



UNIVERSITY OF
CAMBRIDGE

PROGRAMME FOR INDUSTRY

CELEBRATING **20** YEARS 1988–2008

**SUSTAINABILITY LEADERSHIP IN
EMERGING MARKETS**

**BUSINESS
AND POVERTY
LEADERSHIP
PROGRAMME**

The Challenge of Poverty

Poverty remains one of the world's greatest challenges, with over two billion people estimated to be living on less than \$2 per day. If the global population grows in line with current predictions then 90% of people will be living in one of today's developing countries within the next thirty years.

"I feel really privileged to have been offered this opportunity to learn more about business and poverty. I will commit to following up on what I have learnt and the contact I have made to seriously forge some strategic alliances with business in the fight against poverty."

Shehnilla Mohamed, Country Programme Director for South Africa, Oxfam



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In order to improve their quality of life, low income communities need access to both the goods and services that can sustain them as well as the opportunities to engage in and generate economic activity. There are tremendous strategic opportunities for businesses that recognise the long term economic potential in providing these local communities with access to the wider market economy.

There are also growing expectations amongst governments and civil society that businesses should actively engage with and contribute to the communities in which they operate. In short, the existence of widespread and persistent global poverty is a business

issue which poses both risks and opportunities, and has significant implications for business strategy and practice.

Some of the world's most influential corporations have already developed innovative and profitable business models in response to these issues. Many of these, however, are still in their early stages of development and are yet to be scaled up. A transformation in business behaviour will only be achieved when leaders possess a greater awareness of the commercial opportunities relating to poverty and a more sophisticated understanding of the strategies that will assist them in responding to these challenges and risks.

Reducing our own sustainability footprint

The Cambridge Programme for Industry brings together leaders from around the world to attend events which address global sustainability issues. These events inevitably have environmental impacts of their own. We are committed to minimising these impacts, firstly by considering journey distance and means of travel to venues for our programme team, faculty and contributors; secondly, through working to source organic and locally produced food and drink at our events; and, finally, through minimising our use of hard copy materials. We realise that, in spite of these efforts, our programmes still have a carbon footprint. To address this, we offset the carbon footprint of the venues we use, as well as the travel footprint of the programme team, faculty and contributors. We encourage participants to offset the carbon impact of their own travel to and from our events. If participants opt not to offset their carbon, we will do so on their behalf. In addition to this, we offset the operational footprint of our day-to-day office activities and continually seek to reduce our waste, energy use and raw material consumption.

The Business and Poverty Leadership Programme (BPLP), launched in 2006, examines the inter-relationship of business and poverty. The Programme enables leaders from major organisations to develop an advanced understanding of how, through their mainstream commercial activities, businesses can improve the quality of life of the world's poorest communities. It examines 'base-of-the-pyramid' approaches, as well as the social and economic impacts of corporations in developing countries. A central theme of the Programme is to consider ways in which corporations can work effectively with donor organisations, host governments and NGOs towards eradicating poverty.

About the Programme

Working intensively over four days, participants explore the challenges that poverty (and working in countries where poverty is widespread) raises for commercial organisations. Participants will also consider the opportunities for business to achieve growth and profitability through responding to these challenges, as well as the implications of business operations in emerging markets for poverty and local communities.

World-class contributors and facilitators, including experienced business practitioners and experts from a range of disciplines, employ a variety of learning approaches to deepen delegates' understanding of the issues.

The objectives for the Programme are to:

- Explore the commercial opportunities for major corporations through more inclusive business practices.
- Assist the development of effective business strategies for responding to the challenges and the risks of investment in developing countries.
- Provide a unique source of leading edge expertise in poverty eradication through innovative commercial activity.
- Act as a catalyst for partnerships between businesses, donors, host governments and NGOs.
- Create a high-level international network for the exchange of ideas and best practice on responding to the challenges of poverty.

The benefits of attending

Programme delegates will:

- Enhance their understanding of the implications of poverty for business strategy, and of business activity for poverty.
- Investigate and evaluate a range of conceptual and practical models and approaches to thinking about poverty.
- Explore best practice and learn collaboratively with other managers, peers, and experts in the field.
- Have an opportunity for critical reflection, with their peers, on existing corporate strategies on poverty.
- Be better equipped to recognise and explore viable opportunities for engaging with local communities and developing partnerships.
- Develop an understanding of how to improve the environment for businesses operating in developing countries.
- Build an advanced awareness of relevant emerging trends and issues, and how these affect the business agenda.
- Be part of a network of thought leaders and leading exponents in the area.

"One of the richest experiences in my professional and personal life."

Dave Berdish, Ford Motor Company



Who should attend?

The Programme is designed for delegates drawn from major companies, non-governmental development organisations, donor or finance organisations, and developing country governments. For corporate delegates, who will comprise the majority of participants, the Programme is aimed at senior managers who have, or can be expected to have, responsibility for business development, product development, CSR or for business units in emerging economies.

To ensure the seniority of individuals and to achieve a balance of delegates at each seminar, admission will be by nomination only. All nominations will be reviewed by a

Selection Committee which will ensure the appropriate balance of representation from:

- The public, private and NGO sectors.
- A variety of industries.
- Developed and developing economies.
- A cross-section of functional expertise.

This is a global programme appealing to delegates worldwide. It is not designed nor intended primarily for delegates coming from the country in which the seminar is held. Applicants from major companies and organisations worldwide are actively encouraged to nominate.

What to expect at a Seminar



2006 Seminar delegates, Cambridge

“Overwhelmed with the diversity of people and intelligence in the room. Common focus on Poverty.”

Fernando Marchant, BHP Billiton Base Metals

Programme themes

The Programme’s seminar, which runs over four days, explores four main themes:

- The context of poverty – the nature, extent and causes of global poverty, why this is a business issue, and the associated constraints and opportunities.
- The economic and societal scenarios and associated impacts of business operations in emerging markets.
- The opportunities associated with innovative models of thinking, such as ‘base-of-the-pyramid’ and other approaches, and the experience of global business in relation to this.
- The challenge of identifying appropriate roles, responsibilities and partnerships between business, government and civil society.

A selection of topical business case studies will also be presented. These have included:

- Key trends in global poverty and demographics and how these may impact on business.
- Understanding corporate social impacts and the experience of Unilever and Oxfam in running a joint project examining impacts across the value chain in Indonesia.
- Sustainability-linked venture capital initiatives in India.
- Collaboration between companies and NGOs.
- The challenges of producing lighting and cooking products aimed at poorer consumers in emerging markets.
- The experience of resolving community conflict when competing interests arise between resource companies and indigenous communities.

Indicative Seminar Outline:

DAY 1	DAY 2	DAY 3	DAY 4
	ROADMAP FOR THE DAY	ROADMAP FOR THE DAY	ROADMAP FOR THE DAY
	THE IMPACT OF POVERTY ON BUSINESS	EMBEDDING POVERTY ISSUES INTO CORPORATE STRATEGY	ENABLING TRANSFORMATIONAL CHANGE
	CURRENT CORPORATE PRACTICE Case studies The consequences for business	A FORTUNE AT THE BOTTOM OF THE PYRAMID?	SYNDICATE GROUP Group work & discussion
			CLOSE AND COMMITMENTS
WELCOME LUNCH		LUNCH	
WELCOME, INTRODUCTION AND ROADMAP	PARTNERSHIPS FOR THE FUTURE Business & Civil Society Business & Public Policy	UNDERSTANDING THE BUSINESS OPPORTUNITY Case Studies	
FRAMING THE CONTEXT: What we mean by poverty? Socio-economic scenarios Sustainable development context			
UNDERSTANDING POVERTY Facts, perspectives & current trends Nature, extent and causes of poverty Current development thinking Business & poverty frameworks	SYNDICATE GROUP Group work & discussion	COMMUNITY DEVELOPMENT	
	FREE TIME		
SYNDICATE GROUP Group work & discussion	ETHICS, VALUES & SOCIAL JUSTICE	SYNDICATE GROUP Group work & discussion	
	RECEPTION	POVERTY, CORRUPTION & BUSINESS	
DINNER	GALA DINNER	DINNER	

Key: ■ Small group sessions ■ Plenary sessions with expert input and discussion ■ Syndicate group

Unrivalled access to leaders in the field

Attending a Business and Poverty Leadership Programme Seminar offers an unrivalled opportunity to draw on the resources of expert members of the Core Faculty and a number of leading international external contributors.

Faculty Team

The Faculty team that guide and facilitate the Programme consists of business leaders, academics and other leading thinkers with personal commitment and in-depth knowledge of the issues surrounding business and poverty. They are experienced facilitators who help shape the Programme, contribute to and encourage debate and discussion during the seminar, and guide delegates in group work, focus workshops and syndicate sessions. The 2008 Faculty team will be drawn from the following:

Jeremy Baskin
Director, Australia
University of Cambridge Programme for Industry

Jeb Brugmann
Founding Partner
The Next Practice

Richard Calland
Executive Director
Open Democracy Advice Centre,
South Africa

Will Day
Senior Associate
University of Cambridge Programme for Industry, and Special Advisor, UNDP

Dr Shailaja Fennell
Lecturer in Development Studies
University of Cambridge

Bobby Godsell
Formerly CEO of AngloGold Ashanti
Chairman, Business Unity South Africa (BUSA)

Jane Nelson
Director CSR Initiative
John F Kennedy School of Government
University of Harvard

Prof Edgar Pieterse
Director, African Centre for Cities
University of Cape Town, South Africa

External contributors

A range of specialists and practitioners with experience of the issues are also invited from business, NGOs, academia and government to contribute to the Programme. Those that have contributed in the past include:

Zackie Achmat
CEO
Treatment Action Campaign

Sarah Adams
Global Village Energy Partnership (GVEP)

Prof Charles Ainger
Head of Sustainable Development
MWH

Becky Buell
Senior Advisor Strategy and Innovation
Oxfam

Paul Bulcke
Executive Vice President
Nestle SA

Nomhle Canca
CEO
BluelQ Investment Holdings

James Cantamantu-Koomson
Regional Head of Financial Institutions for Africa
Standard Chartered Bank

Juan Carlos Castilla-Rubio
Director, Global Sustainable Development
Cisco Systems

Mandy Cormack
VP Head of Corporate Responsibility
Unilever

Judith February
Head of Political Information & Monitoring Service
Open Democracy Advice Centre (IDASA)

Jenni Gillies
Group HIV Consultant
SABMiller plc

Gustavo Grisa
Coordinator
CVRD – Companhia do Rio Doce

Khatira Iskender
Corporate Responsibility Policy Coordinator
BP plc

Corinne Jeanmaire
NSB Initiatives Program Manager
Philips Lighting

Dr Alan Knight
Founder
Single Planet Living

Lucy Koechlin
Programme Manager
Basel Institute on Governance

Lisa Kropman
Head of Social Investment
Investec Bank Ltd

Eric Leong
Supply Chain Manager
SABMiller plc

Pete Lewis
CEO
Wine Industry Ethical Trade Association (WIETA)

John Manzoni
Chief Executive
Talisman Energy Inc

Kristine Pearson
Chief Executive Officer
Freeplay Foundation

Dr Francis Petersen
Executive Head: Strategy
Anglo Platinum

Adrian Ristow
Group Public Affairs Manager
Coca-Cola Sabco Group (CCS)

Karen Scriven
Senior Director of Constituency Development
Mercy Corps

Fernando Seixas
Manager in Real Microcredito
ABN AMRO Bank

Prof Mark Swilling
Director, Sustainability Institute
Stellenbosch University

Paul Warner
Global Practice Leader Community Development
BHP Billiton

What to expect after a Seminar

“I really appreciate the alumni events. The speakers are passionate about their subject and they address today’s issues in a practical and thought provoking way. Afterwards there is ample time to network with people from a wide variety of industries and commerce.”

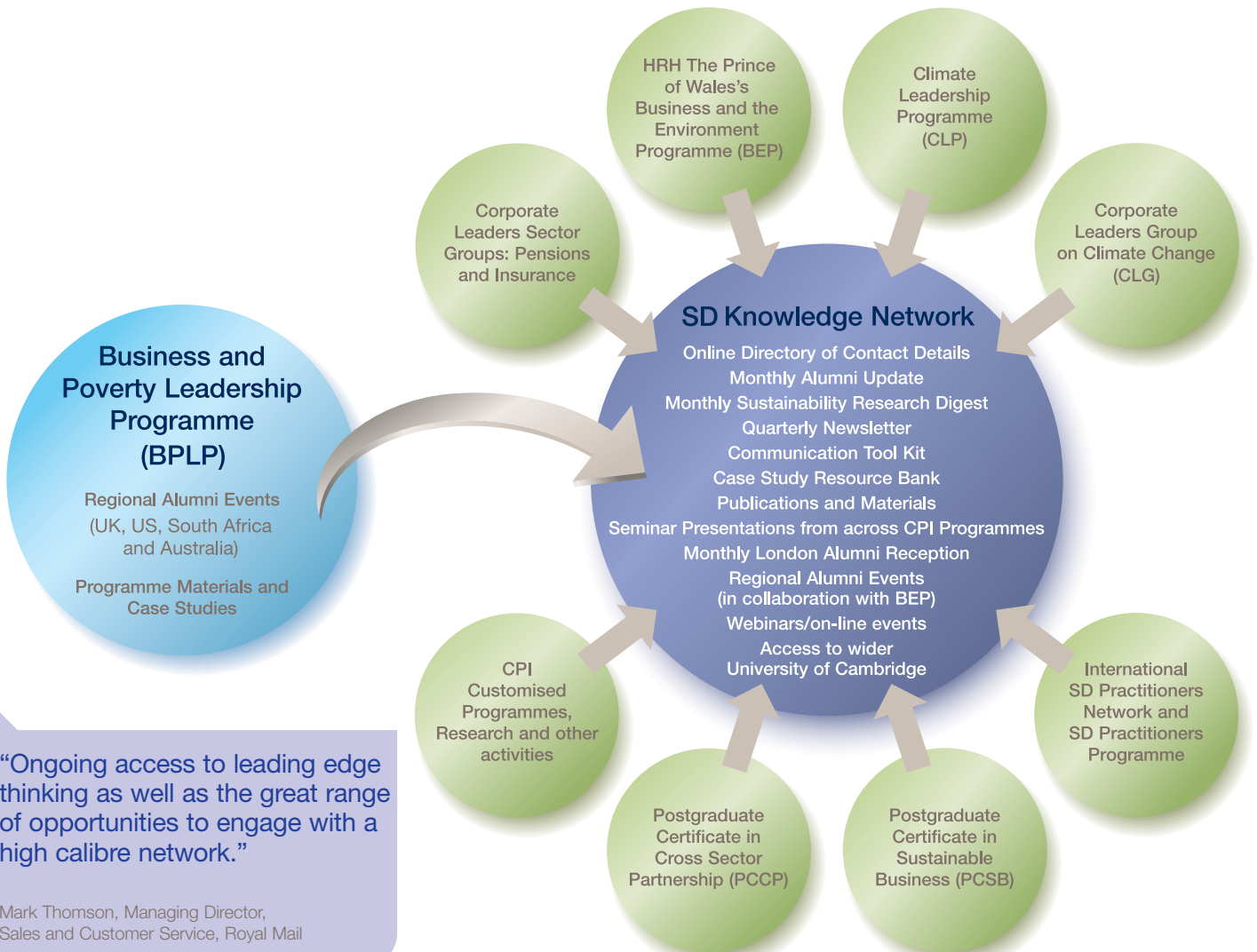
Ann Cairns, Chief Executive Officer, Transaction Banking, ABN AMRO

Having attended a seminar, you will join an international community of over 100 alumni of the Business & Poverty Leadership Programme and a global SD Knowledge Network of over 2,500 members. Many of the alumni have a personal commitment to contributing to poverty alleviation by driving change efforts within their organisations and beyond.

BPLP alumni are also invited to join the University of Cambridge Programme for Industry’s (CPI) SD Knowledge Network*, which brings together alumni from across CPI’s Programmes, Dialogues and other activities, all sharing a common interest in sustainability.

participants remain informed and engaged, as well as providing a support structure for those committed to acting for long term change in their organisations. It will provide unparalleled access to world class thinking and leadership for sustainability via a highly active and international network, currently extending to over 2500 people worldwide.

Membership of the CPI’s SD Knowledge Network will provide a wide range of activities and services in order to help



“Ongoing access to leading edge thinking as well as the great range of opportunities to engage with a high calibre network.”

Mark Thomson, Managing Director, Sales and Customer Service, Royal Mail

* terms and conditions apply

How to join this unique forum



“The seminar has inspired me and I’m going back positively changed.”

Maureen Mwanawasa, First Lady of Zambia

Application Procedure

Acceptance onto the Seminar is by nomination and selection only, although self nominations are also welcomed. Nomination forms are available online at www.cpi.cam.ac.uk/poverty, or from the University of Cambridge Programme for Industry tel: +44 (0)1223 332 772, email: poverty@cpi.cam.ac.uk.

As this programme is very popular, we strongly recommend early applications. All nominations are reviewed on a monthly basis by the Selection Committee, which seeks to achieve the optimum balance of participants in terms of geographical spread, industry, sector and area of expertise.

Acceptance criteria

The Seminar is primarily intended for corporate senior executives, who will typically be Directors and Senior Managers with responsibility for business development, product development, CSR, or for business units in emerging economies.

A small number of places on each Seminar are reserved for senior representatives from the public sector and from NGOs who have an interest in understanding the response of the business sector to the poverty challenge. Public sector and NGO participants are required to be of equivalent seniority to the corporate participants.

Applicants will be required to demonstrate:

- Appropriate seniority of position.
- Fluency in the English language.
- Ability to pay the fees, or to identify a sponsoring institution.

Seminar fees

The fee for attending the Seminar is £3,950* (VAT exempt) per person and includes learning materials, accommodation and meals throughout the event.

A limited number of scholarships covering part of the Programme fee are available to senior Government, Non Governmental Organisation representatives and corporate delegates from local companies based in emerging markets, who would otherwise be unable to participate.

Terms and conditions

Participants are required to be in residence on-site throughout the Seminar and be able to attend all sessions. Seminar places are to be guaranteed with a purchase order number or credit card details. Invoices are payable within 30 days of invoice date. Cancellations are non-refundable, however a 25% discount may be offered on a subsequent Seminar. Seminar places are not transferable. Participant substitutions will be accepted only at the discretion of the Selection Committee. It is not possible to accommodate accompanying partners.

*At time of printing

Seminar dates, location and venue



Key dates

9th-12th December 2008,
Madingley Hall,
Cambridge, UK.

Seminar venue

The 3rd Business and Poverty Programme seminar will be held at Madingley Hall, outside Cambridge. This 16th Century hall, set in its own landscaped grounds of over seven acres, has been reserved for the exclusive use of the Seminar. The hall was rented by Queen Victoria in the 1860s as

a residence for the then Prince of Wales when he was an undergraduate at Cambridge University.

Accommodation and facilities

All bedrooms have en suite facilities and are equipped with telephones and internet connections. Meals will be served in the historic dining room, and the main sessions will be held in the Saloon. There is a common room, where newspapers are provided, and a bar-lounge. Office facilities are available, including a fax and message service.

In 2008 The University of Cambridge Programme for Industry (CPI) will celebrate its 20th anniversary.

Over the years CPI has developed an expertise in helping leaders deepen their understanding of the social and environmental context in which they operate and respond in ways that benefit their organisations and society as a whole.

CPI provides leadership development programmes, dialogues and other learning services for senior individuals and major organisations around the world. Our focus is on developing capacity to develop creative responses to global challenges, working predominantly with the corporate sector, but increasingly also with government and civil society. Our expertise lies in understanding how people learn and in developing learning processes that can change individuals and organisations in ways that will move society towards sustainability.

CPI's programmes draw on world class contributors from academic, policy and practitioner circles. We collaborate with academic and other partners and our work is underpinned where relevant by applied research.

Over 2,500 leaders from hundreds of organisations have worked with us and remain in touch with each other through our active Sustainable Development Knowledge Network, which provides a vehicle for ongoing debate and development.

CPI is a department of the University of Cambridge, with offices in the United Kingdom (Cambridge), South Africa, North America and Australia. CPI's work supports the mission of the University of Cambridge, which is to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence.

For further information visit:
www.cpi.cam.ac.uk

In Europe:

University of Cambridge
Programme for Industry,
1 Trumpington St,
Cambridge, UK CB2 1QA

Tel +44 (0)1223 332772
Email info@cpi.cam.ac.uk
www.cpi.cam.ac.uk

In South Africa:

University of Cambridge
Programme for Industry,
PO Box 2264, Clareinch,
Cape Town, 7740 South Africa

Tel +27 (0)21 671 8803
Email peter.willis@cpi.cam.ac.uk
www.cpi.cam.ac.uk

In Australia:

GPO Box 1861
Suite 6, Level 5
118 Queen Street, Melbourne
Vic 3000, Australia

Tel +61 (0)3 96 42 0220
Email jeremy.baskin@cpi.cam.ac.uk
www.cpi.cam.ac.uk

In The United States:

University of Cambridge
Programme for Industry,
1070 Oakridge Circle, Bountiful,
UT 84010, United States

Tel +1 801 712 6577
Email marnie.carroll@cpi.cam.ac.uk
www.cpi.cam.ac.uk

Programme Sponsors:

Programme Associates: