

April 14, 2011

Dear GBCC Teams,

Enclosed you will find the case for the 2011 Global Business Case Competition:

*Urban Water Partners (A), Harvard Business School, October, 2010*

This letter contains some important information about the case analysis and competition rules.

### Case analysis

Your team will take the role of the founders and executives at Urban Water Partners (UWP). The judges will play the roles of potential investors. Your job is to develop an updated presentation to the potential investors that will persuade them that the project is worth doing and that they should put money into your company.

In previous discussions with professors, mentors, and potential investors, you have been asked a lot of questions about the business plan (as presented in the case) and you have been given a lot of advice. Here are some of your notes from those conversations:

1. Preparation and discussion of the financial statements  
*Prepare income and cash flow statements (no balance sheet required) for at least three years. [A suggested format for these statements can be found at the end of this letter.] What return(s) can the investors expect? Identify the key assumptions that drive your results. Talk about how sensitive the results are to these assumptions.*
2. Identify the risks  
*What could go wrong? What additional risks exist that have not yet been accounted for? How might these risks affect the financial projections? Is it reasonable to plan on UWP being financially self-sufficient in three years in Tanzania?*
3. Outline expansion plans in Africa  
*What other cities are you considering? What factors should you take into account in making the choice? (Do not create new business plans; focus on identifying potential targets.)*
4. Other things the investors want to know  
*Are there viable alternatives to the slow-sand filtration technology? What are the advantages and disadvantages of slow-sand compared to other technologies? Is it possible to make UWP's clean water more price-competitive? How will the in-country filter manufacturing be set up and managed? How will the mobile phone payments work?*

### Competition notes and rules

- General note: it is okay to make minor changes to the numbers in the business plan. If you do, let the judges know. However, do not spend a lot of your time on such revisions. The primary focus of the competition is on how well you justify your numbers and your plans – this is more important than the specific choices that you make.
- Obviously, you will need to do outside research in order to prepare your presentation.
  - However, you may not conduct any personal interviews as part of that research. For example, do not call, visit, or e-mail anyone at the case company. The only sources that you may use are publicly available ones (print or electronic).
  - Note: You are allowed to ask librarians where reference materials are located.
- Do not discuss the case, your research, or your presentation with anyone outside your team (this includes your advisor, your ambassador, and GBCC managers) before Saturday's competition.
- If you have a question about the competition, the rules, these instructions or the case, contact Andrea Gomes ([agomes@u.washington.edu](mailto:agomes@u.washington.edu)).

I look forward to seeing your presentations on Saturday. Have fun!

Sincerely,



Debra Glassman  
Faculty Director, Global Business Center