

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
Brugmann, 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

- 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
 cross-sector collaboration 4, 6–7, 17–18, 20–24, 53–7, 106, 117, 120, 127, 129–30, 132, 136
 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
 grass-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
- non-profit organizations 13–14, 16–18, 20, 22–8, 30–31, 33–7, 43, 47, 49, 51, 53–6, 89, 132–3, 135
see also cross-sector collaboration
- North, D.C. 9
- Onyango, Matilda 52
- Oorja 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

- self-assessment 29
 self-employment 46
 self-help groups 54, 106
 shantytowns 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
 Skojo Foundation 12
 Skoll Foundation 12
 SNV 78
 social alliances *see* cross-sector collaboration
 social entrepreneurship 9, 17–19
 Solae 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
 TARAhaat 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