NextBillion 2011 Case Writing Competition Winners Collection: Case Studies in Social Enterprise and Base of the Pyramid

This collection includes the following:

Page 3  (1st Place) Village Capital: Using Peer Support to Accelerate Impact Investing
John Hill (pseudonym) founded Village Capital, which invests in for-profit companies seeking social and environmental impact. The firm employs an investment strategy that utilizes peer support cohorts of entrepreneurs. Inspired by “village bank” methodology, Hill invests in enterprises in each cohort—but places investment decisions with the entrepreneurs. Before investing $1 million in Village Capital, Hill considers 3 strategic decisions to guide the program: whether Village Capital is for-profit or non-profit; expansions into the developed world or emerging markets; challenges of developing secondary markets.

Page 17  (2nd place) The South Pacific Business Development Foundation: Fighting Poverty in Fiji
The South Pacific Business Development (SPBD) Foundation is a microfinance organization with a proven track record. SPBD achieved financial sustainability and a 90% repayment rate by emphasizing personal accountability, microenterprise development, and education improvements for female borrowers. After succeeding in Samoa and Tonga, SPBD owner Greg Casagrande wants to expand into Fiji – a larger, wealthier, and more ethnically diverse market. Casagrande considers whether SPBD can simultaneously navigate an unstable political and economic environment, establish its brand, and diversify its product portfolio to meet unique client needs.

Page 39  (3rd place) Catch a Falling STAR: Sustainable Financing for a BoP Hospital
STAR, a comprehensive mission hospital in India, is facing an impending decrease in donations, which currently comprise nearly 50% of total funding. Its founder, Gautam Vora, must consider altering its business model to adopt more sustainable financing mechanisms. To do so, he benchmarks three other hospitals that serve the BoP including two in India and one in Uganda.

Page 59  (4th place) Good Capital and the Emergence of the Social Capital Market
Kevin Jones, cofounder of social investment firm Good Capital, considers expansion strategies for Good Capital. He has three options: raising a second fund, expanding the SOCAP conference to develop the impact investing industry, and increasing the reach of their Hubs — work places for entrepreneurs. He considers whether Good Capital should broaden its scope to include international markets. Jones decides to first estimate the profitability and social return on all three expansion strategies, including the qualitative pros and cons for each.

Page 71  (5th place) Habitat for Humanity: Implementing a Global Strategy Locally
Henry Smith, Director of New Orleans Area Habitat for Humanity, was encouraged by Habitat’s executives to build affordable, environmentally sustainable homes, which seem to attract donor and foundation support. Smith must decide if and how to facilitate this new strategy, taking into account various questions: Can and should the New Orleans affiliate do both rehabilitation and environmental sustainability programs at once? What is the best way to implement it in New Orleans? Will this be consistent with the organization’s philosophy?