

# LEADER Project

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Annual Report 2011 - 2012

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## Executives' Message

Looking back, 2012 was definitely a milestone year for the LEADER Project. We broke ground in three new countries: Haiti, Tanzania and India. Although expansion was the theme of the year, 2012 also concluded a successful partnership of over a decade with Ural Federal University in Yekaterinburg, Russia. Other highlights from 2012 included the annual alumni event, continued cost optimization, a restructured curriculum, and a comprehensive blog presenting LEADER's work abroad.

For a second time, our 'Ivey Goes Abroad' Alumni Networking and Fundraising event was held at Steam Whistle Brewery. Over 160 supporters joined the LEADER and China Teaching Project, bringing in revenues of over \$14,000. Profit from this year's event was just under \$6,500, an increase of 16% from the previous year.

Through Aeroplan's continued support we were able to send more LEADERites to more places at a lower cost. We would like to thank the Pierre Morrisette Institute for Entrepreneurship, the Ian O. Ihnatowycz Institute for Leadership, and Ivey's Office of the Dean for their continued support. We can report with confidence that LEADER is continuing to act responsibly with our generous donations.

Furthermore, the curriculum team was able to make tremendous improvements to the 2012 syllabus. The team created several mini-cases, interactive activities and advanced material based on feedback from prior years. New and improved teaching notes and teaching plans allowed for efficient curriculum delivery across all 10 sites.

While LEADERites were abroad, the LEADER community was able to experience the action in Canada through increased social media content. Regular posts on Facebook, consistent tweets, as well as photos and stories on the LEADER blog allowed the experiences and impact of our instructors to be shared with friends and alumni.

With all these successes in mind, there is no denying that what defined LEADER 2012 was expansion into Bangalore, Arusha, and Port-au-Prince. Professor Ariff Kachra's ongoing support produced a partnership with Jain University, where LEADER delivered its program to a combination of MBA students and community-based entrepreneurs. Youth Challenge International (YCI) helped provide LEADER with a unique experience in Arusha, teaching a group of street children, a local business college, and small business owners. In Port-au-Prince a partnership was formed with ETRE Ayisyen, a leading organization on entrepreneurship founded and run by a prominent Haitian entrepreneur, Mathias Pierre. All-in-all LEADER 2012 was a great success. With continued support from Ivey, the LEADER community, and our generous sponsors we continue to Lead Education and Development in Emerging Regions.

## Growth and Expansion – a 2012 Focus

The LEADER Project began over 20 years ago with the intent to stimulate economic growth through business education. In its first year, students from the Western Business School (now the Richard Ivey School of Business) traveled to the former USSR to deliver training to a diverse audience including government officials, plant managers, and aspiring entrepreneurs. Students who taught during the initial years have remained loyal donors, advisors and promoters of the Project, and have continued to drive its success. However, since its first year the world has changed drastically; the collapse of the USSR, the emergence of BRICS economies, and increasing rates of global poverty are but three examples of such change. While the goal of LEADER has not deviated since the project's inception 22 years ago, the development of Russian and eastern European economies has transformed the context in which LEADER operates. By focusing its program solely on aspiring entrepreneurs, LEADER has adapted, but in recent years it has become even more important to expand geographically into regions where the need for programs such as LEADER is greatest.

### Methodology

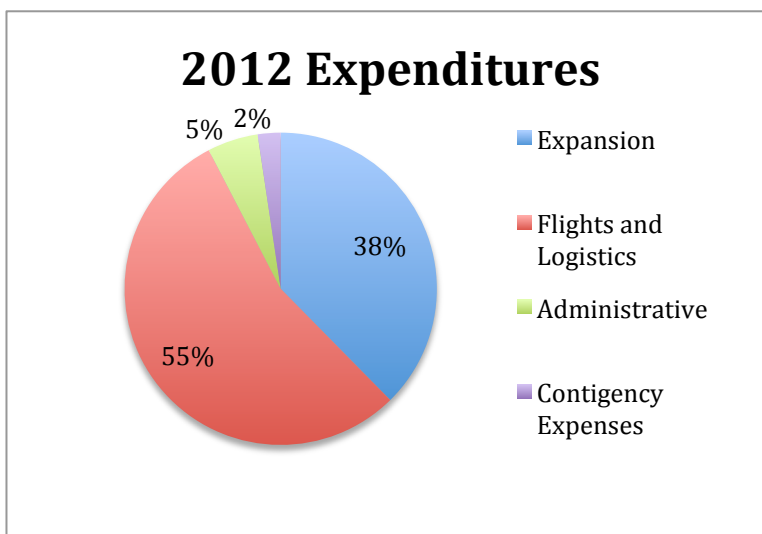
The Executive team managed the expansion process diligently, with strong focus given to the alignment between LEADER's mission and those of its partners. Focus was also given to regions that could realize the greatest benefit from LEADER's program, as well as to countries in which Ivey and Canada have an established relationship. With India and sub-Saharan Africa becoming obvious focal regions, the team sought partners who were recognized as leaders in entrepreneurship. Through Ivey, a partnership with Jain University helped establish LEADER in India. With the help of Nicole Verkindt (LEADER '07), Taylor Sekhon received introductions to Youth Challenge International and contacts in Haiti. Establishing teaching pilots proved to be the best process to vetting sites and establishing local contacts, and is highly recommended moving forward.

### Future

The 2012 Executive team has not only left behind a legacy for future years but also established the groundwork for future expansion. By adapting to global political and economic changes, LEADER is able to ensure that it achieves the greatest impact and that the project remains appealing to potential donors and participants. Experiences this year have reaffirmed the need for strong local partners. The team learned that although social need is an important factor in identifying new sites, achieving any desired impact requires a basic infrastructure for launching new ventures.

## Financial Highlights

LEADER's 2012 fiscal year produced a deficit of \$2,539, which was expected given the three pilot sites in India, Tanzania, and Haiti. Expansion sites accounted for 38% of total costs. On a per person basis India was similar to the cost of legacy sites, whereas both Haiti and Tanzania were approximately \$400 more expensive. Given the

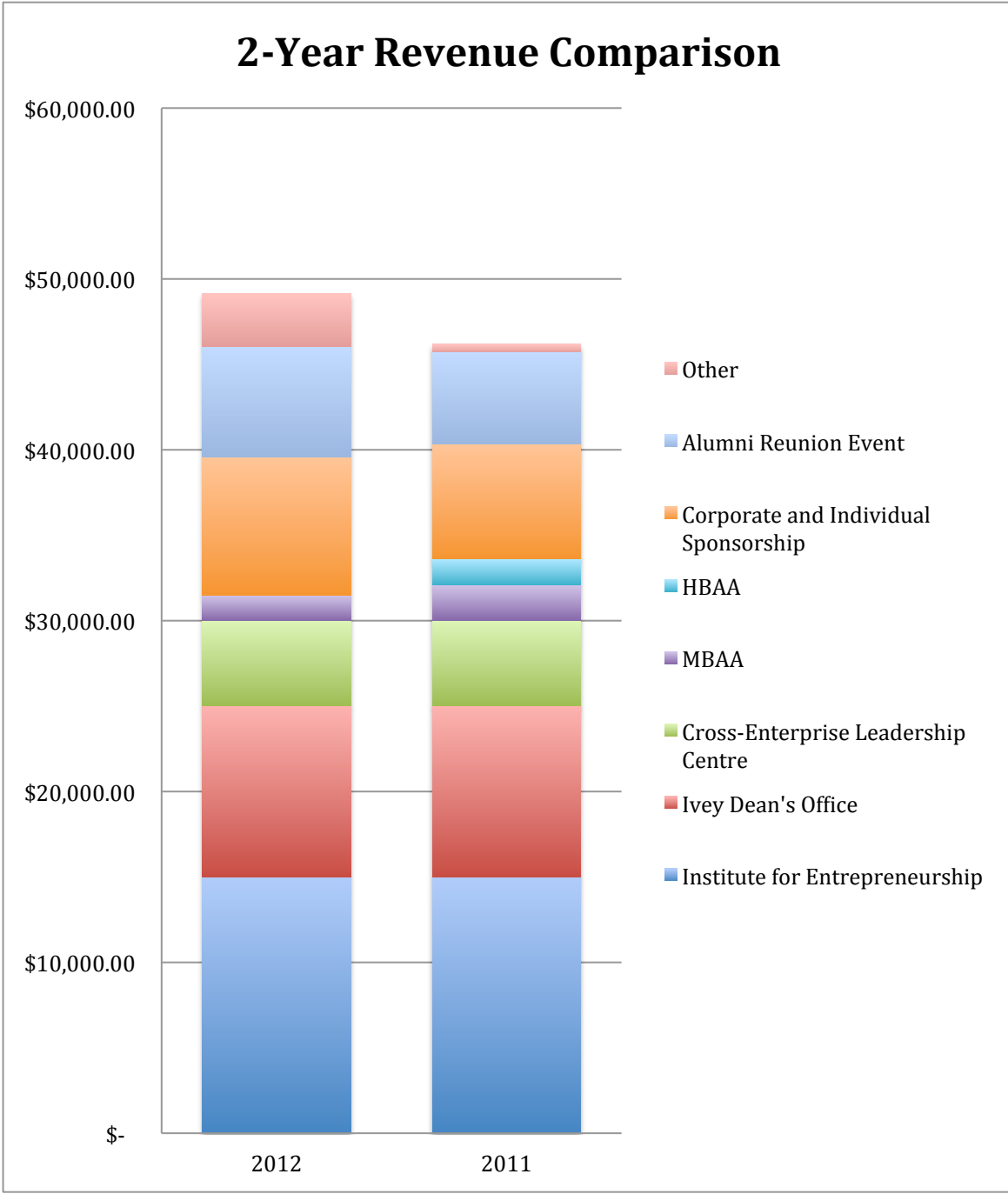


uncertainty in Port-au-Prince, additional funds were spent as a security precaution to ensure safe accommodation and transportation. Going forward, our partner, ETRE Ayisyen, has agreed to cover both expenses for the 2013 year, which will decrease costs by over \$5,500. In Tanzania, mandatory vaccinations and visa requirements were the key driver of costs and should be expected in the future. However, analysis has shown that Aeroplan points provide substantial value when used in sub-Saharan Africa given lower airport taxes. This could help offset the travel costs of African sites in the future.

Also affecting costs were the unfortunate bombings in Dnepropetrovsk, Ukraine that occurred on the same day the team was scheduled to depart. This forced LEADER to redirect the Dnepropetrovsk team and resulted in a cost of just over \$1,000. LEADER will always work in countries with some level of instability, and therefore, it is imperative that in future years LEADER continues to budget a contingency account.

In 2012 LEADER was able to increase total revenues despite decreases in funding from the HBA Student Association. Increased revenues were mainly driven by increased personal fundraising, alumni event profits, and through other sources such as pub events and the enforcement of personal fundraising targets. LEADER hopes to continue these positive trends in 2013, but will also seek to bring student council funding back to historical levels. A full income statement from the 2012 fiscal year can be found in Appendix III.

## 2-Year Revenue Comparison



# Fundraising

The Fundraising Committee enjoyed a successful year. The overarching focus was on improving the profitability and operations of the Alumni Event without sacrificing the experience. As well, funding from other sources was generally maintained.

## 'Ivey Goes Abroad' Alumni Event

LEADER and the China Teaching Project joined forces and returned to the Steam Whistle Brewery on Friday March 9<sup>th</sup>. By building on last year's successes and lessons learned, significant financial improvements were realized. Some highlights include:

- Profit of \$6,460 versus \$5,550 in 2011 (16% increase)
- Cost recoveries of \$1,180 through profit-sharing with China Teaching Project
- Net profit margin of 45% versus 37% in 2011

Total revenues decreased from approximately \$15,000 in 2011 to \$14,000 in 2012. Revenue decreases were mainly a result of fewer ticket sales (250 in 2011 compared to 160 in 2012) and over \$3,000 less in silent auction revenues. However, increased beverage consumption produced a significant boost in revenue as each person purchased an average of 3.2 drink tickets versus 0.8 tickets in 2011.<sup>1</sup>

Expenses decreased by reducing catering and glassware spend. Another lift to profitability was the result of sponsorship by Crystal Head Vodka. Two hundred vodka drinks were sold, with minimal variable cost per unit.

<b>Financial Summary: Alumni Event</b>	
<b>Revenues</b>	
Non-Cash Ticket Sales	\$ 3,825
Cash Ticket Sales	\$ 3,081
Drinks	\$ 2,193
Silent Auction	<u>\$ 5,192</u>
Total Revenue	\$ 14,291
<b>Expenses</b>	
Event Expenses	\$ 6,668
China Teaching Project Profit Sharing	\$ 1,163
Total Expenses	<u>\$ 7,831</u>
Net Profit	<u>\$ 6,460</u>

<sup>1</sup> This compares number of drinks sold with total tickets sold, not number of people in attendance; some people buy a ticket and do not attend

### **Funding from Ivey**

LEADER continued to receive financial support from Ivey, specifically the Dean's Office, Pierre L. Morrissette Institute for Entrepreneurship, Ian O. Ihnatowycz Institute for Leadership, and MBA Student Association. Furthermore, LEADER receives invaluable in-kind support from Ivey Publishing and Ivey's Advancement Department.

### **Additional Funding Sources**

LEADER benefitted from three additional sources of revenue in 2011-12: pub events held in London, personal fundraising by LEADERites, and alumni donations. A complete summary of revenue sources can be viewed in Appendix III.

### **Future**

The Project must continue to focus its fundraising efforts on the alumni event, Aeroplan and personal donations; however, it must also pursue new revenue streams such as corporate sponsorship. The majority of revenues (\$31,500) come from long-established institutional supporters at the Richard Ivey School of Business. These relationships must continue to be a priority for Executive Directors and particular attention should be paid to the unique requirements and requests of each group.

As it stands, Aeroplan is LEADER's only corporate partner providing generous support through 1,000,000 points. The 2012 Executive team feels that securing at least one additional corporate partner is critical, as this can inject sustainable revenue streams to the project. As it stands, the fundraising team works in overdrive every year running the alumni event and other fundraisers. Soliciting sponsorship will require a significant investment in time; however, once a partner is secured, that relationship can be managed with fairly minimal effort. The following are paramount to the success of a corporate sponsorship campaign:

- Ivey Alumni: our alumni base, and in particular, former LEADERites, will be the best source of sponsorship leads. They will also be the best at communicating the value that LEADER provides to the sponsorship decision-makers within their firms
- Redeveloped website: sponsors want to ensure that they are supporting professional initiatives that fit with their corporate goals. The website is in the process of being redeveloped, which will provide more value to potential corporate sponsors.
- Sponsorship pitch: the 2011-12 team has built a clean and compelling deck for approaching potential corporate sponsors.

If your firm is interested in becoming a Corporate Partner of the LEADER Project, please contact Taylor Sekhon directly: [tsekhon.hba2013@ivey.ca](mailto:tsekhon.hba2013@ivey.ca)



## Media & Technology

In the first half of the fiscal year the Media and Technology committee assessed LEADER's current online presence and social media and developed a strategy for better community engagement. Initial discussions were held with Maura Paré, Director of Public Affairs & Communications at Ivey, and the LEADER Advisory Board, in order to understand the implications of and process to online integration with Ivey.

In the second half of LEADER's fiscal year Anita Lee (2013 Head of Media and Technology) led various social media developments. First, with great help from the Media and Technology sub-committee of the Advisory Board, LEADER has consolidated its Facebook presence in both a group for members and alumni and a page for all viewers [Group title: "The LEADER Project Members and Alumni", Page Title: "The L E A D E R Project"]. In developing content the 2012 LEADER Project blog was a huge success, with each site team posting at least three times during their experiences abroad. The blog posts [<http://leaderproject2012.wordpress.com/>] automatically tweeted [@leaderproject] and posted to the Facebook page, and have more tangibly communicated the impact the LEADER Project delivers.

### Future

An updated website is planned for the fall of 2012, which should allow for better content management, increased visibility and brand recognition. Increasing LEADER's online presence will ensure all relevant information is captured and shared with the extended LEADER community, including site partners, potential sponsors, and current supporters.

Another priority is assisting the 2013 Executive Directors implementing an online project management system. The Executive Directors will be considering how to better engage and utilize the LEADER team and technology will play an important role. Currently the intranet functions in this purpose, but Freedcamp will likely be deployed as well.

In concert with the above two priorities, the Committee must strive to repeat or improve upon the success of our social media use in fiscal 2012. One key activity to accomplish this will be engaging 2012 LEADERites immediately by ensuring pictures are uploaded to the Facebook group and that all 2012 LEADERites are members of that group.

## Logistics

The Logistics Committee had a highly successful year from an operations, cost and relationship management standpoint. The 2012 team continued to build off of the efficiency gains from the previous year and conducted additional detailed analysis to identify solutions that the 2013 LEADER Project team can capitalize on.

### Operational Efficiencies

Logistics is a challenging process because it requires co-ordination amongst a large team, various site contacts, flight pricing and Aeroplan booking restrictions. Challenges resulted for the Logistics team because Letters of Intent (LOIs) were sent and received later than planned. As a result, the flight booking process was delayed and some cost savings were lost. In response to this, the following key improvements were made:

- **Information sharing with LEADERites:** Information regarding visas and unique site requirements were communicated via a Site Coordinator from the logistics team. Each person was responsible for one or two locations and served as a dedicated point of contact for LEADERites. This allowed the Site Coordinators to become experts on the specifics of their site locations, which in the case of Russia helped reduce traveller complications.
- **Communication with sites:** This process was managed by the HBA1s who acted as a Site Captain. Their responsibilities were to co-ordinate printing (on site), organize transportation and accommodations, solicit student profiles, request teaching materials, and help identify any issues in advance of travelling. Consequently, many potential arrival/departure problems were avoided.

### Cost improvements

Costs are always a concern for logistics and proper management is the direct result of planning and early booking. This year new low cost hubs were identified and these were used to provide baseline reimbursement quotes for each LEADERite. We used Warsaw as a baseline instead of some of the more expensive locations such as Frankfurt. While costs were reduced this way, the team felt we could have communicated this information earlier in the year to allow students to plan their personal budgets better. Booking even earlier and adding further restrictions could help future years save even more funds compared to our reduction of 4% per traveller.

### Relationship Management

Our partnership with Aeroplan continued to develop this year as our point of contact was able to create a customized web page for the LEADER project donations. This helped add additional silent auction donation items and was featured in their own recruiting efforts, which helped improve awareness and the total points donated.

Additionally, logistics managed the flight options, dates and locations with the LEADERites within Aeroplan's guidelines effectively. This reduced repeat bookings, helped improve the relationship with our operational point of contact, and Aeroplan remarked that this was the best year process-wise for the LEADER-Aeroplan partnership.

Aeroplan has been a strong corporate partner of LEADER. They contributed 1,000,000 points for the second year in a row as well as two-25,000 points donations for the silent auction. We see several opportunities to continue to enhance this relationship.

### **Future**

Continuous improvement is crucial to logistics for cost reduction and equity amongst LEADERites. Logistics should aim to improve equity amongst LEADERites by making the flight selection process more objective (Aeroplan and non-Aeroplan travellers). The Logistics Committee should also investigate methods to reduce costs by selecting even more cost effective hubs and/or sending teams directly to sites where taxes are lower.

## Curriculum

2012 was a banner year for the Curriculum Committee. Site evaluations from previous years have shown that students at each site differ in terms of skill, local problems, economics and cultural norms. Historically, this created problems for teachers as they lacked support in terms of teaching notes and advanced or basic material prior to departure. This year the Curriculum team worked tirelessly to improve the support LEADERites received prior to departure, and while great strides were made there still remains substantial areas for improvement in 2013.

### **New Curriculum**

Overall, the team made the following significant changes:

- Replaced two cases for more entrepreneurship focused material
- Created and developed several mini-cases for various lectures
- Created two leadership lectures
- Added two financial lectures
- Created teaching notes for every case and teaching plans for each lecture

All of these changes were made with three key ideas in mind: modularity, additional support for teachers, and increased classroom engagement.

### **Modularity**

With many unique sites and limited time to prepare, the Curriculum Committee's goal was to create components for the curriculum that would allow teachers to pick and choose which "modules" to include in their teaching plan. We created simple activities for more basic sites to demonstrate the fundamental concepts and added advanced components to every case and lecture for highly skilled locations. This material was explained on the teaching note and typically involved a financial component or introduced another discipline into the discussion. The Curriculum team also created mini-cases for use and discussion in class.

### **Additional Support**

Teaching notes were created to identify the materials required, important questions, suggested activities, and suggested timing for case and lecture discussions. Improved teaching notes for cases were crucial based on the feedback from previous years. The teaching plan was also important as it provided more detailed information as to how the lecture component should be taught. These cohesive teaching aids were designed to simplify preparation and ensure cohesive teaching styles between all sites.

### **Increased Engagement**

Driving engagement in the classroom has typically been a challenge, and as a result the Curriculum team endeavored to create experiential learning activities for most cases and lectures. Additionally, suggestions for localizing the material were

implemented to improve the experience for students in the classroom. This served a second benefit as LEADERites could engage with one another on local ideas in advance of teaching. By achieving engagement in the classroom through activities and within the teaching team, a professional, practiced and high-energy classroom dynamic could be created.

### **Future**

Many changes were made in 2012 with the goal to enhance the curriculum and streamline it. Below are the key areas of focus for 2013. By capitalizing on the work done this past year, the new team can enhance the existing curriculum and turn it into something fantastic.

1. Incorporate 2012 feedback into curriculum teaching notes.
2. Identify any cases for replacement
3. Brainstorm new activities for lectures
4. Improve structure of pre-departure teaching days
5. Add localized mini-cases for each site

## Alumni Relations

The Alumni Relations Committee focused on five goals for the year:

1. *Improve information on LEADER alumni:* the team worked diligently at updating our alumni database to include more relevant and complete details.
2. *Add new channels for outreach:* through regaining ownership of alumni-specific Facebook and LinkedIn groups, more targeted fundraising campaigns can be developed in the future.
3. *Provide timely and valuable updates to LEADER alumni:* the team created Fall and Winter Newsletters to consistently engage alumni.
4. *Promote the annual Alumni Networking Event at Steam Whistle Brewery & Fundraising drive:* promotion of the event was carried out through several channels, including email, the Winter Newsletter, Facebook group, and through alumni year captains assigned by the Advisory Board. These communications also included fundraising asks for Aeroplan points, silent auction items, or personal donations. Further, the Committee launched a targeted Aeroplan points drive campaign, whereby individual alumni were sent personalized requests for points.
5. *Improve LEADER Project brand awareness in general Ivey alumni community:* this goal was achieved through regular contributions to @InTouch, a teaching blog (which had 100% participation by our instructors), linking all posts to the alumni Facebook group, and, through two features on our Executive Directors in Ivey media (July edition of InTouch magazine, and 2012 Annual Fund Newsletter).

### Future

Moving forward, the 2012 Alumni Relations team recommends the following: First, the committee should continually add LEADER alumni to our LinkedIn network. This will improve our ability to send alumni individualized fundraising asks. Second, the incoming team should create a 12-month communication strategy, which sets out what messages need to get to the alumni community and the timeline. Alumni are highly supportive of each year's LEADER Project, however, we must ensure an appropriate volume of messages. Finally, the team must work closely with the Advisory Board in terms of generating corporate sponsorship leads and setting up year captains. These year captains are instrumental to selling the alumni event tickets and soliciting silent auction items, particularly to those who are more than five years removed from LEADER and Ivey.

## Site Summaries

*This section includes summaries on our expansion sites and our legacy sites.*

### Expansion Sites

#### *Bangalore, India*

Through the help of Professor Ariff Kachra, and his invaluable assistant Deepthi Murthy, LEADER secured a partnership with Jain University in Bangalore, India. The 27 student entrepreneurs came from a mix of backgrounds: 12 students were in the university's entrepreneurship program, 12 were in Jain's standard MBA program, and 3 were local, ambitious entrepreneurs. Students ranged in age from 22 to 33, all with average to excellent English skills; each one was hand-selected by Dr. RC Jain, the founder and Chairman of the university, and an avid supporter of entrepreneurship.

As a partner, Jain University is a perfect fit for LEADER. Jain's entrepreneurship MBA program (the JGI IDEA Group) is focused on developing students' business ideas into viable ventures. Students enrolled in this program are virtually assured of having their new ventures incubated by the JGI Group, which acts as the Venture Capital arm and business incubator of the university. In other words, the LEADER program will operate within a site where a clear entrepreneurial ecosystem exists, complete with ongoing mentorship and financial support for the entrepreneurs.

Besides the favourable entrepreneurial environment that exists at Jain University, there are other reasons why this site is so attractive. Ivey has a keen interest in furthering its footprint in India, both for MBA recruiting and for case writing opportunities; Ivey provides instrumental support to the LEADER Project, and therefore it is important to ensure that LEADER aligns its goals with Ivey. Further, India's economy has grown at an average of 7.4% between 2000 and 2012; the country is a hotbed of opportunity, translating to tremendous personal learning for LEADERites.

Business plans presented by participants included a social venture which provides birthday parties for orphans, a city-wide newspaper collection and recycling program, an educational institution which bridges the skills gap that exists between the technical abilities of university graduates and the needs of the tech industry, and an e-grocery delivery business. LEADER could not have envisioned a new site to run as smoothly as it did in Bangalore. The MBA team of Suzanne Biskup, Shilpa Joshi, Vivek Kalwani and Mark Gilbert (all MBA '12) are honoured to have had the opportunity to launch LEADER's first project in India!

### *Port-au-Prince, Haiti*

Port-au-Prince, Haiti is an exciting new site for the LEADER Project that exposed Ivey students to some of the most complex issues facing humanitarians and entrepreneurs. Although there is no official count, there are approximately 10,000 non-governmental organizations operating in the country as well as almost every large international organization. The overwhelming volume of international involvement challenged LEADER to find a role where it could truly add value. Further, a recent World Bank study ranked Haiti as the 4<sup>th</sup> most difficult country in which to start a business. It was uncertain whether a small student run initiative could really have any noticeable impact in a country as complex as Haiti. However, the extensive destruction that remains from the January 2010 earthquake and the countless communities living under the poverty line has created a substantial need for projects that can help rebuild Haiti's economy, and as always, LEADER was committed to serving this need.

LEADER was fortunate to form a partnership with ETRE Ayisyen, an organization committed to creating wealth through cultivating an entrepreneurial spirit in young Haitians. Twice a year ETRE Ayisyen travels across Haiti to deliver a basic course on entrepreneurship and select 40 promising entrepreneurs for advanced training. Upon completion of the training 10 of the highest potential new ventures receive USD \$5,000 investment.

In addition to the dedication from the students, the LEADER team demonstrated strong commitment and energy as well. This dynamic group of individuals worked 10-12 hour days running cases, lectures, workshops, and coaching; without this driven group none of the success in the pilot project would have been achieved. The team braved the sometimes flooded, but always-bumpy roads, remained resilient and cheerful despite all too frequent lack of sleep, and displayed continual patience with the development of each individual entrepreneur. Siddarth Subramani (MBA '12), Scott Innes (HBA '12), Cassandra Lee-Chiang (HBA '13), and Taylor Sekhon (HBA '14) certainly exemplified all of the most impressive characteristics of generations of LEADERites. Supporting the students were Paul Fleming (MBA '96) and Jonathan Shell (MBA '03), LEADER alumni and advisory board members who joined for one-week stays. The project was also privileged to have the guidance of Michael King (Ivey Assistant Professor of Finance) who joined for one week and who we are pleased to welcome to the LEADER community.

The Port-au-Prince pilot project exceeded all expectations and was a tremendous success. LEADER is excited by the long-term prospects of the partnership with ETRE Ayisyen. Together LEADER and ETRE Ayisyen will support Haitian entrepreneurs in their quest to reinvent and rebuild their country.



### *Arusha, Tanzania*

Through a partnership with Youth Challenge International (YCI), a Toronto-based charity, LEADER made its first foray into Africa. Arusha is a tourism hub located near the base of Mt. Kilimanjaro, in a country that has been a recipient of Canadian foreign aid for over four decades. To launch this pilot site Anita Lee, HBA '14, Kavitha Pachagounder, Mark Gilbert and Toral Padia (all MBA '12) traveled to Arusha for back-to-back LEADER teaching experiences.

Unlike other sites, the team was housed at a homestay just outside of Arusha City. A Tanzanian entrepreneur with decades of experience in the tourism industry hosted the team and was able to provide unparalleled insight into Tanzanian culture.

Each day two classes were taught at a local church with the support of two excellent translators, Ricardo and Freddie. These translators were also given the difficult task of translating LEADER's first set of cases into Swahili. Classes featured students from different socio-economic and academic classes, with a number of street children and adult literacy learners in the morning class and business college students in the afternoon. Some of our street children proved to be more intelligent than the business students, drawing insights and providing creative solutions to cases, making for a lively morning class. Still, poor literacy levels and living conditions amongst the students created a challenging classroom environment. Conversely, the afternoon class inspired more creativity from us, both with delivering the material to make it more palatable and with engaging the students. It was from this class that we had the most impressive business plan presentation of our site.

As part of the pilot project the team engaged in significant networking activities; meeting with local business leaders, universities, expat developers, an Ivey Alumnus and an advisor to the former President in order to assess Arusha's potential of being a full-time site.

Outside of the classroom, the team was able to explore Arusha and see what life in a small East African city is like from different lenses: that of Arusha natives, of ex-pats, of recently returned East African émigrés and of Ivey students looking to make a difference. Excursions were made to Mt. Meru National Park, our students' soccer match, trips to the local dressmaker, and advisory visits to some of our students' small businesses.

All in all, Arusha was a tremendous learning experience for both the Project and the team. The Tanzanians pushed the team to its creative limits, the depths of each individual's patience, and overall, provided lasting life experiences.

## Legacy Sites

### *Irkutsk, Russia*

Teaching in Irkutsk, Russia continued to provide an unbelievable experience for LEADERites. Irkutsk is a beautiful city with intelligent students who were eager to learn more about entrepreneurship, making it clear why LEADER has continued to return to Irkutsk. Located in the heart of Irkutsk, our partner, the Baikal National University of Law and Economics, has over 20,000 students and has been involved with the LEADER Project for over 7 years. They're extremely committed to maintaining a relationship with LEADER and continue to treat LEADERites with honour and respect. They view this program as a way for students to not only better their English language skills, but more importantly, as an opportunity for their brightest students to begin to *apply* their learned knowledge.

Two sets of classes were taught daily, one with the support of a translator. Students came from various educational backgrounds including business, international entrepreneurship, and economics. Many had an excellent grasp of business fundamentals so most students benefited from the case method, which challenged them to manage tradeoffs when making decisions. The Irkutsk team included Amrita Kochar (HBA '12), Tom Ladner (HBA/JD '14) and Sandra Nestic (MBA '12).

### *Togliatti, Russia*

The Togliatti Academy of Management has been a loyal partner of the Project for many years and the relationship continued to grow during the 3-week stay this past May. The Academy provides high quality education for students at all levels, and the LEADERite team of Natasha Petersen (HBA/JD '14), Danish Ajmeri (HBA '13), Rachel Lam (MSc '12), and Ahad Ahmed (MBA '12) were honoured to be able to contribute to the rigorous President's Management Training program curriculum. The students, faculty and staff were incredibly friendly, outgoing and enthusiastic about our visit and ensured that the team was always happy. We even had the opportunity to run an accelerated three-day curriculum for a group of high school students and were thoroughly impressed by their intelligence, work ethic and curiosity. The Togliatti Academy of Management really surpassed our expectations and there is no doubt that they will continue to be a strong partner for the LEADER Project in the future.

Many students met with our team on a one-on-one setting throughout the project; this allowed for a detailed conversation about their entrepreneurial endeavours. A testament to the success of the LEADER project was during the final presentations. The teams applied frameworks introduced in class and spoke to key points necessary in a business case. This was an extremely rewarding experience, which allowed us to share business principles from North America and also gain knowledge of business practices in Russia.

### *Nizhny Tagil, Russia*

The team of Diana Mohan (HBA '13), Jordan Wotten (HBA '12), Mike Cole (MBA '12), and Mike Kenigsberg (MBA '12) had the privilege of teaching the LEADER program at the Nizhny Tagil Technological Institute for another successful year. As expected, the students had a broad range of business experience and education upon entering the LEADER program. Though coming from different backgrounds, the students were engaged in the learning process and contributed well to in-class discussions. The more experienced members of the classroom helped the LEADERites carry the discussion forward and explain the more complex concepts to their fellow classmates.

In Nizhny Tagil two classes were taught; one in English, and one in Russian through a translator. Multiple groups in each class developed and presented excellent business plans demonstrating a comprehensive understanding of course material. Other students focused primarily on a specific section of the LEADER curriculum. Overall, the business plans exceeded the expectations of the teachers.

The Nizhny Tagil team was pleasantly surprised by the amount of effort the faculty, including the Dean, put forth to accommodate LEADER's three-week stay. They acted as gracious hosts to the LEADER team, and allowed the team to have unforgettable experiences.

### *Chisinau, Moldova*

Moldova was full of surprises. Despite having the lowest GDP per capita in Europe, Moldova has the fourth fastest Internet speeds in the world, which has produced a lot of activity in the technology sector. In Chisinau we partnered with the local AIESIC chapter at the Academia de Studii Economice din Moldova (ASEM). They were great hosts who kept the team of Michelle Briffett (HBA '13), Christopher Smith (HBA '12), Toral Padia (MBA '12), and Kaushik Ramakrishnan (MBA '12) busy from day one. The class ranged from 17 - 25 year olds, and surprisingly the high school students impressed the team most with their enthusiasm and preparation.

Each day was met with a lively discussion of the cases. Of course, the famous hockey stick for good contribution became a key part of the class, and students often yelled out 'good job' and shared it amongst themselves. It was a thoroughly rewarding environment for all LEADERites, and in the end business plans ranged from a women's-wear shop, to an IT school.

Some highlights from food and culture include Bellini - an eastern European pancake - which was a hit from the first week, and Cricova Winery. Cricova was a big highlight as well, featuring over 120km of underground caves - the longest network in the world. In the end the entire team thoroughly enjoyed the business plans, the students, and the cultural experience.

### *Dnepropetrovsk, Ukraine*

On April 27<sup>th</sup>, just prior to the LEADER teachers' arrival, bombs exploded at the tram stations immediately surrounding the National Mining University, Institute of Economics in Dnepropetrovsk. Within hours the LEADER Project had connected with the representatives of the National Mining University, the Richard Ivey School of Business, and the families of those LEADER teachers already abroad. The teachers were immediately relocated so that they could assist other site teams in teaching for LEADER 2012. Among the condolences LEADER expressed to the representatives at the National Mining University, the Project had to cancel the site for the year. That being said, LEADER plans to resume its relationship with these site partners in 2013.

### *Yekaterinburg, Russia*

This year marked LEADER's final year and 15<sup>th</sup> anniversary in Yekaterinburg. Students from Ural Federal University made up a core group of approximately 25 students and substantial improvements were made each class. The main impact on the students came through the case-based class discussions, where students were challenged to participate. The students also gained from the informality of class discussions brought to the course. As their confidence grew, the students became comfortable challenging each other's opinions and approaching LEADERites with questions.

A second aspect of the course in Yekaterinburg was developing a business plan. Students were completing a business plan in another course, however, they were able to take concepts from the cases and apply them to improve these business plans. Further, individual coaching allowed students to further develop their business plans outside of class time.

Our time with the students was not limited to the classroom. They set up activities for the team of Anita Lee (HBA/BA '14), Alan Neal (HBA/BSc '12), Anisha Chotalia (HBA '13) and Brent Duffin (MBA '12) every day and constantly entertained. We had a true Russian experience when visiting a datcha (cottage) and banya (sauna). The team truly had an amazing experience in Russia, and are grateful to the students for making our three weeks unforgettable.

Despite the incredible experience that we had in Yekaterinburg, LEADER has elected not to return in 2013. After lengthy discussions among the team, the Executive, and the Advisory Board, LEADER feels that it can have a greater impact at other sites, such as our recently-tested pilot sites in India, East Africa and Haiti. On behalf of LEADER's 15 teams that have taught in Yekaterinburg, Anita, Brent, Anisha and Alan expressed their eternal gratitude to our amazing Russian hosts.

### *Skopje, Macedonia*

Skopje was an incredible experience for LEADER yet again. The diverse and talented team that travelled to Skopje brought varied experiences to the table, enhancing the experience for the students greatly. Ryan Fleming (MBA '12) acted as the finance expert and Matthias Tietz (PhD) brought tremendous strategic and teaching experience from his days coaching the HBA1s at Ivey. As well, Oli Dervey, our Aeroplan employee from 2012, was able to bring great value on loyalty programs and other promotional theories to our entrepreneurs, whereas Kavitha Pachagounder (MBA '12) brought knowledge of the IT space and sales techniques.

Right away the level of expertise in the classroom impressed the team. Confirmation of enrolment to our students was only provided the night before classes started, negatively impacting our initial attendance (19 vs 25). However, our core group of 15 – 18 students gleaned tremendous value from sessions in two different ways:

1) Finance proved to be a critical skill component for the Macedonian entrepreneurs because many lacked formal education. We focused two days out of our two weeks on this topic alone and found it incredibly beneficial. Understanding of the softer skills was also critical – marketing, leadership, communication and motivation were thoroughly taught through formal business programs. As a result, focus was given to these concepts in the second week and cases were leveraged to provide maximum learning.

2) Coaching was a very valuable component of LEADER's program. Each day teacher pairs coached a minimum of two entrepreneurs, and sessions were so successful that during the second week it was done before and after each classroom session. This was not only interesting work, but also very rewarding because stronger relationships were formed.

All in all, despite the cultural hurdles to overcome with attendance, feedback from students was positive and it was easy to observe LEADER's impact. LEADER's contact at the Chamber of Commerce suggested the partnership expand throughout the Balkan region with Skopje being our main point of contact. This exciting development helped cement a great experience and continue to grow LEADER's legacy in Macedonia.

## Special Thanks to Our Partners

Aeroplan

<http://www.aeroplan.com>

Pierre L. Morrissette Institute for Entrepreneurship

<http://www.iveyentrepreneur.com>

Richard Ivey School of Business – Office of the Dean

<http://www.ivey.uwo.ca>

Ian O. Ihnatowycz Institute for Leadership

<http://www.ivey.uwo.ca/research/leadership>

MBA Student Association

<http://iveymbaa.ca>

Ivey Advancement

<http://www.ivey.uwo.ca/alumni>

Ivey Publishing

<http://www.iveycases.com>

HBA Program Office

<http://www.ivey.uwo.ca/hba>

MBA Program Office

<http://www.ivey.uwo.ca/mba>

MSc Program Office

<http://www.ivey.uwo.ca/msc>

## Appendix I: Contact Information

If you any questions, or require further information please contact the LEADER Project at:

LEADER Project, Room 2R28  
Richard Ivey School of Business  
The University of Western Ontario  
London, Ontario, Canada  
N6A 3K7

Email: [leaderproject@ivey.ca](mailto:leaderproject@ivey.ca)

Website: [www.leaderproject.com](http://www.leaderproject.com)

If your questions or comments are specific to the LEADER Advisory Board, please contact:

Email: [advisoryboard@leaderproject.com](mailto:advisoryboard@leaderproject.com)

## Appendix II: Participants and Committee Roles

Name	Committees	Program	Site
Shilpa Joshi	Alumni Relations	MBA	Bangalore, India
Suzanne Biskup	Fundraising (Event)	MBA	Bangalore, India
Vivek Kalwani	Logistics	MBA	Bangalore, India
Mark Gilbert	Executive Director - Alumni Relations, Fundraising, India Expansion	MBA	Bangalore, India & Arusha, Tanzania
Chris Smith	Fundraising	HBA2	Chisinau, Moldova
Michelle Briffett	Curriculum	HBA1	Chisinau, Moldova
Kaushik Ramakrishnan	Expansion Recruit	MBA	Chisinau, Moldova
Toral Padia	Fundraising (Event)	MBA	Chisinau, Moldova & Arusha, Tanzania
Olena Lobach	Alumni Relations, Recruiting	MBA	Did Not Travel
Amy Shuh	Media & Tech	HBA2	Did Not Travel
Andrew Marfleet	Fundraising	MSc	Did Not Travel
Sandra Nestic	Fundraising (Event)	MBA	Irkutsk, Russia
Amrita Kochar	Logistics	HBA2	Irkutsk, Russia
Tom Ladner	Treasury	HBA & JD (Returning)	Irkutsk, Russia
Mike Cole	Curriculum	MBA	Nizhny Tagil, Russia
Mike Kenigsberg	Alumni Relations, Logistics	MBA	Nizhny Tagil, Russia
Jordan Wotten	Treasury	HBA2	Nizhny Tagil, Russia
Diana Mohan	Social and Logistics	HBA1	Nizhny Tagil, Russia
Scott Innes	Executive Director - Treasury, Media & Tech	HBA2	Port-au-Prince, Haiti
Taylor Sekhon	Executive Director	HBA & Ba (Returning)	Port-au-Prince, Haiti
Siddarth Subramani	Expansion Recruit	MBA	Port-au-Prince, Haiti
Cassandra Lee-Chiang	Expansion Recruit	HBA1	Port-au-Prince, Haiti
Ryan Fleming	Fundraising (Event)	MBA	Skopje, Macedonia
Matthias Tietz	Curriculum	PhD	Skopje, Macedonia
Oli Dervey	N/A	Aeroplan	Skopje, Macedonia
Kavitha Pachagounder	Executive Director - Logistics, Curriculum, Recruiting/Social	MBA	Skopje, Macedonia & Arusha, Tanzania
Ahad Ahmed	Curriculum	MBA	Togliatti, Russia
Natasha Petersen	Curriculum, Recruiting	HBA & JD (Graduating)	Togliatti, Russia
Danish Ajmeri	Alumni Relations	HBA1	Togliatti, Russia
Rachel Lam	Media & Tech	MSc	Togliatti, Russia
Brent Duffin	Media & Tech	MBA	Yekaterinburg, Russia
Alan Neal	Alumni Relations	HBA & BSc (Graduating)	Yekaterinburg, Russia
Anisha Chotalia	Fundraising	HBA1	Yekaterinburg, Russia
Anita Lee	Media & Tech	HBA & Ba (Returning)	Yekaterinburg, Russia & Arusha, Tanzania



## Appendix III: Income Statement



### LEADER Income Statement

For the Year Ending August 31, 2012

\$ Canadian

	2012 Actual	2012 Budget	Explanations	2011
<b>Revenue</b>				
<i>Fundraising Campaign</i>				
Individual donations	\$ 3,515.39	\$ 3,515.56		\$ 3,390.00
Collective donations	\$ 3,104.05	\$ 3,330.00		\$ 3,330.00
Expansion Fundraising	\$ 250.00	\$ -	<i>Fundraising done in April by LEADERites recruited for Haiti</i>	\$ -
<b>Subtotal Fundraising</b>	<b>\$ 6,869.44</b>	<b>\$ 6,845.56</b>		<b>\$ 6,720.00</b>
<i>Fundraising Events</i>				
Alumni Reunion Event	\$ 6,423.98	\$ 5,548.69		\$ 5,548.69
Bar Event(s)	\$ 750.95	\$ 835.00		\$ 460.00
Pub Crawl	\$ -	\$ 750.00		\$ -
Other initiatives	\$ -	\$ -		\$ -
<b>Subtotal Events</b>	<b>\$ 7,174.93</b>	<b>\$ 7,133.69</b>		<b>\$ 6,008.69</b>
<i>Executive Director Internal Campaign</i>				
MBAA contribution	\$ 1,500.00	\$ 1,950.00		\$ 2,100.00
HBAA contribution	\$ -	\$ 1,500.00	<i>HBAA may provide funding again in 2012</i>	\$ 1,500.00
Cross-Enterprise Leadership Centre	\$ 5,000.00	\$ 5,000.00		\$ 5,000.00
Ivey Dean's contribution	\$ 10,000.00	\$ 10,000.00		\$ 10,000.00
Institute for Entrepreneurship	\$ 15,000.00	\$ 15,000.00		\$ 15,000.00
<b>Subtotal ED</b>	<b>\$ 31,500.00</b>	<b>\$ 33,450.00</b>		<b>\$ 33,600.00</b>
<i>Other Revenue</i>				
Withheld Reimbursements	\$ 1,350.00	\$ -	<i>Withheld due to LEADERite fundraising shortfalls</i>	\$ -
Deposit forfeiture	\$ 1,000.00	\$ -		\$ 500.00
Deposit donation	\$ -	\$ -		\$ -
<b>Subtotal Other</b>	<b>\$ 2,350.00</b>	<b>\$ -</b>		<b>\$ 500.00</b>
<b>Total Revenue</b>	<b>\$47,894.37</b>	<b>\$ 47,429.25</b>		<b>\$46,828.69</b>
<b>Expenditures</b>				
<i>General &amp; Administrative Expenses</i>				
Banking fees	\$ 54.64	\$ 41.60	<i>Bank accounts fees are being lowered for 2012</i>	\$ 40.00
Mailing & postage	\$ 20.68	\$ 20.80		\$ 20.00
Meeting expenses	\$ 407.66	\$ 313.60		\$ 301.54
Printing expenses	\$ 970.30	\$ 600.00	<i>From Nihzny Tagil and Irkutsk</i>	\$ 621.60
Case Translation	\$ 1,122.12	\$ -	<i>New cases (3) and mini-cases</i>	\$ 615.00
Promotion	\$ -	\$ -		\$ 400.00
Gifts	\$ -	\$ 250.60		\$ 240.96
Other expenses	\$ -	\$ 279.56		\$ 268.81
<b>Subtotal G&amp;A</b>	<b>\$ 2,575.40</b>	<b>\$ 1,506.16</b>		<b>\$ 2,507.91</b>
<i>Travel Expenses</i>				
Flights	\$ 15,623.27	\$ 22,504.26	<i>Includes 24 travelers to Russia, Macedonia, and Moldova</i>	\$ 20,680.46
Aeroplan taxes & fees	\$ 9,636.93	\$ 9,051.10		\$ 9,087.56
Overweight Baggage Fees	\$ -	\$ 907.01		\$ 840.98
Visa expenses	\$ 2,249.50	\$ 2,459.02		\$ 2,280.00
Travel Allowance	\$ -	\$ -		\$ 139.70
Travel insurance	\$ 74.00	\$ 194.13		\$ 180.00
<b>Subtotal Travel</b>	<b>\$ 27,583.70</b>	<b>\$ 35,115.52</b>		<b>\$ 33,208.70</b>
<i>Expansion Expenses</i>				
Expansion - Case Translation	\$ 1,741.90	\$ -	<i>French requirement for Haiti site</i>	\$ -
Expansion - Printing	\$ 212.00	\$ -	<i>Haiti - may be covered by partner in 2012</i>	\$ -
Haiti Flights	\$ 1,434.36	\$ -		\$ -
India Flights	\$ 4,800.00	\$ -		\$ -
Tanzania Flights	\$ 3,082.00	\$ -		\$ -
Accommodation	\$ 4,221.91	\$ -	<i>Haiti security precaution - will be covered by partner in 2012</i>	\$ -
Transportation	\$ 1,435.00	\$ -	<i>Haiti security precaution - will be covered by partner in 2012</i>	\$ -
Travel Insurance	\$ 148.00	\$ -		\$ -
Vaccinations	\$ 269.00	\$ -	<i>Tanzania requirement</i>	\$ -
Malaria Medication	\$ 549.00	\$ -	<i>Tanzania requirement</i>	\$ -
Visa Expenses	\$ 1,181.04	\$ -	<i>Tanzania employment visa, India Visa</i>	\$ -
<b>Subtotal Expansion</b>	<b>\$ 19,074.21</b>	<b>\$ -</b>		<b>\$ -</b>
Contingency expenses	\$ 1,200.46	\$ 1,935.41	<i>DP Relocation and visa for Kenyan national</i>	\$ 835.56
<b>Total Expenditures</b>	<b>\$50,433.77</b>	<b>\$ 38,557.09</b>		<b>\$36,552.17</b>
<b>Surplus/(Deficit)</b>	<b>(2,539.40)</b>	<b>8,872.16</b>	<i>Deficit for expansion, covered by endowment fund</i>	<b>10,276.52</b>
Per LEADERite	(81.92)	49.01		\$ 379.39
Students traveling	31	28		27