



The Sustainability Academy

The Fisher Graduate School of International Business
Monterey Institute of International Studies

Spring 2008

IM 671: Sustainable Technology and Business Opportunity in Emerging Markets

Time: February 23-24 (Sat / Sun) 9:00 am-5:30 pm (Sat), 9:00 am-5:30 pm (Sun)

Instructors Daniel Robin & Bruce Paton

Email: [drobin@in3inc.com](mailto:d robin@in3inc.com) (831.332-5222); bpaton@sfsu.edu

Credits: 1

Office location: N/A

Office hours : N/A

Classroom location: B106

Prerequisites: None

Required readings / listening: (readings available on the course conference)

1. "Lens of Sustainability" from the Stanford Center for Social Innovation (recorded Feb. 18, 2007) featuring Wal-Mart's VP of Strategy and Sustainability and the consultant that got them started, Andrew Ruben and Jib Ellison, respectively. 54 minute Audio Podcast; download at sic.conversationsnetwork.org/shows/detail3199.html or at www.in3inc.com/media/lens.mp3
2. "The Lands of Opportunity", Chapter 1 in *The 86% Solution: How to Succeed in the Biggest Market Opportunity of the 21st Century*, by V. Mahajan, K. Banga, 2006. Wharton School Publishing.
3. "Distributed Solar Energy in Brazil: Fabio Rosa's Approach to Social Entrepreneurship" by Y. Mugica and T. London, University of North Carolina case study, 2005.

Recommended readings:

1. "Green Rush," AmericanRadioWorks documentary about Chris Erikson and Michel Gelobtera's "Green Credit Card" from American Public Media. 52 minute PodCast available from iTunes or In3 website at www.in3inc.com/media/greenrush.mp3
2. Pernick, Ron & Wilder, Clint, *The Clean Tech Revolution: the Next Big Growth and Investment Opportunity*, 2007.
3. Stuart L. Hart, *Capitalism at the Crossroads*, Wharton School Publishing. Provides an in-depth presentation of the "Creating Sustainable Value", 2002.
4. Prahalad, C.K. & S. Hart (2002) "The Fortune at the Base of the Pyramid", *Strategy and Business*, 2002.
5. *The 86% Solution: How to Succeed in the Biggest Market Opportunity of the 21st Century*, by V. Mahajan, K. Banga, 2006. Wharton School Publishing.

Course description:

Innovative and elegant new sustainable technologies and business models appear on the scene every month. What are these new technologies and practices, who’s developing them, and why are they better than the conventional approaches? These products, practices, and services make financial sense, and may at the same time reduce negative environmental impacts while producing positive social benefit.

A natural affinity occurs between some sustainable technologies and underserved markets, such as the poor of the world. This workshop explores the opportunities for business to serve these emerging markets as well as to use recent innovations to “steal” customers away from less sustainable products and services. Focus areas include renewable energy (especially wind and solar), food-friendly biofuels, biomaterials (including bioplastics, biolubricants, and other “green chemistry” petroleum replacements), green buildings, transportation, mobile applications, and water filtration / purification.

This workshop explores opportunities for business to serve customers at the “base of the pyramid,” including innovative and appropriate products & services, pricing practices, packaging, ethical supply chain practices, sales and marketing strategies, and business model case studies.

Course objectives:

Upon completion of this course, students will be able to:

- Identify business opportunities to address problems of underserved or emerging markets, including the needs of the poor, and evaluate appropriate principle-centered responses
- Evaluate the sustainability of proposed technologies and business models
- Experiment with structures and strategies, tools and techniques to frame a sustainable value proposition, and
- Think creatively about the natural affinity between sustainable technologies, business models and market opportunities.

Instructional methodology:

The course will be based on interactive exercises and scenarios that will engage participants in identifying, evaluating, and responding to emerging issues. Participants will work in small teams to develop a brief for presentation on an unmet need in the developing world or an emerging market. Following the workshop, participants will prepare team papers that describe a proposed solution to address the unmet need described in their presentations.

Testing and Grading:

Upon successful completion of the course you will receive one (1) semester hour of graduate credit. Grading will be graded based on your performance on the following:

Class Participation	35%
Oral Presentations	30%
<u>Team Paper</u>	<u>35%</u>
TOTAL	100%

Course Outline:

Date Topic _____

- 2/23 Understanding poverty and identifying opportunities for business to address unmet needs in underserved or emerging markets.
- 2/24 Innovative business models, technologies, and collaborations to address unmet needs.
- 3/12 8-10 page paper, developed by the team, sent by email.