

LEADER Project Newsletter

Summer 2015

Port-au-Prince, Haiti

Eldoret, Kenya

Addis Ababa, Ethiopia

Skopje, Macedonia

Georgetown, Guyana

Bangalore, India

Irkutsk, Russia



Message from the Executive Directors

2014-2015 was another rewarding year for the Ivey LEADER Project, with a number of great learning experiences for the team that will shape the future of LEADER and continue to strengthen the program as we lead into LEADER's 25th Anniversary. We are incredibly excited to share our accomplishments and experiences in this report. Some highlights include:

- New pilot site in Georgetown, Guyana
- 1st Annual LEADER Alumni Breakfast at the Boston Consulting Group Toronto office that brought together a group of 30 alumni, strategic partners, and current LEADERites
- Inaugural LEADER London Training Program – a 9 week local emulation of LEADER's abroad program, where LEADERites taught our entrepreneurship curriculum students from Western and London community with the support of Propel. With over 80 applications, we accepted and graduated 30 aspiring local entrepreneurs
- Revamped performance management metrics to continue to track site performance
- Continued traction of Alumni Volunteer program

LEADER would not be possible without the generous support of our sponsors. AIMIA has continued to propel LEADER forward with their generous donation of Aeroplan miles that provided flights for almost half the LEADER team. The team benefitted from having AIMIA representative Anne-Josée on-site in Bangalore, India where she actively engaged in the coaching component of our curriculum. We are also grateful for the continued support from the Ivey community, including the Pierre L. Morissette Institute for Entrepreneurship, Ivey Dean's Office and the MBA Association for their invaluable financial contributions. Thanks are similarly due to Ivey Advancement and Ivey Publishing for their support.

In addition, the Alumni Volunteer Program continued to gain traction. The team was fortunate have John Lazarou (MBA 1993, Goldman Sachs) join the team in Macedonia. John played an active role in teaching and coaching students - you can read more about his experience on page 22. We are actively looking for business professionals interested in giving back to the international entrepreneurship community to travel with us on future LEADER engagements. Our students abroad greatly benefit from the opportunity to be coached by individuals with extensive work experience. Further details can be found at www.leaderproject.com/alumni-volunteers, or by contacting the Executive Directors at leaderproject@ivey.ca.

As always, we thank you for reading our newsletter and invite you to stay in touch with us as we head into our 25th year. We also encourage you to reminisce about your LEADER experience through LEADER's history project at <http://history.leaderproject.com/> and to keep in touch via email or through our social media channels.

Sincerely,

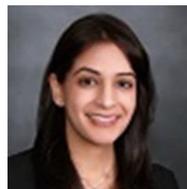
LEADER 2015 Executive Director Team



Ahsan Syed (HBA2)



Stephen Reddin (MBA)



Monika Vohra (MBA)



Zach Hamel (HBA1)



Site Summaries

Port-au-Prince

LEADER returned to Haiti in 2015 with a team of five; Zach Hamel (HBA '16), Kevin Xo (HBA '16), Gurpreet Sandhu (HBA '16), Jahanara Rahemtulla (HBA '15), and Kasra Zahir (MBA '16). The team continued the tradition of teaching with our outstanding site partner, the ETRE Ayisyen Foundation, in Port-au-Prince.



The LEADER program continued to be a popular program in the country, with a class of 70 students signing up for the three weeks. Because of the number of students attracted to the program, the LEADER team ended up teaching and coaching in both the mornings and afternoons. This led to very busy, but rewarding days. All of the attending students were eager to participate throughout the course and actively participated to understand how the concepts they were learning affected the businesses they wanted to start.

On weekends, the Haiti team

made the most of visiting the beautiful locale. Highlights included jumping off the waterfalls at Bassin-Bleu and exploring the beautiful city of Jacmel. The Haitian people were always very happy when they saw us out exploring the countryside and told us to share photos and speak to people back home to show them the beauty of Haiti.

At the conclusion of our program, we had a press conference with Mathias Pierre, the founder of ETRE Ayisyen who spoke about the importance of entrepreneurship in rebuilding Haiti. It was an inspiring moment for us and the

students. We look forward to continuing to work towards this mission with ETRE Ayisyen in the future.

Eldoret

LEADER returned to Kenya for the second year through a partnership with Run for Life and the support of Robert Bracey. Our primary on-site partner is famous Kenyan runner, Laban Rotich, who in partnership with John Carson assists in organizing the Annual Run for Life Rift Valley Marathon. Through the partnership of these three individuals, LEADER is offered

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in Eldoret. This year's team consisted of Steph Garisto (MBA '15), Monika Vohra (MBA '15), Erik Reid (HBA/BA '15), and Desmond Swamy (HBA '16).

Throughout the three weeks, the LEADER team focused on developing the individual business plans of students and the coaching portion of class. As the class completed cases and lectures together, the LEADERite teaching that class would repeatedly use the students' own business ideas as reference points. In doing this, the students could see the direct application of what they were learning each and every day. To compliment this, we regularly had coaching time scheduled after class for 30 min to 1 hour so we could work one on one with each of the students.

Throughout the lessons it was often indicated that the most important aspect of the lessons was developing the students decision-making skills to help them in their businesses. As such, focus was directed towards considering



repercussions of decisions, timelines of solutions, customers' wants and needs, available resources, etc. All of the students understood, adapted, and applied the learnings from cases and lectures directly to their own business plans.

Because of the Garissa attack in early May in Eastern Kenya, there was uncertainty on-site as to whether or not the LEADER team would arrive in May. Consequently, there were 11 students this May compared to the 30 anticipated. However, the students that were involved in the program made it clear that they not only enjoyed the program, but felt challenged, engaged, and enthusiastic about the future of the program. One student was so eager to share his new-found education that in the evenings he would share and explain the lessons to his neighbours.

The team was very graciously welcomed and cared for by the surrounding community. Milka, the site's coordinator and liaison, ensured the team was fed and accommodated; Milka also made any and all ongoing arrangements necessary for the team. Also integral to the experience was the support of the community. Often, after class the team was invited to have lunch at the students' homes and invited to learn more about the culture and region. One such event was a trip to the Kalenjin Cultural Conservation Foundation where the team enjoyed a brief history of the Nandi tribe, a traditional meal, singing and dancing. On another occasion, the team travelled to visit the Nandi Tea Estates in the Nandi Hills.

In conclusion, the LEADER team of Kenya 2015 hopes the program will continue and flourish for years to come in Eldoret!



Addis Ababa

2015 marks the third year that the LEADER Project was offered in Addis Ababa, Ethiopia. The program was hosted in cooperation with the Addis Ababa University (AAU) School of Commerce. Johnavi Gavini (MBA'15), Mark Pentland (HBA'16), Saifur Rahman (MBA'15), and Aviviere Telang (MBA'15) facilitated the program this year.

This was the first year where we've not only included AAU students but also candidates from Ethiopia's Entrepreneurship Development Centre (EDC) program, a UN development initiative. We had the highest number of students enrolled in the LEADER program for this site. The 42 students were split between AAU and EDC and ranged from 17 to 40+ years in age; the students came into the program hoping to generate new business ideas or improve businesses they had already started. All of the participants were enthusiastic and determined to learn from the material, cases as well as each other's experiences.



The students were split into two classes to provide a more intimate learning experience allowing us to provide more attention to individuals. The case method was highlighted by many of the students to be the most engaging and rewarding part of the curriculum. The LEADER program concluded with final business plan presentations from each student. The ideas presented were both creative and ambitious ranging from a reusable diaper product to setting up water theme parks.

This year, we forged a much stronger relationship with EDC in order to formalize the student admission process for LEADER in 2016. We are currently working on an MOU that details the mandate of each partner organization (LEADER Project, EDC and Addis Ababa University) and the framework through which LEADER 2016 will be delivered. After meeting with the CEO of EDC, we have the commitment and resources in place from EDC to ensure LEADER 2016 will become an invaluable part of the EDC student development plan. Addis Ababa is a big city that is quickly developing into an economic center in East Africa and a clear match for LEADER going forward.



Skopje

For the 8th consecutive year, LEADER has partnered with Macedonia2025 to teach in Skopje, Macedonia (<http://www.macedonia2025.com/news/single/515>). This longstanding relationship with Macedonia2025 was evident in the level of preparedness of the organizers, which far exceeded all expectations.

Macedonia2025 recruited over 40 students using stringent selection criteria, resulting in a highly advanced caliber of participants. Many participants had pursued Masters level degrees within Macedonia and abroad, and their professional experience was diverse both geographically (spanning North America, Australia, Asia, and Europe) and across industry sectors (including IT, financial services, healthcare, fashion, food and beverage, just to name a few). Entrepreneurship was a common thread for participants, whether they were in the early stages of ideation or looking to grow their successfully launched businesses, or even seeking improvement opportunities as an employee within a broader organization.

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For the first time, Macedonia2025 partnered with CANSEE (Canadian Serbian Business Association) to also include four students from Serbia, further bolstering the diversity in the classroom. The Managing Director of CANSEE is actively seeking future partnership opportunities with LEADER given the positive impact exhibited in Macedonia.

The formal program of lectures, case study discussions and one-on-one coaching sessions was adapted to suit the learning objectives of participants, with a new module on ‘Raising Capital’ receiving rave reviews. This curriculum was supplemented by networking opportunities, further enhancing the value of this program. Guest speakers featured prominent business leaders and esteemed dignitaries, including the former CEO of Motorola and the Ambassador of Canada to Serbia, Macedonia and Montenegro.

The team of instructors consisted of four MBA students – Michael Chou (MBA ’15), Matthew MacIsaac (MBA ’15), Sapna Mehta (MBA ’15), and Eric Wong (MBA ’15) – with extensive international and professional experience, as well as alumni volunteer John Lazarou (MBA 1993, Goldman Sachs). The team eagerly integrated into the local culture, indulging in local food and drink specialties, and partaking in favourite Macedonian pastimes of karaoke,



traditional dance, and making ‘skara’ or barbecue. Meanwhile John reconnected with his Macedonian heritage and brushed up on his language skills, being dubbed the “Macedonian Shakespeare” by the end of the program.

The impact of this program was evident during the final business plan pitches delivered by participants. Significant improvement was demonstrated, particularly in the ability to concisely and persuasively communicate business ideas in front of a large group, which challenged each participant to step outside of their traditional comfort zone.

Georgetown

This year LEADER piloted a new site in Guyana, in partnership with a grass roots non-profit, Youth Challenge Guyana. Morgan Moskalyk (HBA ’16), Emily Rowe (HBA ’16), Lily Liao (HBA ’16), Marco Chan (HBA ’15) and

Manasvi Maria (MBA ’15) represented the LEADER team at the new South American site.

Being a new site, our class of entrepreneurs was small, but nonetheless passionate and dedicated to developing their business plans. With a wide range of businesses, from landscape services to food stands and cafes, our students were eager to learn the skills needed to make their plan a reality. While our students spoke English (lucky for us), most of them only possessed a high school degree and many of the business concepts we presented were unheard of. In this situation, the case method proved to be extremely helpful and provided them an opportunity to put the skills they learned in lectures into practice. Case discussions also pushed the students to challenge each other’s thinking and sparked new insights about the business concepts we were teaching.

By the final day our students were able to formalize their business plans and present them to the class; for many of them it was their first presentation! With help from our site partner, YCG, many of the students were provided with resources and contacts to use after the course to access small business loans and finally see their plans come to fruition.

During our trip we also rounded up our courage and took a small (and very shaky) plane into the depths of the Guyanese rainforest to walk up to the top of Kaieteur Falls, Guyanese's natural wonder and one of the best waterfalls in the world. Although it was rainy, the waterfall was still a magnificent site to see!

Our small class size gave us an opportunity to connect one-on-one with our students, but we hope the program to grow in future years. A country that has struggled to grow its economy, entrepreneurship in Guyana provides new economic possibility for many Guyanese and we are proud to have helped support this mission through our work with the LEADER Project this year.

Bangalore

As LEADER returns from its fourth year teaching entrepreneurs at CMS Business School in Bangalore, India, it is exciting to reflect on the change we observed during the two weeks we worked with the students. India is in the midst of growth that has seen many Indian entrepreneurial success stories focused on the country's increasing economic fortunes. CMS University is a centre for innovation in India, and is playing an important role in the

country's economy. While we were in Bangalore we were fortunate to learn firsthand about some of the businesses that serve as role models for Indian entrepreneurs. In addition to companies such as Amazon and Uber, there are Indian companies competing and in many cases winning, against these large, well-funded multi nationals. In the online retail market they have Snapdeal and Flipcart and for on-demand taxi services they have Ola Cabs.

The students advanced considerably during the program. Although the students were well-versed in much of the theory taught in business schools around the world, for many of the students the LEADER program represented their first exposure to case teaching and entrepreneurial frameworks, such as Lean Canvas. Feedback from students near the end of the program indicated they found the application-focused nature of the program and the toolkits provided useful in their startups. Many of the students arrived with business ideas at the beginning of the program and it was exciting to see how they refined both their thinking and ideas throughout each component of the course. On the final day of the program, we hosted a pitch competition where

the students had the opportunity to describe their business concept and seek input from a panel of judges, including LEADERites and representatives from CMS Business School. We look forward to receiving updates regarding these students, and how they will continue to play an important role in developing the Indian economy and benefitting their communities.

The other change that was interesting to observe during the 2015 LEADER trip to Bangalore was that of the LEADERites. In addition to benefitting the students in Bangalore, we learned from the cultural immersion we experienced by working closely with the students and administrators at CMS. This was an educational experience vastly different and much more enriching than the experience we may have while visiting as a tourist. During our time in the country, we attended an academic conference on "India's Growth Story", an experience that shed significant light on the challenges of economic development in a country of 1.2B people. We developed a real appreciation for how business is conducted in India, knowledge that will benefit each of us in our approach to international business.



Irkutsk

The Ivey LEADER project continued its long-standing relationship with Baikal State University of Economics and Law in Irkutsk, Russia for another successful year. Andres Hurtado (MBA 2015), Aly Hoodbhoy (MBA 2015), and Jairo Pinto (HBA 2017) had the opportunity to teach over 60 students for four weeks. The students were split into two classes, with one class being conducted solely in English and the other requiring a Russian-English simultaneous interpreter.

Overall, both students and interpreters were prepared for each class, which allowed for an interactive and valuable learning experience for all involved. Feedback from the students and faculty was very positive for the 2015 LEADER project, and continued partnership was highly encouraged by the University Principles and Deans upon the completion of the project. Stressing specifically the uniqueness of the interactive class experience that the Ivey case method brings to LEADER—developing important communication and argumentative skills. The instructors were pleasantly surprised to see how rapidly the students enjoyed and adapted to the interactive teaching method, with lively in-class debates and participation.

The project ended with successful business plan presentations. Each student applied the content learned throughout the program in order to turn their entrepreneurial ideas into a feasible and compelling business plan.

Outside of the classroom, the LEADER instructors had plenty of opportunity to become immersed in the Russian culture through various trips organized by the University students, including a trip to Lake Baikal, participating in the Victory Day parade, and dinners at local restaurants.

In summary, the years of partnership with Baikal State University has allowed for a very well-organized and supported project year-over-year. The University does an excellent job of providing accommodations and contributing to an overall phenomenal teaching experience.

