Winter Quarter to develop solutions with the help of local mentors from PATH, the Bill & Melinda Gates Foundation and other organizations. Final presentations will take place in early February, at which point the class ends. IBUS 579 is a four-credit class.

Program Requirements

For full-time MBAs, this program counts as a practical experience and also meets one international perspective requirement. **For the International Business Certificate**, it can meet either the experiential requirement or the global business course elective requirement, but not both.



SEWA Construction Workers

The Projects

Students may select from the following strategy projects for SEWA.

1. **Marketing Strategy for a Handicrafters Cooperative.** The SEWA Trade Facilitation Centre (STFC), a cooperative fully-owned by its 35,000 handicrafter members, follows an established production plan enabling women in multiple far-flung villages to produce quality work in specific designs. STFC needs a strategy for marketing the goods handicrafters produce. The MBA group will look at international as well as Indian markets. Marketing or Operations interest helpful. More info: <http://www.sewatfc.org>
2. **Business Plan for SEWA Handicrafts Stores.** SEWA handicrafters sell some of their work through two stores under the brand name Hansiba, one in Ahmedabad and one in New Delhi. The MBA group will review the sales and marketing techniques of these stores, determine the level of sales required for the stores to be self-sustaining, and provide ideas for increasing sales. Marketing, Merchandising, or Finance interest helpful. More info: <http://www.sewatfc.org>
3. **Route Planning and Product Distribution for a Rural Agribusiness Cooperative.** Building on the excellent work of last year's MBA team, a Foster group will develop operations strategy for RUDI, a business packaging and selling the produce of small shareholder farmers. RUDI depends upon grassroots door-to-door Avon-type saleswomen to market and deliver their products. What is the most efficient and cost-effective distribution route and method? Operations or Sales Interest helpful. More info: www.sewarudi.com
4. **Marketing Strategy for a Rural Agribusiness Cooperative.** This project continues the work of previous MBA teams working with the RUDI Cooperative. RUDI now sells primarily to rural customers. How can it strengthen its position in a large urban market? The MBA team will analyze current systems and incentives for sales and make a recommendation. Sales and Marketing interest helpful. More info: www.sewarudi.com
5. **Financing of Solar Pumps for a Salt Farmers Collective.** Salt farming is a grueling livelihood with its practitioners in Gujarat living off the grid and barely earning enough to live. Their jobs would be made much easier and their production made much higher if they had the use of solar pumps. How can groups of salt farmers use microfinance and other mechanisms to afford and use these pumps for a better living? Finance interest helpful.
6. **Green Energy Incentives, Financing, and Training.** Working with SEWA's Hariyali Green Energy group, an MBA team will create a system for village and household energy planning integrating marketing, skill-building and microfinance. How to incentivize sometimes resistant villagers to use clean energy products that improve their health and access to better lighting and other

capabilities? Interest in Finance, Marketing and Environmental issues helpful. More info: www.gtnfw.org

7. **Implementation Strategy for a Skill-building Livelihoods Initiative.** SEWA has begun a skills-building initiative to work in tandem with microfinance loans and employment for grassroots women. The MBA team will create an implementation plan and systems, including dashboard annual and monthly monitoring structures to be used in different districts. Operations and Finance interest helpful.
8. **Design and Operations Strategy for a “Blue Fund.”** This revolving fund will provide loans for women engaged in water-based livelihoods in two different districts in Gujarat. The MBA group would ensure a sustainable structure and develop guidelines for fund disbursement and risk mitigation. Finance interest helpful.
9. **Determining the Breakeven Point for a Tools & Equipment Library.** Building on the great work of a previous MBA team, a new Foster group will work with SEWA managers to implement the business model recommended by the previous team. The tools library provides equipment to farmers who cannot afford to purchase it. The new team will analyze ongoing operations and make recommendations. Finance or Operations interest helpful.

The GCP application will ask for your top choices. It’s best to choose more than one, as we will only take on 4-6 of these projects. Applicants will be matched to specific projects based upon preference. Project groups will have 3-5 students each.

The Costs

Program Cost: \$2250	
This includes:	
All transport within India	Airport transfers, airfare from Mumbai to Ahmedabad, all car and bus transport including group project cars, airfare from Ahmedabad to Delhi, bus transport to Agra, tourbus in Delhi, airport transfer in Delhi
Lodging	Double room with bath in Mumbai, Ahmedabad, and Delhi for a total of 12 nights
Meals	Hearty breakfast and at least one other fabulous meal per day
Admissions and Activities	To the Taj Mahal and other monuments and tourist activities voted upon by the group. Walking tour, cooking class and yoga class with Bollywood movies in Ahmedabad.
Guides and Tours	Guides in Agra (the Taj) and Delhi as well as tours on foot and by bus.

Additional Expenses	
Airfare – an open-jaw ticket into Mumbai and out of Delhi	\$1250-\$2000. This costs the same as a round-trip ticket to either city. If enough people are interested in buying tickets early and flying together, we could get a group or student rate (minimal savings).
Indian Tourist Visa	About \$100 for a tourist visa plus service fee for non-Indians . www.indiavisacorp.com
Insurance	The UW requires you to purchase insurance – about \$25 for the month.

Preventive Health Measures	You will need Hep A, Hep B, Typhoid and/or whatever other vaccinations your doctor recommends. You will also need a prescription for malaria pills.
Spending Money	Most of your expenses will be paid. You will need (and want) to buy a few meals and drinks. Prices are low...but India is full of tempting gifts.
TOTAL Budget	Allow \$4000+ for the program, R/T India flight, expenses and spending.

The Application Process

To apply, you will need to e-mail a completed application to categ@uw.edu by Tuesday, May 26. You will be required to provide one reference e-mail or letter and take part in a short interview the following week. If selected, you will need to secure your spot in the program with a non-refundable \$500 down payment within 10 days. The remainder of the fee (\$1750) is due by October 5.

If you have questions or would like an application, please e-mail Program Directors Cate Goethals or Sigrid Olsen at categ@uw.edu and olsens3@uw.edu. Cate is a longtime lecturer and leadership development coach within the Foster School who has led 12 previous student trips to India. An unabashed enthusiast of all things Indian, she has led workshops on Indian commerce and business culture for Boeing and other companies. Sigrid is the Director of Full-time MBA Student Affairs for Foster whose previous career involved several aspects of international trade from export business development to finance and logistics with Paccar and other local companies. She enjoys utilizing her project management experience and history of facilitating student learning in new contexts.



MBA student group with some of their clients



The Taj Mahal