Index

Aavishkaar 37–8, 41–2, 55–6
Abraham, Ajit 34–5
absorptive capacity 7, 83–9, 97–9, 137
   see also potential absorptive capacity
Accion International 20
accountability 17–18
Acumen Fund 12
adaptive learning 106, 128
advertisements 74–5
advocacy 106
affordability 11, 41, 43
agri-business 110–11, 118–19, 123
AIG Uganda 32, 43–8, 53–5, 132, 136
Akashganga 32, 37–43, 53, 56
Alexandre, M.T. 88
Allanblackia project 65–77, 79–81, 136
ambidexterity 7, 83–4, 87–9, 92–9
Andreasen, A.R. 31
Ansari, S. 17
Ansoff, H.I. 103–4
anti-globalization 11
Anupindi, R. 4
Appropriate Rural Technologies Institute (ARTI) 33–6, 55–6, 132
Aprovecho Research Center 34–6, 136
arm’s-length partnerships 13
Arnould, E.J. 12–13, 64
Ashoka 12
Austin, J. 18, 24, 30
Automated Milk Collection System (AMCS) 37–43, 55
autonomy 26
awareness programmes 21, 35–6, 54, 56, 121
Bacharach, M. 62
Bachmann, R. 61–2
bankruptcy laws 10
Bass, F.M. 129
Bauer, Peter 1, 138
Berger, I.E. 23, 28–31
bias-corrected confidence interval (BCCI) 94
biomass fuels 33, 108, 112–13
Birkinshaw, J. 100
Blue Star 38, 42
blueprint approach 105–6
BoP Protocol™ 8–9, 14–15, 81, 101, 106, 112, 127–8
Botero, F. 46
Bowman, E.H. 79
BP 107–8, 112–14, 117–24, 126
Bradach, J. 107
Braungart, M. 23
Breathing Space programme 32–7, 53–4, 56, 132, 136
Birkinshaw, J. 14, 20–21
Bryman, A. 89
Bunker, B.B. 61–2, 80
Burt, R. 60–61, 79
Business as an Agent of World Benefit conference 12
business models 6–7, 16, 18–19, 33, 35, 58, 81, 84, 88, 98, 105, 109, 111, 113–19, 122, 124, 126–30
commercial 32–3
flexible 7, 84, 87, 98
hybrid 54
Business with Four Billion conference 12
business-to-business (B2B) companies 115
Campbell, J.L. 68
capacity building 14, 30, 35, 43
capacity to consume 11
capitalism 3, 16
Castrol 120
CEMEX 64, 88
Center for Corporate Citizenship 22–3
Central Bank of Kenya 50, 52–3
Strategic challenges for the Base of the Pyramid

Chan Kim, W. 1–2
Charmaz, K. 67
Chen, M.-J. 16
Christensen, C. 12
Churchill, C.F. 46
Citibank 50
code of conduct 14
Coffey International 50–51, 55, 136
Cohen, M. 46, 137
Cohen, W.M. 83, 85
collaboration see cross-sector collaboration
Collaboration Value Construct 29–30
Commercial Bank of Africa 51
Commercial Bank of America 50
communication 61–2, 73–5, 82
contextualist approach 127–8
corporate social responsibility 9, 19–21, 53
Corruption 40, 46, 80–81
Creed, W. 62
challenges of 26–31
defining 24–5
research methods 32
results of 33–53
cultural differences 28
see also organizational cultures
Das, T.K. 62, 80, 133
De Soto, H. 10
decentralization 8, 105, 128
decision-making 24, 27, 42, 64
Dees, J.G. 17–18, 106
Department for International Development (DFID) 50, 53
Development Alternatives Group (DA) 33–6, 55–6, 132
development organizations 1, 64, 78
donations 25–6, 31, 35
double bottom line 18
DSM 107–8, 114, 117–21, 126–7, 136
dynamic capabilities approach 8, 130–31, 133–4
see also resource-based view
eChoupal 107–8, 110–12, 118, 120, 122, 124
economic downturn 15, 114
ecosystem development 14–15, 21, 105, 137–8
Edwards, M. 106
Eisenhardt, K.M. 65, 108, 110, 132
embeddedness 64, 105
emerging consumer markets (ECM) 113
employee loyalty 26
empowerment 15
end-to-end solutions 117
entrepreneurship 10, 31, 34–5, 42, 44, 64, 108, 113, 118, 121
see also social entrepreneurship
environmental dynamism 87, 89, 91–8
environmental issues 11, 23, 26–7, 77
Equity Bank 50
Eradicating Poverty Through Profit conference 12
ethics 19, 138
face-to-face contact 62, 73, 79
Faida MaLi 73
Faulu Kenya 50–51
financial crisis see economic downturn
Financial Deepening Challenge Fund (FDCF) 50, 53–4
FINCA 43–8, 54–5, 132, 136
First Energy 114
flexibility 5, 7, 26, 84–9, 92–8, 121
flexible business models 7, 84, 87, 98
Food and Agriculture Organization (FAO) 114–15
Ford, D. 134
Fortune at the Bottom of the Pyramid, The 1, 3–4, 10–11
Fosfuri, A. 87
fundraising 24
Gambetta, D. 62
Garnsey, E. 104
George, G. 85–6
globalization 22, 33, 37
see also anti-globalization
Grameen 4, 63–4
glass-roots organizations 14, 19, 55
Grewal, R. 86
Gujarat Cooperative Milk Marketing Federation (GCMMF) 37
Gündel, S. 103
Hambrick, D.C. 16
Hammond, Allen 12, 105
Hancock, J. 106
Hart, S.L. 3–6, 11–14, 16, 58–9, 63–4, 80, 84–5, 126
Harvard Business School’s Social Enterprise Initiative 12
Hayes, A.F. 93
Hindustan Lever 12, 58–9
Hockerts, K. 17
Honey Care Africa 64
Hughes, Nick 50
Hulme, D. 106
human rights 19
Hunt, S.D. 60–62, 79
Hurry, D. 79
ICICI Bank 4
illiteracy 37, 118
incentives 22, 24, 27
see also motivations
indoor air pollution (IAP) 32–3, 35, 112
innovation 6–7, 29, 32–3, 48, 59, 83–5, 96–100, 104, 107, 114, 130, 137–8
embedded 15
and social entrepreneurship 17–19
technological 10
International Institute of Rural Reconstruction 103
International Youth Foundation 30
internationalization 41–2
Ireland, R.D. 64
ITC 107–8, 110–12, 117–24, 126
Jansen, J.P. 91–2
job creation 13, 33
job satisfaction 26
Johnsen, R.E. 134
Kale, P. 135
Karnani, Aneel 13, 15, 138
Kelkar, A. 12
Ketchen, D.J. 64
Kistruck, G.M. 64
Knez, M. 60–61, 79
Kolk, A. 16
Leftley, R. 46
Levinthal, D.A. 83, 85, 137
Lewicki, R.J. 61–2, 80
Lieberthal, Kenneth 11–12
Light-up-the-World Foundation 12
Lindemann, E. 89
local customs, norms and beliefs 82, 86, 98
London, T. 2–6, 18–19, 63–4, 84–5, 126
Lonie, Susie 48–53
Lule, Robert 44–5
luxury items 13

Mair, J. 13, 17, 63, 88, 134
Maleri, G. 20
Map Agro 134
March, J.G. 83
marketing 13, 20, 31–2, 54
Martin, J.A. 132
Mascarenhas, B. 103–4
mass communication 74–5, 82
Matthyssens, P. 86
Mauborgne, R. 1–2
Mayer, R.C. 60–2, 79–80
McCord, J.S. 46
McCord, M.J. 43, 46–8
McDonough, W. 23
McEvily, B. 60, 137
mechanisms 68–71, 74–9, 88, 130, 132
Micro Enterprise Development Network (MED-Net) 45–8
micro-finance 4, 13, 20, 32, 37, 42–51, 54–5, 115, 132
micro-insurance 43–8, 53–4, 132, 136
MicroSave 50–51
Miles, R. 62
Miller, D. 102
mobile phones 42, 48–9, 51
Mohr, J.J. 12–13, 64
Morgan, R.M. 60–62, 79
motivations 22, 24, 27, 73
for cross-sector collaboration 23, 29
see also incentives
M-Pesa 32, 48–55, 136
multinational corporations (MNCs) 7, 10–14, 16, 23, 33, 59–60, 63–5, 78–9, 81, 86, 100–2, 105, 107, 110, 114, 120, 125, 128, 132, 138
Mwaura Nduati, Stephen 52–3
Namugongo Fund for Special Children (NFSC) 47
National Program for Improved Chulas (NPIC) 34
Neev 107–8, 114, 120
Nepal Dairy Association 37–8
networking 106
nextbillion.net 89
Nike 58–9
Nkangi, Edward 46–7
Nokia 30
non-governmental organizations (NGOs) 3–4, 14, 20–21, 33, 35–6, 50, 56, 59, 64, 66–7, 69, 71–4, 76–8, 80, 103, 105, 108–9, 113, 115, 118–22, 132, 136–7
see also cross-sector collaboration
North, D.C. 9
Onyango, Matilda 52
Ooorja venture 107–8, 112–14, 118, 121, 125
opportunistic behaviour 61
Opportunity International 46
opposition to BoP 6, 13–14
organizational cultures 22, 24, 28–9, 63, 81, 107
Osinde, S. 43
outsourcing 13–14
packaging 13, 58, 110
Panchmahal District Co-operative Milk Producers’ Union 37, 41–3, 56
Partnership for Clean Indoor Air 56
paternalism 26
Penrose, E.T. 104
performance measures 22, 24, 28
Perrini, F. 18
Perrone, V. 60, 137
Philips 12
Pisano, G. 84
potential absorptive capacity (PACAP) 85, 87–9, 91–8
poverty alleviation 1, 3, 6–7, 9, 16, 50, 66, 73
power 28, 63, 134
Prahalad, C.K. 1–5, 10–16, 20–21, 27, 59, 63, 88, 102
Preacher, K.J. 93
price points 13
private sector 1, 33, 42, 47, 49, 56, 107
product life cycles 99
professional languages 24, 28, 63
profits 14, 35–7, 42, 53, 56, 69, 105, 119, 135–6
property rights 10, 132
public policy 24–5
public sector 3–4, 6, 16, 18, 47, 49
purchasing power parity (PPP) 2, 13
quality of life 34
Raff, D.M. 97
Raisch, S. 100
Rau, C. 89
real estate 10
see also property rights
realized absorptive capacity (RACAP) 85
see also absorptive capacity
reciprocity 60–61, 80
regulatory frameworks 20
relational capabilities 131, 133–5, 138–9
research and development (R&D) 53
resource-based view (RBV) 8, 130–31, 133–4
see also dynamic capabilities
approach
Ridley, Jonathon 50
Rivera-Santos, M. 16
Robinson, J. 17–18
Rogers, E.M. 104
Roth, J. 47
Rothaermel, F.T. 88
Rufin, C. 16
Sachs, Jeffrey 1
Safaricom 32, 48–9, 51–2, 55
Samuchit Enviro Tech 36
Sanchez, R. 86
S.C. Johnson 12
scaling 6–8, 21, 101–2, 125–30, 136–7
Schwab Foundation 12
Sebageni, G. 43
seed capital 33, 35
Seelos, C. 13, 63, 88, 134
Index

self-assessment 29
self-employment 46
self-help groups 54, 106
shanty towns 64
Sharma, S. 63
Shell Foundation 32–7, 53–6, 132
Shree Kamdhenu Electronics Private
Limited (SKEPL) 32, 37–8, 40–43,
53, 55–6
Shuen, A. 84
Simanis, E. 15, 59, 101, 105, 127
Singh, H. 135
Skoojo Foundation 12
Skoll Foundation 12
SNV 78
social alliances see cross-sector
collaboration
social entrepreneurship 9, 17–19
Solaе Company 15
solar energy 42
standard of living 34, 138
stereotypes 27–8
structural atrophy 26
Sullivan, R. 29–30
supply chains 35, 59, 65–6, 78, 123
sustainable development 11, 50

Tansuhaj, T. 86
Tanzanian Ministry of Natural
Resources and Tourism 78
TARАhaat 36
Taylor, C.E. 106
technology 2, 10–11, 23, 27, 34, 37–40,
42, 48, 51, 53, 88, 115, 133
Teece, D.J. 84
telenor 4, 63, 134
teng, b.-s. 62, 80, 133
top-down thinking 8, 105, 138
transparency 37, 43, 74
transparent communication 74
trial-and-error approach 10
Tribo, J.A. 87
triple bottom line 14, 18
trust 6–7, 14–15, 21, 37, 40, 54, 58–60,
79–82, 118, 120–21, 127, 130,
136–7
in BoP studies 63–4
in cross-sector collaboration 28–30
two-way learning 14
Uganda Agency for Development
(UGAFOD) 45–6
UN Millennium Project 1
Unilever 7, 58, 60, 65–71, 73–4, 76–81,
132, 136
United Nations Capital Development
Fund 12
Uvin, P. 102–3
value chains 7, 36–7, 75–6, 79, 136
value creation 18, 28, 30, 97, 133
value propositions 15, 21, 117
Van Bruggen, G.H. 91
van Ees, H. 61–2
van Oudenhoven, N. 105, 128
Vaughan, Pauline 48–51
Vodafone 32, 48–55
Volberda, H.W. 91
volunteering 31, 55
Vurro, C. 18
Waddell, S. 27
Waddock, S.A. 24–5
Wagner, S.M. 89
Wal-Mart 58
Warner, M. 24, 29–30
Wazir, R. 105, 128
Webb, J.W. 64
Weiser, J. 27–30
Wheeler, D. 12, 64
Whitney, P. 12
Winrock International 37–8, 41, 43
World Bank 10
World Health Organization (WHO) 112
World Resources Institute 12
World Shoe project 58
World Summit for Sustainable
Development 50
World Vision 46–7
Yamey, Basil 138
Yaziji, M. 23, 28–9
Yunus, Muhammad 4, 63
Zaheer, A. 60, 137
Zahra, S.A. 85–6