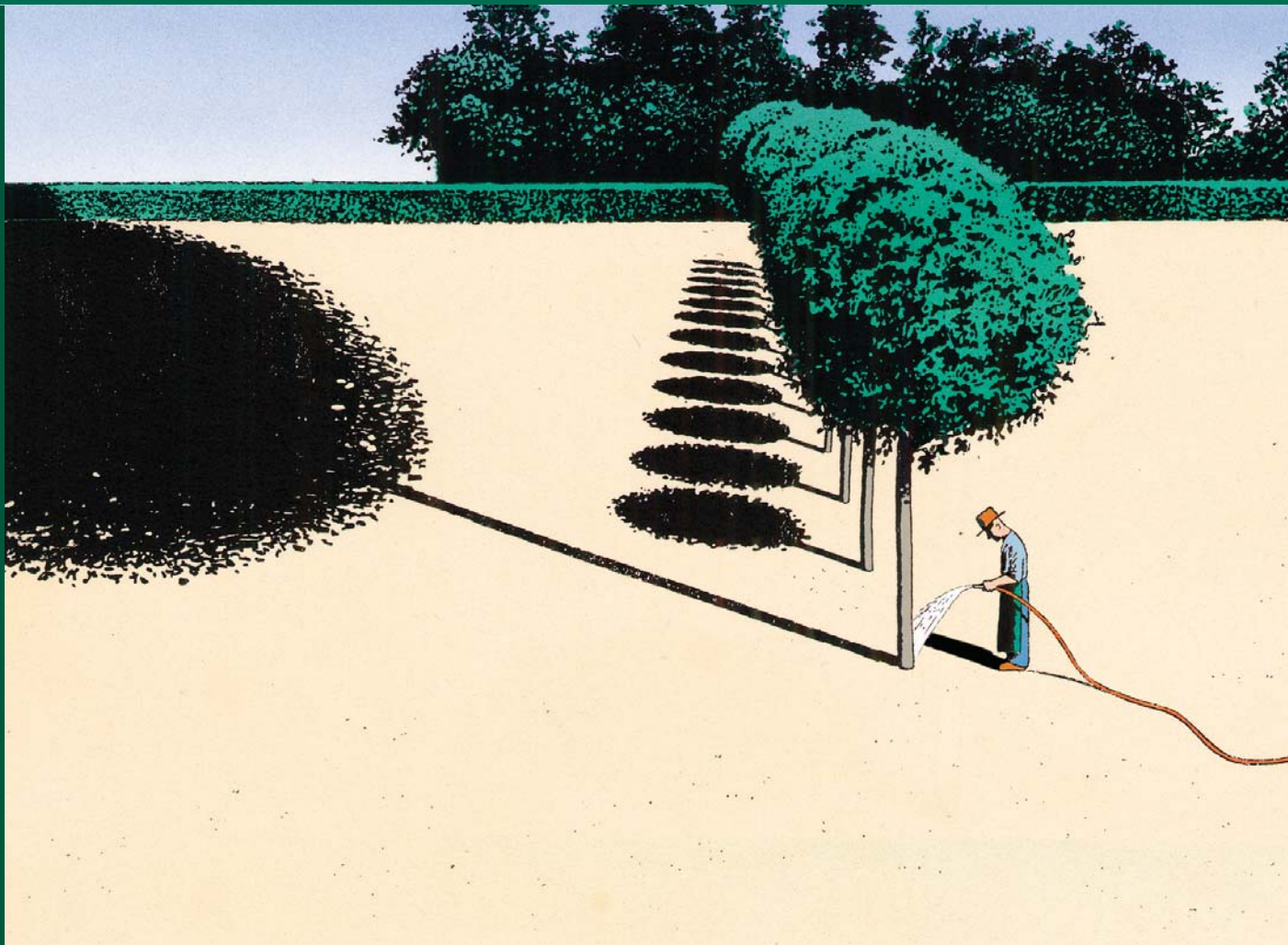


BCG

THE BOSTON CONSULTING GROUP



Making a Difference

BCG's Partnerships and Projects for Social Impact

The Boston Consulting Group (BCG) is a global management consulting firm and the world's leading advisor on business strategy. We partner with clients in all sectors and regions to identify their highest-value opportunities, address their most critical challenges, and transform their businesses. Our customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that our clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with 66 offices in 38 countries. For more information, please visit www.bcg.com.

Making a Difference

BCG's Partnerships and Projects for Social Impact

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Personal Reflections on BCG's Social Impact Work

A Message from the CEO

The Boston Consulting Group has met with much success this year, despite a challenging economic environment. We have expanded our consulting ranks, fostered deeper relationships with clients, and achieved revenue growth at rates that well exceed those of our competitors. But commercial success has never been BCG's only goal. When our founder, Bruce Henderson, launched our firm more than 40 years ago, his ambition was to have a positive and lasting impact on society; indeed, he wanted to change the world. That aspiration remains strong in BCG today and is amply demonstrated in this report on our social impact activities.

BCG clearly continues to make a genuine difference, both globally and on a local level. Today we are helping our partner organizations—which are addressing a wide array of critical challenges, such as hunger, infectious diseases, and illiteracy—become more effective, more efficient, and ultimately more capable of achieving their missions. It is gratifying to see the progress these organizations are making, and it is a privilege for BCG to play an active role in helping them achieve it. I thank these organizations for their trust and partnership.

I also extend my thanks to the many BCG colleagues who have contributed to these efforts. Their passion, vision, and commitment to achieving real results are exciting and convey real hope. Their dedication is so important to our aspiration of helping to shape the future—together.

I hope you enjoy reading this report and find it as compelling as I have. If you would like to learn more about the organizations we support or about BCG's social impact work in general, including the establishment of our Social Impact Practice Network, please contact us at social_impact@bcg.com.

Hans-Paul Bürkner
President and CEO

Shaping the Future— Together

Despite rapid global economic development, the world still faces a multitude of challenges. Approximately 2.6 billion people, or 40 percent of the world’s population, exist on less than \$2 a day, with roughly 1 billion of them living on less than \$1 a day. An estimated 850 million people—more than the combined populations of the United States, Canada, and the European Union—live in “food insecure” households; that is, they do not get enough food to lead healthy, active lives. Meanwhile, diseases of the developing world continue to exact a terrible toll: malaria, for example, is estimated to kill one African child every 30 seconds.

The challenges are not confined to developing countries. Hunger, poverty, and a variety of other afflictions exist in many of the world’s wealthiest countries as well. In the United States, for example, an estimated 35 million people, including about 12 million children, live in food-insecure households.

BCG’s involvement in the social impact sphere is motivated by such unacceptable truths.

BCG’s Approach to Achieving Social Impact

Through our social impact work, we strive to make a tangible and lasting contribution to the world in which we

live. And we do so working *together* as a firm, because we are convinced that we can achieve far more working collectively than any one of us could individually.

We believe that the best way to achieve our objective is by partnering with selected organizations in the social impact realm and, by applying our core consulting skills, helping those organizations operate more effectively. We approach these relationships in precisely the same manner that we do our relationships with corporate clients: we collaborate closely with our partners to develop innovative ideas and approaches. And we are increasingly focused on tracking our efforts to ensure that we are indeed generating significant impact. (See Part II for some thoughts on measuring social impact.)

We find that this approach not only maximizes our potential contribution, it also challenges us intellectually and helps us develop professionally. Further, such partnering fulfills us personally, as is evidenced by the large number of BCG staff—470 employees, or approximately 11 percent of our consulting staff worldwide—who participated in our social impact projects over the past year. And these numbers do not include the employees who participate in the range of volunteer work discussed below in “Undertaking Additional Social Impact Activities.”



A BCGer “on the ground” in western Africa.

The approach also strengthens us as a professional firm by helping us attract and retain the best talent. And we can engage with some of our corporate clients and societal leaders on another level—in the common pursuit of serving the needs of society.

Our social impact work spans six topic areas: the environment, poverty and hunger, public health, education, community and economic development, and arts and culture. (See Exhibit 1.) We view these areas as reflecting a hierarchy of needs, ranging from the most basic, broadly shared, immediate needs—that is, a sustainable environment and sufficient food—to the more social and experiential needs of arts and culture. We engage in efforts that span these areas by working in partnerships with dedicated social-sector organizations, through our philanthropic work with foundations, and through our corporate social responsibility (CSR) work with corporations. (We have not included descriptions of our CSR work in this report, for confidentiality reasons.) In 2007, BCG completed approximately 140 assignments across these areas, working with more than 80 organizations around the world.

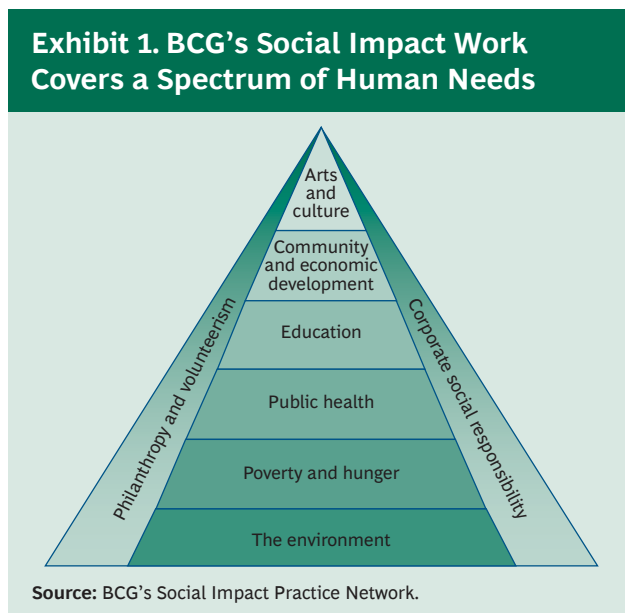
Partnering Globally and Locally. BCG engages in social impact initiatives on both global and local levels. Our global efforts are guided by the United Nations Millennium Development Goals, which establish specific targets for 2015 in the areas of combating poverty, disease, illiteracy, and other challenges facing the world’s poorest

people. To pursue these objectives, we have formed long-term relationships with a small number of leading organizations in their respective fields: the World Food Programme, Save the Children, and the Bill & Melinda Gates Foundation, as well as several other organizations in the global health arena.

Our local activities address a broad range of challenges facing the communities in which we live and do business. Each BCG office determines the type of work it engages in. Recent examples of local social impact work include improving the supply chain of a network of food banks in the United States; helping a national cancer society in Denmark develop a fundraising strategy; working with a nonprofit to expand educational opportunities for Brazil’s youth; and helping to launch a modern art museum in China.

This report provides many examples of our global and local work.

Undertaking Additional Social Impact Activities. Although we engage in the social impact sphere primarily through our project work, BCG also contributes in many other ways, including our volunteer efforts and board service with nonprofit organizations, community service, charitable giving, and fundraising. Our Amsterdam and Tokyo offices, for example, support the World Food Programme’s annual Walk the World event, a five-kilometer symbolic walk for the benefit of the organization’s school-



Members of BCG’s Amsterdam office support the World Food Programme’s Walk the World campaign.

feeding projects. Our Toronto office closes one day each year to support the Fred Victor Centre, an organization that helps the homeless, by serving food and conducting job interview workshops. Our Madrid office supports an annual Special Olympics event for mentally handicapped people. Our New York office participates in a mentoring program for local high-school students, coaching them on everything from academics to the challenges of everyday life. And in Austria, Germany, Italy, Switzerland, and Singapore, approximately 250 BCGers each year support *business@school*, an educational program launched by BCG partners, by volunteering as “school coaches” for ten months. Beyond these examples, there are many more local activities taking place in our offices around the world.

Reflecting the growing importance of environmental issues, many BCG offices have also launched “BCG Green” initiatives, which focus on reducing the consumption of natural resources and the production of waste, increasing recycling, and minimizing travel. Some examples: Within nine months of launching its BCG Green campaign, BCG’s London office reduced its paper consumption by nearly 50 percent and increased employee usage of the Eurostar train by 75 percent. Our Toronto office has reduced bottled-water consumption significantly by distributing reusable bottles to staff, cutting consumption by 75 percent during the first four weeks; it has also planted trees to offset some of the office’s carbon emissions. Our San Francisco office uses energy-efficient lighting and employs a number of other innovative energy-saving measures, including motion-activated hallway lights and automatic shutoff for lighting, air conditioning, and heating systems when the office is not in use. And our Chicago and Boston offices have both received the U.S. Green Building Council’s Leadership in Environmental Design (LEED) certification, signifying that they meet or exceed the council’s highest environmental standards.

BCG is also currently developing a unified approach for

tackling environmental issues, drawing together expertise and experience from our offices around the globe. By leveraging best practices, promoting knowledge sharing, and building a global support network, we aim to accelerate and maximize the effectiveness of our firmwide environmental efforts.

These examples represent a small sample of the types of additional social impact activities in which BCG engages. Most BCG offices are involved in a range of initiatives.

The Social Impact Practice Network

At BCG, we aim to be as effective and professional in our social impact work as we are in our commercial work. To facilitate this goal, we have launched the Social Impact Practice Network (SIPN) to organize and coordinate our social impact activities. The network has been designed to be an integral part of BCG, allowing us to draw from our mainstream commercial know-how while simultaneously extending our expertise in the social impact sector.

The SIPN functions on several levels. A small global team coordinates and seeks to advance the social impact practice. Then, in each BCG office, social impact nodes coordinate our activities and serve as a gateway for participation and communication about our efforts. Also, a number of topic interest groups and topic experts work to advance our knowledge and abilities across the topic areas in which BCG is active. (See Exhibit 2.)

How to Get Involved

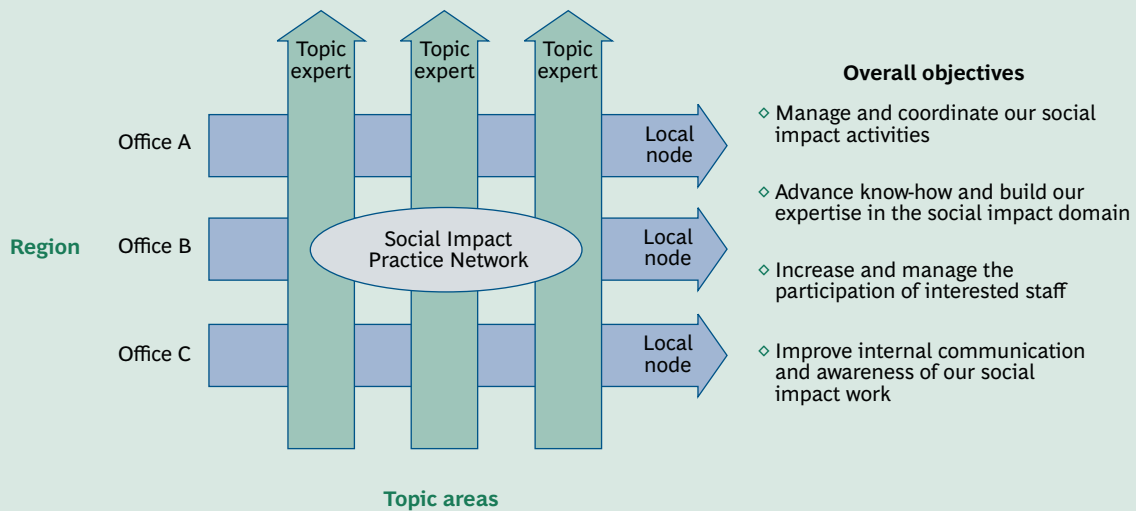
BCG employees who wish to participate in our social impact work have several ways to do so. (See Exhibit 3.) *Project work* is the primary avenue for engaging in this work.

Our staffing process for social impact work operates in the same manner as our staffing process for corporate work. A global staffing team seeks to ensure an equal distribution of opportunities across all office systems.



BCGers work with local schoolchildren in Singapore.

Exhibit 2. BCG's Social Impact Practice Network Coordinates Activities Around the World



Source: BCG's Social Impact Practice Network.

Exhibit 3. BCG Employees Can Participate in a Number of Ways



Source: BCG's Social Impact Practice Network.

Beyond project work, BCG offers several unique opportunities for those seeking dedicated, longer commitments. Social impact *secondments* allow selected employees to work full-time with one of our global partners in social impact for six months to a year while remaining BCG employees. Positions vary depending on the needs of our client organizations. Recent secondments have included a position working as an international change manager for Save the Children's Unified Presence initiative, and positions working as country coordinators in Mauritania and Laos for a UN-led partnership called REACH—Ending Child Hunger and Undernutrition.

BCG also offers a *social impact leave of absence*, which allows employees to dedicate themselves to the social impact work of their choice for up to 12 months. Recent participants have worked in Latin America with Endeavor, an organization that seeks to transform the economies of emerging markets by identifying and supporting "high-impact entrepreneurs," and with the Center for Civil and Human Rights Partnership, which is advancing the development of a planned U.S. center for civil and human rights in Atlanta. (For firsthand perspectives on BCG's social impact secondments and leaves of absence, see the sidebars "Supporting Save the Children on Secondment" and "Taking a Leave of Absence to Support Entrepreneurs in Latin America.")

Supporting Save the Children on Secondment



Olfert de Wit, a project leader in BCG's Amsterdam office, is on a 12-month secondment with Save the Children, working as international change manager for the organization's Unified Presence initiative. He discusses the work, its satisfactions, and what motivated him to pursue it.

Working with Save the Children through BCG's secondment program has been an extraordinary experience. I had been looking to broaden my professional horizons with a different type of challenge and simultaneously engage in something targeting the greater good. This program has more than satisfied both objectives. Also, being able to pursue these goals in a concentrated way and for an extended period is a very special and unique opportunity. I can really devote myself wholeheartedly to the task, and I will have the chance to see and experience, firsthand, the fruits of my efforts. I'm very grateful to BCG.

The work itself is exhilarating and draws on a range of skills—strategic, organizational, and interpersonal. I'm charged with bringing together a number of separate organizations and helping them function as one; so far, I've led unification efforts in Nicaragua, Colombia, and Vietnam. The work is effectively a postmerger integration project, with all of its many facets, but it's conducted on a different scale and in an arena where results are measured not in profitability but in lives touched.

It's been highly gratifying to see the difference we can make. I've also found it enlightening to see how the skills we develop as consultants transfer to the nonprofit realm. We really are bringing something special and valued to the table, regardless of where we apply it.

Taking a Leave of Absence to Support Entrepreneurs in Latin America



Sylvain Franc de Ferriere is a consultant in BCG's Paris office. He recently took a social impact leave of absence to spend a year working with Endeavor, an organization that supports entrepreneurs in developing economies.

As I write this, I've been working with Endeavor in Buenos Aires for six months. During that time, I've had the opportunity to work on some very challenging cases in a range of sectors. In my first case, I helped a medical-equipment manufacturer define its strategic direction and, specifically, develop an entry strategy into the U.S. market. I also helped the organization secure \$3 million in venture capital funding. In subsequent projects, I helped an Argentinean fashion designer optimize its operations and redefine its strategic positioning, and I helped a software company develop its international growth strategy. I'll be going to Chile in the next few months to support entrepreneurs there.

This work has been rewarding on several levels. It's extended me professionally: rather than working with large

companies in mature economies, I'm helping entrepreneurs launch and develop businesses in a much less stable environment. This focus draws on my existing skills and knowledge base—and is broadening them as well, particularly on the operational side. I'm often called on for guidance on such decisions as whether to accept a particular new client, whether to move a plant to a new site, and whom to hire. The work is also very satisfying personally, since I feel I'm having a direct impact on an entrepreneur's business and, in the process, helping the development of a country. I also really enjoy building close relationships with the management and founders of these organizations.

I strongly recommend this experience to my fellow BCGers for all the reasons I've noted above. Last but not least, it's a great opportunity to spend time in some very vibrant countries.

Volunteering and local programs present still another way to get involved in social impact efforts. Many BCG offices have developed rich volunteer programs and offer other locally relevant activities for interested staff.

The Goals and Content of This Report

Our objective in preparing this report is to provide a detailed overview of our social impact efforts for our staff, those interested in joining BCG, and others interested in BCG's activities. To facilitate an understanding of our work, we have included a broad range of materials and perspectives.

Part I provides an overview of our global efforts and highlights some of the major global organizations we support. It also offers a representative sampling of our local work and highlights a cross-section of our local partners.

Part II presents a closer, more detailed look at the intricacies of working in the social impact sphere. First, it features an interview with one of BCG's social impact clients, Regina Rabinovich, director of infectious diseases development for the Bill & Melinda Gates Foundation. Second, it highlights insights from a BCG project team that has tackled the challenge of measuring social impact.

Part III provides concise summaries of many of the social impact projects that BCG engaged in from September 2006 through December 2007. For reasons of client confidentiality, we have not included summaries of all of the projects. We have grouped organizations by topic area and listed them alphabetically, and we have specified the country or region targeted by each initiative. Organizations such as Save the Children, which span several topic areas, are listed in the one that we believe best captures their overall mission.

The report concludes with a list of all the BCG employees who devoted time and effort to social impact projects during the selected period. We extend our thanks to them for their contributions.

BCG is committed to doing its part to make the world a better place, and we actively seek ways to increase our impact. If you have suggestions for how we can accomplish this—or comments or questions about the organizations or work described in this report—please contact us at social_impact@bcg.com.

PART I

Partnering for Social Impact



Partnering Globally

BCG's global efforts, as noted, are guided by the UN's Millennium Development Goals, which establish specific targets to be met by 2015 in combating poverty, disease, illiteracy, and other challenges facing the world's poorest people. Given this framework, our global work focuses on the developing world and emphasizes three broad efforts: fighting poverty and hunger, advancing children's well-being, and improving global health. These are long-term challenges by definition, requiring, we believe, long-term relationships with a few key players with which we have chosen to partner: the World Food Programme, Save the Children, the Bill & Melinda Gates Foundation, and several other organizations in the global health arena. Organizations of this caliber, standing, and size possess the scale and reach necessary to have a real and lasting impact on problems of great magnitude, and we feel privileged to have the opportunity to partner with them.

The following are detailed descriptions of a number of our recent efforts with these organizations. A more comprehensive list of brief summaries can be found in Part III of this report.

Fighting Global Hunger

Today, more than 850 million people—roughly one in eight—are undernourished. The effects of hunger are

profound, ranging from stunted mental and physical development among the very young to heightened vulnerability to disease and a dramatically shortened life span among adults. Indeed, The World Bank Group considers malnutrition to be the world's most serious health problem and the single biggest contributor to child mortality, with roughly 3.5 million hungry children dying before the age of five each year.

The World Food Programme (WFP) is one of the world's largest humanitarian organizations and the UN's front-line agency in its fight against hunger. Launched in 1962, WFP works in partnership with governments, nongovernmental organizations, and other UN agencies to provide emergency relief and sustainable-development assistance to those in need. The organization's reach is expansive: WFP has operations in more than 80 countries, and it

distributes food each year to nearly 90 million people, two-thirds of whom are children.

Increasing WFP's effectiveness by even a small percentage results in literally millions of additional mouths fed. With this goal in mind, BCG began its relationship with WFP in 2003. Since that time, we have supported the organization in a range of efforts that encompass strategy, governance, organization design, and operational efficiency. We have, for example, helped WFP develop a new



The World Food Programme brings food—and hope—to millions of children each year.

business model that significantly improves the organization's ability to transform donated cash into food in the hands of the hungry. We have also helped it upgrade its supply-chain management and establish better measurement and forecasting systems; strike an optimal balance between centralized and decentralized local operations; and create a global IT strategy.

Although much of our work with WFP has focused on broad issues that affect the entire organization, several projects have centered on “on the ground” operations specific to countries or regions.

Improving Food Distribution. One recent example of the second type of work was a project designed to help India's government improve its food-distribution capabilities. India's Public Distribution System (PDS), the world's largest hunger-relief program, provides aid—in the form of subsidized grain—to 400 million Indians who live below the poverty line. The program, which costs the government approximately \$7 billion annually to administer, suffers from significant inefficiencies. In fact, in 2005 the Planning Commission of India estimated that a significant portion of the food earmarked for the poor never reached its intended beneficiaries. Previous attempts to improve the program had met with little success.

BCG and WFP worked with two state governments in India to determine where the problems lay. The program's supply chain is relatively simple: The government purchases grain from farmers at government-determined prices and then stores it in federal and state warehouses. From there, the grain is transferred to local warehouses and eventually to roughly 500,000 “fair price shops,” where qualifying families and individuals present their ration cards and collect their allotment of grain every month. After a thorough assessment, the team determined that so-called leakage occurred across the supply chain for a variety of reasons, and pilferage by those involved in the distribution sys-

tem accounted for a significant part of the problem. The team also determined that all of the accounting adjustments to hide the pilferage occurred at the “last mile”—the point at which food is transferred to recipients.

Previous efforts to police the system had attempted to monitor the entire length of the supply chain—for example, by tracking delivery trucks using GPS beacons, setting up vigilance committees to monitor grain delivery, and using electronic weighbridges to automatically record truck weights. But these safeguards were all easily bypassed by means of false accounting reconciliation. The team realized that it would be futile to attempt to monitor, on an ongoing basis, a system that spanned thousands of miles and included more than 1 million operators.

Instead, the team determined that the most effective way to address the problem would be to harness the power of the system's 400 million beneficiaries to make it difficult or close to impossible for pilferers to exploit the accounting system. To achieve this goal, the team recommended tightening the security of the card system by issuing biometrics-based identification cards to all beneficiaries. Use of these cards would eliminate “ghost” and duplicate users in the system as well as the possibility of “shadow ownership” by fair-price shop owners and those seeking to exploit the system. Then, to further strengthen security, beneficiaries would be issued vouchers in the form of bar-coded coupons that they would exchange for grain. Furthermore, the system's back-end infrastructure would

be modified so that the government credited the owners of the fair-price shops only once it had validated the coupons. Taken together, these measures would significantly change the balance of power in favor of the genuine beneficiaries, enabling them to monitor and effectively control the system.

After gaining approval to proceed with the plan from one of the state governments and other related stakeholders, the BCG-WFP team launched a pilot program in



India's Public Distribution System, the world's largest hunger-relief program, provides aid to 400 million people.

Rayagada, a rural district of roughly 1 million people in the state of Orissa. The district is one of the poorest, most food-insecure regions in the country—and, for that reason, a perfect test case for the recommendations. Implementation, including the collection of biometric data from every citizen across the district's more than 2,500 villages, has been a major undertaking on a range of fronts—raising technical, operational, and policy challenges. But the team is driving the process forward and believes that the new system will be up and running at the beginning of 2009.

Once the system is operational, the team expects that the right quantities of food will reach the intended beneficiaries and that the changes will result in substantial savings in the food subsidy program, making it possible for the government to expand the entitlement, include the eligible beneficiaries who are currently excluded, or do both. If the program delivers the intended results, the central government will consider scaling it up and introducing it in several states across the country. The improved governance of the scheme will be as effective as providing additional resources, and it will help in safeguarding food-insecure people from rising food prices.

Focusing on Child Hunger and Undernutrition. Another recent example of BCG's work on the ground with WFP is the organization's REACH—Ending Child Hunger and Undernutrition partnership, which was established jointly by WFP, the World Health Organization, the Food and Agriculture Organization of the United Nations (FAO), and Unicef. The initiative is an effort to escalate the fight against child hunger and undernutrition in individual countries. In the process, the partners hope to make a significant contribution to realizing the UN's Millennium Development goal of halving the number of underweight children by 2015 and ending child hunger within one generation.

To advance the effort, REACH's partners, in collaboration with health ex-

perts from different thematic areas, identified 11 specific interventions in the areas of food security, health, and behavioral changes. Examples include the treatment of severely malnourished children; the distribution of deworming tablets, vitamins, and minerals; and the promotion of breastfeeding. The interventions are scientifically proven, are relatively easy to implement, and typically yield rapid and sustainable results—especially when delivered in concert. Having identified these interventions, the partners turned their attention to developing a plan to help countries lead, scale up, and implement this multipronged approach through coordinated efforts by the various players.

BCG and REACH focused initially on two countries, Mauritania and Niger, in order to better understand the needs and opportunities and to determine how an effective collaborative process among the various aid entities might work in practice. After thorough research, the team discussed potential approaches with representatives of the respective local governments, UN organizations, donor organizations, and key nongovernmental organizations. The team was encouraged to find that strong consensus existed among stakeholders around the need for greater collaboration. It also discovered that the stakeholders shared a common belief that the initiative could provide a powerful platform for raising awareness of the so-called chronic emergency of child hunger and undernutrition and for pushing the topic higher on the political agenda at both the country and global levels.



The BCG and World Food Programme team working together in Niger.

Through discussions with all the stakeholders, the team also identified a strong business logic for achieving enhanced collaboration by identifying the many specific ways in which the organizations could collaborate in order to tap their existing capabilities. The team identified particularly promising opportunities for reducing one of the largest expenses associated with health interventions: the final delivery of those interventions to their beneficiaries. Because each aid organization usually had

its own delivery system, it was determined that additional interventions could be delivered through existing channels at relatively low incremental cost. When WFP, for example, distributed emergency food aid through specific feeding centers, it could also hand out chlorine tablets to kill bacteria in household water supplies and advise mothers on feeding their children. Such synergies, which had rarely been acted on, posed huge opportunities.

The team realized that the true challenge, of course, was formalizing this cooperation and institutionalizing a process for coordinating and planning at the country level—in a way that involved all the key players. To this end, the team developed various organizational options and specific recommendations for a governance structure, a steering group, lead roles, and a technical task force. In Mauritania the government has already begun to implement the team’s proposal. As part of that implementation, the government has formed a new coordination board for nutrition, which includes all key ministers and is chaired by the prime minister.

On the basis of the promising country studies led by the team, the heads of the agencies involved in this effort

decided to advance the REACH partnership with two full-fledged one-year pilot programs: one in Mauritania and one in Laos. BCG continues to support the pilots with two secondees, who serve as facilitators of the local partnerships and help drive the coordination process toward concrete action.

A Rome-based BCG team also supports the efforts and is studying successful operational practices globally to inform and support the pilot projects and the related activities. Drawing on the experience gained through the pilots, REACH will, as its next step, roll out activities in additional countries. (For insight into a related effort—one geared toward maximizing the effectiveness of UN agencies through more effective teaming—see the sidebar “One UN: Achieving More Together.”)

The problem of global hunger remains daunting. Indeed, WFP calculates that, given current trends, the number of the chronically hungry is growing by 4 million per year. WFP is committed, however, to doing everything it can to contribute to halting and ultimately reversing that slide. We are proud to have the opportunity to play a supporting role in that endeavor. (For a perspective from WFP,

One UN: Achieving More Together



When BCG recently undertook an effort with the United Nations Development Operations Coordination Office (DOCO), the concept of maximizing organizational impact by improving the coordination of efforts was central to the initiative. DOCO is the umbrella organization that coordinates the activities of all of the roughly 30 UN development agencies, including the World Food Programme.

Historically, the individual agencies had functioned as largely independent entities, each with its own brand, board of directors, operations, business processes, sources of funding, and accountability. A consensus formed among the members that this structure was less than efficient on many levels. Mandates often overlapped, donors had to navigate multiple interfaces and messaging, and efforts were often uncoordinated and duplicated. DOCO was commissioned by the heads of these agencies to develop a more unified, cross-organizational approach

to their operations, one that would optimize the collective ability to deliver aid and improve the lives of the beneficiaries who receive this aid.

BCG helped DOCO develop a comprehensive framework that would help bring the agencies together as “one UN.” The team identified an overarching model for organization design that would facilitate better overall teaming, supplementing it with customized recommendations for operations in each country. Putting the model into practice, the team supported pilot initiatives in eight countries—Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam—paying particular attention to measuring impact and managing change. BCG and DOCO also helped the agencies and country teams change the funding structure in these countries. To date, the results achieved by the country teams working together include significant increases in donor funds—for example, Tanzania saw a 50 percent increase in funding over the previous year—and, simultaneously, the ability to deliver more development assistance per dollar received.

Partnering with BCG in the Struggle Against Hunger



Sarah Laughton joined the World Food Programme (WFP) in 1997 and is currently a program advisor in the interagency partnership of REACH—Ending Child Hunger and Undernutrition, in which WFP is participating as a lead partner. She discusses her experiences with the organization and what it has been like working with BCG.

Ever since I was young, I have had a strong interest in making a meaningful contribution toward improving other people's lives. I have also had an interest in traveling and experiencing circumstances that would make me live a bit more intensely. Joining WFP has allowed me to satisfy all those interests simultaneously and has been quite fulfilling in other ways as well.

The work has been challenging from the outset. My first three years were spent in Sierra Leone and Liberia. Sierra Leone was in the midst of a civil war when I arrived; Liberia was also in a very transitional state, emerging from its own civil war. My work in both countries was thus centered on emergency relief and helping communities recover from the effects of conflict, destruction, and displacement.

Next, I was stationed in Nepal for three years, where the focus was on development in rural communities, mostly in the remote hill and mountain areas of the country. While there, I sometimes had to walk for days to get to project sites. Following that assignment, I worked in Swaziland for 15 months, engaged in a drought relief in-

tervention. The effort quickly evolved into finding ways to work with other organizations in order to develop better responses to the HIV/AIDS crisis that is devastating many communities in southern Africa. In each assignment, I have found it fascinating to get off the plane and step not only into a completely different social and cultural context but into a new and evolving work context as well.

For about the last four years, I have been working on a range of initiatives from WFP's headquarters in Rome. Currently, I'm a program advisor assigned to the REACH partnership, and it is within this context that I have been introduced to BCG. I have found the partnership very exciting. BCG has great expertise, is very results oriented, and also knows what it takes for organizations to change. Its experience in managing change is so interesting.

BCG's understanding of processes, in particular—how to make things happen as efficiently as possible and what needs to be delivered at each stage—has been very valuable to us. The interaction with BCG has also been rewarding to me personally, as it has afforded me a chance to learn a new approach to tackling problems that I can apply to my daily work. I have also had a lot of fun working with my colleagues from BCG.

I am convinced that we have an opportunity with REACH to make a real difference in children's lives, and I am looking forward to continuing to work with BCG on this very important effort.

see the sidebar "Partnering with BCG in the Struggle Against Hunger.")

Advancing Children's Well-Being

The world's disadvantaged children face a wide array of challenges. More than 350 million suffer from hunger or malnutrition, and 5 million die annually as a consequence. Another 5 million children die from preventable diseases such as malaria and tuberculosis. More than 72 million lack access to basic education, with nearly 37 million of those children living in countries affected by armed conflict. Poverty, natural disasters, homelessness, and domestic abuse exact a further toll.

Save the Children, the leading global advocate for children's rights outside the United Nations, has set itself the bold aim of addressing all these issues *simultaneously*. Remarkably, it is succeeding.

The first Save the Children organization was established in England shortly after World War I for the purpose of aiding survivors in war-ravaged Vienna. But Save the Children has evolved from this single, targeted initiative into a global entity composed of 27 national member organizations that reach more than 50 million children in over 120 countries. Save the Children's network operates on multiple fronts, including emergency relief and advocacy. The organization's recent campaigns hint at the

scope and scale of its work. It provided shelter, food, clean water, and medical care to victims of the Indian Ocean tsunami, reaching 276,000 children and their families in Indonesia alone. It also supplied shelter, food, clean water, medical care, education, and sanitation services after Cyclone Nargis, reaching more than 500,000 people in Myanmar in just the first few months after the disaster. And the organization has launched a sweeping Rewrite the Future campaign, which seeks to help the millions of children who live in conflict-affected areas gain access to a quality education.

BCG has supported Save the Children for nearly 20 years. Most of our work has been with the network's individual member organizations, including Save the Children China, Save the Children Japan, Save the Children Mexico, Save the Children Norway, and Save the Children Spain. The projects have spanned a diverse mix of topics, from fundraising to organization. Three years ago, we formalized a close partnership with the Save the Children Alliance, and since then we have also engaged in broader initiatives designed to enhance the effectiveness of the entire Save the Children network. Recent examples have included an effort to optimize knowledge management within the network and a corporate-fundraising strategy.

Optimizing Knowledge Management. Maximizing the return on knowledge management poses a particular challenge for Save the Children because the group's member organizations have operated largely autonomously over its history. This type of structure, which has evolved over decades of operation, has its advantages, but they can come at a cost to overall efficiency. In some countries, for example, Save the Children might have several member organizations conducting operations, each with its own priorities, office, staff, and system. This can sometimes lead to duplicate efforts and a failure to maximize potential synergies. Knowledge management offers a case in point: when there has been limited sharing of information among

member organizations, acquired knowledge and expertise have often been significantly underleveraged, putting Save the Children at risk of “reinventing the wheel.”

Recognizing the need for a solution, several Save the Children member organizations, led by Save the Children US and Save the Children UK, enlisted BCG's help in developing a comprehensive knowledge-management strategy, one that would align the organization's capabilities with its needs. The first phase of the effort focused on fact finding and diagnosing the challenge. The team surveyed more than 650 employees of Save the Children working in 35 countries, with the dual goal of determining their information needs and understanding the existing practices in knowledge management across the organization.

Among the survey's key findings was a very strong demand for access to written content such as documented and proven lessons and best practices. The survey also uncovered an even greater demand among employees for identification of and access to topic experts—individuals within the Save the Children network who had specific experience in a given field and could share it directly. From these findings, the team concluded that three mutually reinforcing tools would be needed: an online staff directory that identified topic experts; an online “library” that warehoused and facilitated easy access to written content; and a telephone-accessible “knowledge navigator” function that could assist Save the Children employees who worked in the field and lacked Internet access.

With a general plan in place, the second phase of the effort focused on implementing these initiatives in a specific market. The team determined that Bangladesh, a country in which Save the Children was particularly active, would serve as an ideal site for the pilot program—although some country-specific fine-tuning would be necessary for the platform to work optimally. Accordingly, the team met with more than 200 members of the five Save



The BCG team meets with Save the Children staff in Bangladesh.

the Children member organizations with operations in Bangladesh to determine their specific needs and priorities. In an attempt to gauge best practices, the team also interviewed and studied leading nongovernmental organizations that maintained a presence in the country. Drawing on the information they uncovered, the team developed a customized approach to knowledge management that would meet the needs of all stakeholders in Bangladesh.

One specific challenge that the team needed to address was that of Internet access. Much of the country lacked connectivity, rendering the advantages of online tools moot for many workers in the field. To mitigate this challenge and supplement the telephone-based tool, the team created versions of the staff directory that could be printed on demand and distributed through local offices, and it also found ways for workers in the field to access the Internet through certain village “hub” locations. Finally, and critically, the team worked hard to win buy-in from leaders of the five member organizations, because imple-

mentation of the plan entailed significant cooperation and ownership.

The finished product was a robust, shared knowledge-management platform. It was well received by the five member organizations, with broad agreement that it was delivering on its key objectives: faster, more effective organizational learning that resulted in improved productivity and resource deployment; and a stronger sense of community and shared purpose among the member organizations. The program’s success has prompted these and other member organizations to consider duplicating the effort in other countries. Toward this end, the team has followed up on its initial effort by designing a global implementation plan for broader rollout.

If the program is adopted more widely within the organization, as expected, Save the Children will continue to enhance its ability to have an impact on the lives of children in need. (For a perspective on the project, see the sidebar “Supporting Change in Bangladesh.”)

Supporting Change in Bangladesh



André Véissid, a project leader in BCG's New York office, helped drive the effort to optimize knowledge management in Bangladesh for Save the Children. He discusses the project and the perspective he gained from it.

This was my first experience working with a nonprofit organization, and it was quite different from any project work I had previously been involved with. It was eye opening to discover what the nonprofit world really needs in terms of consulting work—and equally enlightening to see the degree of impact we could have almost immediately. The client valued, in particular, the rigorous analytical framework and discipline we brought to the task as well as our ability to bring people together and get them aligned. These areas were where BCG added the greatest value throughout the project and were critical to getting the buy-in and support needed to drive success.

Working on the ground in Bangladesh was an incredible way to see just how the work we were doing in New York could have a direct, measurable impact on the lives of children in villages half a world away. The experience

also showed me, in very real terms, just how severe the need for assistance is in certain parts of the world. The sheer magnitude of the issues Save the Children needs to address in Bangladesh is overwhelming—from periodic catastrophic storms and resulting flooding to ever-present poverty. Working directly with the groups addressing these issues firsthand was critical to identifying the steps needed both to drive greater impact and to ensure that ownership of our recommended initiatives remained in place long after our work was completed.

Finally, working in Bangladesh stretched me intellectually and afforded me opportunities for professional growth as well. We had to create innovative solutions to some unique and challenging problems, such as the lack of Internet access in much of the country and a cultural resistance to reaching out to colleagues who were not known personally. Issues we might take for granted in our more standard project work had to be reexamined in this situation, constantly challenging us to come up with the right solutions.

In retrospect, this effort was surely the most rewarding project I have yet to be involved with. It was an experience I certainly will never forget.

Developing a Corporate-Fundraising Strategy. In another recent broad-based effort, BCG supported Save the Children in developing a global strategy for corporate fundraising. A consensus had formed among the member organizations that Save the Children as a whole had a significant opportunity to expand its share of corporate funding—but how best to seize that opportunity remained a question.

The team’s diagnosis of the organization’s practices and the corporate-fundraising landscape in general revealed several things. First, Save the Children had a positive, widely recognized brand. Also, other leading nongovernmental organizations had forged strong relationships with the corporate sector and, as a result, had driven up corporate contributions significantly. In addition, many companies were actively seeking such partnerships, with an emphasis on fewer, deeper relationships. Clearly, therefore, the larger environment was supportive.

At the same time, however, Save the Children faced a number of challenges. Other nongovernmental organizations had clearer branding and positioning. Many also had a single, cohesive, global approach to corporate fundraising and dedicated resources supporting their campaigns. Save the Children’s efforts, in contrast, were largely independent, uncoordinated initiatives from its different member organizations. Save the Children had neither an overarching scheme or message nor global responsibility and authority assigned to any single entity. Finally, other nongovernmental organizations were generally better at demonstrating impact and at corporate-style reporting—capabilities that companies were increasingly emphasizing as selection criteria.

The team conducted further study, including interviews with experts to determine best practices and with corporations to find out their specific wants and needs. We actively drew upon our network of contacts to maximize the amount of corporate input and gain a

thorough understanding of the opportunities. Drawing on all this insight, BCG and Save the Children worked jointly to develop a strategic plan, one that articulated both a compelling value proposition for corporations and an approach for delivering on it for potential corporate partners. The strategic plan includes goals, values, priorities, and implementation steps, and it has been endorsed by all Save the Children member organizations.

A key step among the plan’s recommendations was that Save the Children create a global corporate-partnership team that would manage global relationships. This would allow the organization to pursue partnerships strategically and from a global perspective, with one central point of contact and with consistent branding, messaging, and positioning. A second key recommendation was that Save the Children develop mechanisms (such as shared databases) to foster collaboration and sharing of best practices among member organizations. Other recommendations centered on the specifics of resources, staffing, and processes.

The program is under way, and early results are positive. Save the Children expects that the strategy will translate into a significant boost to corporate contributions and, in anticipation, has set a very aggressive five-year target. The generation of this new global revenue will allow Save the Children to reach millions more children worldwide.

In addition, the effects of scaling up the fundraising capacity across all the participating member organizations will have a highly valuable impact—both on domestic revenue levels and in the creation of more integrated corporate partnerships. The effort also reinforces the brand from an external perspective and has strengthened ties among the member organizations.

By working to expand its capabilities through projects such as these, Save the Children stands to reach ever-larger numbers of children over time and also to have a



Each year, Save the Children reaches more than 50 million children in more than 120 countries. *Save the Children and Panos photo by Frederic Courbet.*

greater impact on them. We look forward to continuing to support the organization in this endeavor.

Improving Global Health

In most developed countries, infectious diseases such as pneumonia, tuberculosis, rotavirus, and malaria are well contained. But these diseases exact a heavy toll on the developing world, claiming millions of lives annually.

Malaria is one of the most devastating and tenacious of these scourges. The disease, which has plagued humans for thousands of years, was brought partially under control in many regions of the world by the early 1960s. But a confluence of factors, both natural and man-made, has led to its resurgence. Annually, malaria now kills approximately 1 million to 2 million people, more than 75 percent of whom are African children under the age of five. There are 300 million to 500 million new incidences of the disease each year. As much as half of the world's population is at risk of eventually contracting malaria. The economic burden of the disease is also vast: malaria is estimated to cost Africa alone roughly \$12 billion a year in lost productivity.

As part of its broad portfolio of efforts related to global health, BCG has devoted considerable attention to malaria. Our efforts have taken the form of three main streams: supporting organizations and partnerships such as the Malaria Vaccine Initiative, which develop and launch new antimalarial products; helping the Bill & Melinda Gates Foundation define its role and strategy in the fight against the disease; and helping to improve global coordination among those who fight against malaria on the ground in countries where the disease is endemic.

Working with Medicines for Malaria Venture. One of the organizations we support is Medicines for Malaria Venture (MMV), a public-private partnership that seeks to drive the develop-

ment and delivery of new malaria drugs. At the time of its inception, in 1999, MMV filled a major void. The development of new antimalarials was at a standstill, with only four drugs approved in the previous 25 years—a period during which more than 1,400 new drugs were approved for other diseases. Since then, MMV has managed to reinvigorate malaria drug research, building a pipeline of more than 30 drug candidates, including 3 that are scheduled to be launched in the next two years. As the global leader in antimalarial R&D, MMV has raised more than \$300 million to support its efforts.

BCG's relationship with MMV dates back to MMV's founding, when we helped develop the organization's original charter and business plan. Since then, we have supported MMV in a variety of activities. This past year, we developed a comprehensive strategic and financial plan to help the organization prepare for the challenges that lie before it over the next five years.

One challenge facing MMV is ensuring access to the anti-malarial drugs that are developed. We identified and prioritized key actions that MMV could take to optimize the distribution and uptake of its new antimalarials and to ensure that they reach those who need them most. A second challenge has been building an early-stage pipeline of drugs to prepare for the inevitable emergence of drug resistance. We projected the size, composition, and price tag of the pipeline that MMV would have to develop in order to meet the global need for new malaria treat-

ments over the next decade. Finally, we brought these elements together with a strategic vision and financial plan that would strengthen MMV's appeal to the donor community.

Working with the Gates Foundation and the Innovative Vector Control Consortium. We also focused our efforts on product development and distribution in another recent project: supporting the Bill & Melinda Gates Foundation and the Innovative Vector Control Consortium (IVCC), a research



In India, the arsenal against infectious diseases includes pesticides purchased by consumers at small village kiosks.

group that works to develop new tools to control the transmission of insect-borne diseases. In the past, public-health pesticide products (PHPPs)—most of which were developed by the agricultural industry for agricultural purposes and subsequently repurposed for public health—have been effective against malaria. But the PHPPs that are currently available have several limitations: resistance to them is increasing; some usage procedures are expensive to implement; and a number of countries have banned DDT, a particularly effective agent.

Simultaneously, the gains made by modern agriculture—in particular, the advancement of genetically modified crops—have left agricultural companies less compelled to develop new pesticides, thereby reducing the potential supply of new PHPPs. Compounding matters, the perceived limited demand for dedicated PHPPs (those used solely for public health) has provided little incentive to other potential producers and investors.

Seeking to rekindle the development of PHPPs, the Gates Foundation and IVCC wanted to create a market fact base, with the goal of providing clarity for public- and private-sector decision makers who were interested in investing in, developing, or purchasing these products. The fact base would quantify the current size of the market; capture a better understanding of the needs, behaviors, and decision-making processes of suppliers, buyers, and other stakeholders; and analyze the process and hurdles associated with getting a new product to market.

Through primary research in seven countries—Brazil, Mexico, India, Indonesia, Nigeria, Tanzania, and Zambia—and interviews with global suppliers and decision makers, BCG helped the Gates Foundation and IVCC create and analyze the data. Notably, the team found that

the current annual global demand for PHPPs of approximately \$750 million was roughly double previous estimates. This amount is large enough to generate some additional interest in PHPP development but insufficient to prompt changes in the investment plans of agricultural companies.

The team also determined that individuals failed to use some pesticide products because of practical considerations. Many people, for example, reported that they found it too time-consuming and invasive to remove all of their belongings in order to have the inside of their homes sprayed. Others said that they found sleeping under treated bed nets too hot. Hence, effective tools were accessible but not fully utilized. Interestingly, the team also observed that people were buying readily available consumer products, such as insect repellents and aerosols, with their own money as alternatives to free PHPPs. The team recommended investing in research to understand the efficacy of such products for disease control. (For a perspective on the project, see the sidebar “Creating Transparency for Decision Makers.”)

The Gates Foundation and IVCC plan to use the insights generated by the team’s work to guide their future investments in this area. The team also shared the results with both the public-health community and the agricultural industry—and interest was strong.

Malaria remains a critical threat to much of the world’s population—and it will take a concentrated and sustained effort to eliminate this threat. Indeed, in recent work supporting the Gates Foundation in formulating its overall strategy against malaria, BCG calculated that it would require an annual investment of almost \$7 billion to control the disease at peak cost—fully \$5 billion more than the world is currently



A woman in India discusses the types of pesticides she uses.

investing. So there is much ground to cover. (We are currently working with the global malaria community to develop a global business plan to advance the battle against the disease.)

The Gates Foundation's stated long-term goal of eradicating the disease will, of course, take proportionately more effort. But we believe that with the right tools, this target is ultimately within reach, and we will continue to ac-

tively support its pursuit. Eliminating malaria, according to Colin Boyle, a partner and managing director at BCG, would rank among the world's great accomplishments—on a par with putting the first man on the moon, sequencing the human genome, developing the printing press, and eradicating smallpox. “And, assuming the effort is successful, it will be a great point of pride for BCG to have played its part,” he says.

Creating Transparency for Decision Makers



Sara Staats, a project leader in BCG's Boston office, led an analysis of the pesticide market for the Bill & Melinda Gates Foundation and the Innovative Vector Control Consortium. She discusses the work and the value that BCG brought to the effort.

For me, one of the highlights of this project was the chance to visit many of the countries affected by malaria and to see, firsthand, the nature of the challenges we were confronting. Being on the ground allowed us to see through the eyes of the afflicted and really understand what's keeping them from using the antimalarial drugs or pesticides that are readily available. We also gained a real sense of what it means to be affected by the disease.

Looking back on the project as a whole, it was amazing for me to see the contribution BCG could make by drawing on our core ability to think strategically, logically, and struc-

turally. We encountered some skepticism at first among some of the people we were working with, many of whom were brilliant academics. But by the end, they valued us and our contribution highly.

This experience made me realize what a unique skill set we bring to the table. I was also struck by the synergies between our regular client work and our social impact initiatives. Our work in the pharmaceutical industry, in this case, gave us insight into the R&D process used for pesticides. And our network gave us the opportunity to speak with all the major agrochemical suppliers and other relevant private-sector companies so that we could gain a full set of perspectives.

In sum, this was a highly rewarding and affirming experience. I would recommend that others get involved in these types of challenges. There is a great payoff in realizing that you really can have a meaningful impact.

Partnering Locally

BCG's local initiatives are the domain of the firm's individual offices. Each office chooses the topics it wants to focus on and the organizations with which it wishes to partner. Some of these partnerships are long term; others, depending on the nature of the work, are more finite in duration. BCG's local initiatives allow our firm to have a direct impact on the communities in which we maintain a presence.

Below we profile in greater detail a local project from each of the topic areas covered by our social impact work. A more comprehensive list of brief summaries can be found in Part III of this report.

The Environment

Concern for the environment was once seen by some to be a luxury afforded only to developed countries. But today, clearly it is not. Clean water and air—and the safeguarding of forests, biodiversity, and ecosystems—are essential for the preservation of our planet. They are also prerequisites for sustainable social and economic development.

BCG engages in a diverse mix of environmental efforts. Our work with the City of Chicago is one recent example of our efforts in this area.

The City of Chicago: Moving Toward a Greener Metropolis

Like virtually all of the world's major cities, Chicago generates a vast amount of waste. Indeed, a recent study determined that the city produces in excess of 5.5 million tons annually—more than ten pounds per resident every day. Chicago has committed itself to addressing the problem and addressing it aggressively. In fact, as part of Mayor Richard M. Daley's goal of making Chicago "the greenest city in America," the city has initiated work on a Zero Waste strategy to dramatically reduce the volume of waste that is generated and not repurposed.

BCG helped develop the underlying strategy for the initiative, working with Chicago's Department of Environment and a number of other stakeholders, including members of various city departments, state and local agencies, non-

profit organizations, and the local community. The first step in the process was gaining an understanding of Chicago's waste-management situation. Drawing on work that the city had previously done, the team found that less than 40 percent of the waste being generated in Chicago was being diverted productively—that is, recycled or reused—with the remainder ultimately ending up in area landfills. The team determined that a confluence of factors was limiting the rate of productive diversion, but it also found that if those



The BCG team visits the so-called green roof atop Chicago's City Hall.

obstacles could be overcome, the potential to drive the rate sharply higher was considerable.

The challenges—logistical, regulatory, and mostly economic—defied easy solutions, however. The cost of depositing waste at landfills, for example, was much lower in the Chicago area (at approximately \$40 per ton) than in some other parts of the country, where prices exceeded \$100 per ton. This reality limited the financial incentive to find alternatives to landfill disposal. The city also lacked critical infrastructure; in particular, there were few recyclables-processing centers, and most of them were far from the city. These logistics drove up transportation costs to the point where recycling in aggregate became cost ineffective. Compounding matters, Chicago's Department of Streets and Sanitation handled only 20 percent of the city's waste. The remaining 80 percent was collected by private contractors, which were driven by their own economic interests. Solutions would need to combine legal requirements and financial incentives.

After conducting further analysis, polling more than 80 stakeholders and outside experts, and drawing on the lessons and best practices from several other cities that had launched similar "green" efforts, the team proposed strategies that collectively would address the major challenges and set Chicago on a path toward Zero Waste. Because the team determined that mandates alone would fail to spur and sustain the necessary levels of participation in the effort, particular emphasis was placed on ensuring that the targeted outcomes were economically viable for the city's residents and businesses. (For more about this work, see the sidebar "Turning Chicago Green.")

The proposed strategies touched upon four major waste streams: food and landscape waste; household paper, plastic, glass, and metal; construction materials; and household hazardous waste. Given the different materials, as well as very different collection mechanisms, each stream needed to be evaluated separately and unique strategies proposed. However, a few common threads helped tie the strategies together.

First, most of the strategies included educational components to help interested citizens reduce their waste, such as facilitating composting education programs for residents, helping bring together networks of interested businesses, or expanding outreach about the city's facility for collecting household hazardous waste.

Next, across all of the waste streams, BCG identified opportunities for the city to play a role in developing—or facilitating the private development of—necessary incentives and infrastructure. Regularly evaluating emerging technologies such as biomass gasification (a clean disposal process that turns food and landscape waste into a gas that could be used as fuel) and helping private parties navigate the political process for getting recycling permits are just two examples of roles for the city that could potentially have a huge impact. Finally, a few of the strategies included selective use of mandates where necessary, but they were limited to situations in which reasonable infrastructure and economic incentives were already in place. In some situations, mandates could quickly break stalemates between key stakeholders, creating mutually beneficial results.

Implementation is in its very early stages, but the city has already made progress on several fronts. Early wins in-

Turning Chicago Green



Shoshannah Lenski, a consultant in BCG's Chicago office, was an associate when she worked on the City of Chicago's Zero Waste initiative. She discusses her interest in the topic and what she learned from the project.

Environmental issues have always been a passion of mine, so it was incredibly rewarding to have the opportunity to participate in the Zero Waste effort. The project was particularly meaningful because I live in Chicago and I will be directly affected by the work. The building in which I live, for example, does not currently collect recyclables. It's exciting to realize that this will soon change—and to know that I played a part in making it happen.

It's also exciting to see the impact that the project has had on our office's own "green" efforts—it's really made us want to reduce our own environmental footprint that much more. We've recently started a new recycling program and switched to more environmentally friendly light bulbs, and we are evaluating about a dozen other "greening" initiatives, such as using car services that utilize hybrid vehicles. It makes me proud that BCG is committed on all levels to having a tangible impact on the environment.

clude the launch of recycling efforts in several neighborhoods. The city is also actively reviewing options for making the waste collection process more efficient through franchising, which could lead to a variety of economic, environmental, and quality-of-life benefits.

A bold move toward Zero Waste would truly transform Chicago's environmental profile, reducing not only land and water pollution but also dramatically cutting greenhouse gas emissions. City officials are confident that by acting aggressively and utilizing creative strategies, Chicago can meet its objective. We share that belief and feel privileged to have helped the city take its first steps toward that end.

Poverty and Hunger

Poverty and hunger are present not just in developing countries but in developed ones as well. BCG partners with organizations that address these issues on both levels. Here we highlight our work with Feeding America. This organization, formerly known as America's Second Harvest—The Nation's Food Bank Network, works to combat hunger in the United States.

Feeding America: Tackling Hunger in the United States

Chronic hunger is a problem typically associated with developing countries. Yet it exists in developed ones as well, including those blessed with a superabundance of resources. The United States is perhaps the foremost example. According to a recent study by the U.S. Department of Agriculture, more than 35 million Americans, including about 12 million children, live in food-insecure households and therefore lack consistent access to enough food to lead a healthy, active life. The affected include not just those on the lowest rungs of the economic ladder but working-class families as well. The combination of a slowing economy and volatile food and fuel prices suggests that

the numbers will only rise, potentially dramatically, in the near to medium term.

Feeding America, the country's largest hunger-relief organization, is a potent bulwark against the problem. Through its network of more than 200 member food banks and food-rescue organizations, Feeding America secures and distributes more than 2 billion pounds of food and grocery products annually, feeding more than 25 million Americans, including more than 9 million children and nearly 3 million seniors. The organization supports approximately 50,000 local charitable agencies that collectively operate more than 94,000 programs, including food pantries, soup kitchens, emergency shelters, and afterschool programs. Feeding America is committed, in short, to getting food to those in need as efficiently as possible through whatever channels it can.

BCG has supported Feeding America on several major initiatives over the past two years. The first initiative was the development of a five-year strategic plan that would address all aspects of the organization's operations and help Feeding America expand its reach and impact in the face of declining food donations.

The plan sought to address a confluence of factors that were driving down donations: improved manufacturing practices, which have led to fewer dented, damaged, and "off spec" goods that were typically donated; the growth of discount food stores, which has given manufacturers a

forum for selling goods they would otherwise have donated; and falling food contributions from federal programs owing to rising commodity prices.

In this effort, we helped Feeding America identify 16 critical initiatives in five strategic areas: the sourcing of food and funds, distribution, member segmentation, branding, and the so-called last mile in the delivery chain of food to recipients. We also helped lay the groundwork for successful implementation of the stra-



BCG Chicago staff members volunteer at a food bank, one of Feeding America's member organizations.

tegic plan. Once fully instituted, the plan is expected to translate into an additional \$25 million in annual fundraising for Feeding America—a 70 percent increase. The plan should also allow Feeding America to distribute an additional 800 million pounds of food to its network and feed an additional 3.2 million hungry people each year.

A follow-on project focused on Feeding America’s supply chain. Believing that it could achieve greater efficiency in sourcing and distribution, the organization asked BCG to help it identify and capture the opportunities. After studying Feeding America’s practices and those of its network, BCG confirmed that sizable potential synergies did indeed exist. Regarding sourcing, BCG noted that when Feeding America’s member organizations bought food to supplement donated food, they typically did so independently, on an ad hoc basis, and in small quantities. As a result, members paid premiums as high as 20 percent to wholesalers and retailers.

BCG determined that if member food banks and food-rescue organizations could coordinate their activities, pool their purchasing power, and purchase food strategically by, for example, committing to specific volumes and delivery dates, they could purchase directly from manufacturers in many categories and save considerable sums of money. Indeed, by fully leveraging the scale of its network in this manner, Feeding America could potentially save as much as \$11 million a year—the equivalent of 176 million additional meals. BCG also determined, however, that Feeding America and its members would need to make both organizational and operational changes to enable such strategic food purchasing. They would have to create a single point of contact at the national level to develop and maintain relationships with manufacturers. They would also need to modify their storage and distribution capabilities, because manufacturers typically ship products in full truckloads while most of Feeding America’s members lack the capacity to order a full truckload of any one item.

BCG recommended that the members form food-sharing cooperatives (FSCs) led by large member organizations with centrally located warehouses. To minimize shipping costs, the FSCs would accept and store bulk deliveries from manufacturers; products could then be combined in smaller quantities and delivered in fully loaded trucks to individual member organizations. BCG determined that

this system could generate potential annual savings on fuel and freight as high as \$5 million. Feeding America is implementing the full suite of recommended supply-chain improvements, and the early results are promising.

BCG also recently supported Feeding America on a branding initiative that, like the project described above, was also an offshoot of our initial strategic work. (For a consultant’s perspective on the branding effort, see the sidebar “Countering Hunger Through Brand Building.”)

Countering Hunger Through Brand Building



Emily Wren, a consultant in BCG’s Atlanta office, was an associate when she worked on the branding initiative for Feeding America. She discusses her experience.

I have long had a desire to give back to society, and I founded a nonprofit organization in college in an effort to do so. Although the work was very rewarding, I felt I could potentially have more impact through business. I believe strongly in the role that corporations can play in improving society by “growing the pie” and creating jobs. So I decided to join BCG to strengthen my business skills.

When I first joined the Feeding America project, I thought the work might be less rigorous than the corporate projects I had been involved in. But I was quite impressed to find that BCG approaches social impact work in precisely the same manner that it tackles work in the corporate sector: with just as much rigor and possibly even more passion.

As the project progressed, I realized that BCG’s approach to this type of work unites my desires to improve the world and to use my full range of abilities to do so. In this project, by applying our unique skill sets and capabilities to the task, we helped Feeding America develop a much stronger brand. Over time, this change will multiply the impact of each and every one of the organization’s employees, resulting in far greater aid delivered to those in need.

Looking back, not only was this case the most fulfilling experience I’ve had with BCG so far, but it also marked a paradigm shift in my view of how BCG can make the world a better place.

Analysis and polling had determined that the public's awareness of the organization was limited: only 40 percent of those surveyed were familiar with America's Second Harvest. Additionally, few people were aware of the organization's support of many local food banks, because fewer than 25 percent of those food banks advertised the fact or incorporated the America's Second Harvest name into their own. BCG was enlisted to help strengthen the brand and increase the organization's appeal to donors.

Through qualitative and quantitative research, including workshops with consumers, BCG and the organization gained a broad understanding of the public's views and, in particular, those of targeted segments. From that work, the team developed an optimal positioning strategy and messaging to support it. The effort resulted directly in the organization's changing its name—a move that is expected to significantly strengthen its brand and, in the process, substantially boost the national organization's fundraising ability, potentially by as much as \$12 million by 2012. The work should also increase the reach and effectiveness of Feeding America's member organizations, inspire network and staff confidence, and raise the public's awareness of domestic hunger.

Hunger in the United States is largely “under the radar,” but the problem is very real. Feeding America remains committed to being a major part of the solution, and we look forward to continuing to support the organization in its efforts.

Public Health

In addition to supporting organizations that address the health issues facing developing countries, we work with those focused on the health concerns of the developed world. Our recent efforts in the latter realm span a variety of challenges, such as helping a breast-cancer-advocacy organization with its strategic planning and working with an innovative nonprofit research center seeking to bring drugs to clinical trial. To illustrate

our involvement in this sector, we highlight our work with DKMS.

DKMS: Aligning Patients and Donors in the Fight Against Leukemia

Leukemia—cancer of the body's blood-forming tissues—is a devastating disease, claiming one life approximately every ten minutes. It is often associated with the young and is, in fact, the most common cancer among children. But leukemia is primarily a disease of maturity, affecting approximately ten times as many adults as children and adolescents.

One of the most effective treatments for the disease is bone-marrow transplantation, but the logistics are daunting because a close tissue match is critical. Only one-third of patients find a compatible donor among family members, and the odds of finding a match among strangers are small, ranging from 1 in 20,000 to 1 in several million. Compounding the difficulty is the lack of transparency: the right donor might be within close proximity of a given patient, but unless the donor can be identified, the patient's need will go unfilled.

To help facilitate donor matches, BCG alumnus Peter Harf, together with another physician, Gerhard Ehninger, founded DKMS in Germany in 1991. DKMS stands for Deutsche Knochenmarkspenderdatei—the German Bone Marrow Donor Center. In 1990, Harf had launched an extensive campaign to find a matching donor for his wife, Mechtild,

who was suffering from acute leukemia. Mechtild was also the sister of BCG alumnus Heiner Rutt. At the time, there was no national donor center in Germany, and the country had fewer than 3,000 registered donors. Determined to spare other families a similar struggle, Harf and Ehninger launched DKMS. Their aim was twofold: to increase the number of bone-marrow donors and facilitate the matching of those donors with patients in need.

The center grew quickly, registering more than 68,000



DKMS is the world's largest marrow-donor center, with more than 1.7 million registered donors globally. Photo by DKMS.

potential donors in its first year. DKMS has subsequently expanded its reach beyond Germany and today is the world's largest marrow-donor center, with more than 1.7 million registered donors globally—accounting for approximately 13 percent of the worldwide total. To date, the center has facilitated more than 14,000 transplants. Says Claudia Rutt, DKMS's CEO since its launch, "Our mission is to save lives, and I'm happy to say that we're making great strides toward that goal."

BCG has supported the organization since its inception. In its initial stage, we helped it create Germany's first-ever countrywide donor database. We also helped the center develop the process for staging donor drives—DKMS's primary means of recruiting donors.

DKMS does not initiate and run the majority of donor drives; rather, most drives are undertaken by individuals or small groups. Typically the drives have been run by relatives or friends of leukemia patients, but corporations have increasingly taken part, providing a sizable source of new donors. DKMS's main contribution is to provide guidance on how to organize the drives. It does so through personal consultation and by providing a detailed "how to" guide, which BCG helped develop. The guide covers all practical aspects of the drives, ranging from the number of medical staff required to ways in which to generate media attention.

BCG has also worked with DKMS on a number of strategic issues. In 2001, we helped it develop a growth strategy focused on internationalization. On the basis of that work, in 2004 Peter Harf and his daughter Katharina founded DKMS Americas, headquartered in New York. Its establishment diversified and deepened the organization's international donor base, particularly in the United States. BCG continues to support DKMS with regard to international expansion, among other topics. In 2008, we helped the organization perform a detailed market analysis of two European countries.

Beyond our project work, we have a number of strong personal ties to DKMS. Several BCG alumni, compelled by the commitment and impact of DKMS, have joined the organization as employees. (For a perspective on making the transition, see the sidebar "Bringing a Business Framework to Medicine.") Our people have also, in several instances, served as DKMS "clients." In 2004, for example, BCG employee Michaele Völler initiated her own

bone-marrow drive, with DKMS's help, upon learning that her niece Frederike had been diagnosed with leukemia. What started as a small appeal for help motivated about 280 BCG employees to register as potential donors. (Fortunately, Frederike did not ultimately need a transplant. She recovered from her illness and is doing well today.)

DKMS has made a material difference to thousands of individuals and their families, and it aspires to achieve more. It seeks to recruit more donors, with its next target being the 2 million mark; generate more awareness among potential beneficiaries; enable more transplants; and ultimately save more lives. It is a world-class organization. Antonella Mei-Pochtler, a BCG senior partner and

Bringing a Business Framework to Medicine



BCG alumnus Alexander Schmidt joined DKMS in 2002. After he completed his medical studies, he worked at BCG from 1998 to 2002.

My initial exposure to DKMS was through BCG's job database, where DKMS had posted a position. What intrigued me about the role at DKMS was the idea that I could simultaneously leverage my consulting skills and medical background. I was eventually hired as advisor to the CEO—more or less a one-person corporate-development department. I worked in this role for about 18 months, and now I work as DKMS's chief medical officer, responsible for leading about 50 employees.

DKMS has provided me with precisely what I was looking for. It has given me an opportunity to deploy quite a bit of the tool kit I acquired at BCG, including problem-solving and even slide-writing skills. DKMS is also a very well run and efficient organization, and we reach our targets through regular business principles—a factor that was very important to me when I joined the organization. We are, in fact, run like a for-profit organization, with the important difference that our profit is measured not in financial terms but rather in donors found and lives saved. This approach is very motivating to everyone working at DKMS, including me, because it provides a direct sense that our work is advancing a good cause.

managing director who orchestrates much of BCG's involvement with DKMS, says that it is "perhaps the best-run nonprofit organization I have ever encountered." It also serves as a prime example of what can happen when a committed individual identifies a problem and resolves to fix it. We look forward to continuing to support DKMS and helping it achieve its aims.

Education

Education is the means by which individuals develop and societies tap inherent talent and capabilities. A country's education system is critical for supplying its labor markets and ultimately drives its economic success and competitiveness.

BCG strives to improve educational opportunities around the globe. Recent examples of our involvement are our efforts in the United States and our work in Brazil with Instituto Ayrtton Senna.

U.S. Public Education: Transforming the Learning Experience

Public education in the United States is at a crossroads. While the demand for an educated work force has never been greater, many U.S. students are performing at levels far below basic proficiency, particularly in such critical areas as mathematics and science. Worse, a disquieting number of students—roughly 30 percent—eventually drop out and never complete high school. Outcomes are particularly weak for inner-city schools and minority and low-income students generally, but the problem is truly national in scope. The quality-of-life implications for many of these youths, and the broader economic implications for the country as a whole, are troubling. Clearly, this is a system in need of improvement.

BCG has committed itself strongly to enhancing U.S. public education. We deem the effectiveness of this sector of society of vital importance on a host of levels. Ed-

ucation is also a field to which we believe our skill sets and approaches—analysis, problem solving, change management, and consensus building—are particularly well suited. Over the last several years, we have engaged in efforts to improve prekindergarten through twelfth-grade education in the United States at both state and district levels; we have also engaged in special initiatives that address specific issues across states and districts. Three recent cases are representative.

Developing a Transformation Plan in Dallas. The first is our support for the development of a transformation plan for the Dallas Independent School District (ISD). Dallas ISD is the nation's twelfth-largest school district, educating more than 160,000 children annually. Like many large urban school systems, Dallas ISD was experiencing disappointing student outcomes and performance. Less than 60 percent of entering freshmen graduated from high school; and by their midtwenties, only 5 percent of the district's students had earned a degree from a two- or four-year institution of higher education.

Seeking to turn things around, Dallas ISD's new superintendent, Michael Hinojosa, committed to developing and implementing a transformation plan that would ensure that all of the district's students graduated and were prepared for college and the work force. To support the effort, he formed the Dallas Achieves Commission, a body of stakeholders consisting of city and state officials, philanthropists, and leaders from business, higher education, and civic and religious organizations. The commission, in turn, asked BCG to help the district conceive and implement the plan.

BCG worked in partnership with the district and the broader community to develop the plan. They began developing an analytic fact base and polling teachers, students, administrators, and external stakeholders to solicit opinions and ideas and gain consensus. The team also studied other educa-



A strong public-education system will be critical to the U.S. economy in the years ahead.

tional efforts around the country to determine best practices and identify promising approaches. From this work, the team developed a comprehensive transformation plan for the district, one designed not only to improve the district's profile but also to make Dallas ISD one of the strongest urban school systems in the country.

The plan consisted of more than 100 recommendations encompassing literally all facets of the education experience, from the curriculum and teacher recruitment and training to performance measurement. The district's board of directors approved the plan in its totality; implementation, which BCG is supporting, is now in its initial stages. Early wins include a reorganization of the district's central office, a significant reduction in student-teacher ratios at the secondary-school level, the creation of an incentive program to attract high-quality teachers to the district's lowest-performing schools, and the development of performance "scorecards" for schools. (For a consultant's perspective on the initiative, see the sidebar

"Supporting Urban Communities Through Education Reform.")

The district's transformation will not happen overnight, and Hinojosa's goal of winning the Broad Prize for Urban Education—awarded to the nation's most improved district—by 2010 is an ambitious one. But we are confident, on the basis of the commitment and progress made to date, that the district will meet its objectives—to the considerable benefit of Dallas's youth.

Building Capacity to Expand Support to Schools in North Carolina. A second representative effort is our support of the North Carolina Department of Public Instruction (DPI), the body charged with implementing that state's public-school laws and the state board of education's policies and procedures. According to its charter, DPI also offers instructional, financial, technological, and personnel support to all public-school systems in the state. The challenge confronting DPI was that demand for its support services was accelerating much faster than the

Supporting Urban Communities Through Education Reform



Jamal Powell, a principal in BCG's Atlanta office, led the firm's efforts in an educational initiative with the Dallas Achieves Commission. He was also involved in BCG's education work in New Orleans following Hurricane Katrina. Here Jamal discusses the appeal of the project with the Dallas Achieves Commission and the lessons he learned from the experience.

Since my high-school days, I have had a strong interest in helping urban communities. Coming from a diverse background and having grown up in an urban community, I know firsthand the many challenges these communities face. Education is surely one of the greatest challenges—one that at the same time has great potential to bring about real transformation.

The public high school that I attended was, in fact, a fairly good school, but many schools in the surrounding areas were not particularly strong. When I discovered that some families in the community had actually changed addresses to try to get their children into my school, I concluded that something had to be done. There must be a way, I thought, to provide quality education in every urban envi-

ronment. When the Dallas project started, I actively sought to get involved, because it seemed like the perfect opportunity to pursue my aim.

As we delved into the project, we realized that the high school system really wasn't working for many students in Dallas: it failed to engage them on a level they found interesting. It was very rewarding for us to realize that it was possible to help change the system and make it work. It was also very inspiring for me, personally, to see the level of commitment and energy that BCG brought to the effort. It was remarkable to work with a team of folks so dedicated to making a difference.

With people so passionate about their work, my job as a leader was less about managing the "micro" processes than about harnessing and channeling that passion so that we could have maximum impact.

To have the opportunity to be involved in efforts like this one, and to see the genuine difference we can make, makes me even more engaged and excited to be at BCG. I think our social impact work also shows other people and companies the contributions that a top-tier consulting firm can make in this field.

agency's capacity to deliver them. The number of schools that were underperforming was growing rapidly; DPI was able to provide direct assistance to less than 10 percent of them. The agency sought a means of significantly expanding its reach and effectiveness while keeping a rein on resources. It enlisted BCG's support.

BCG and DPI conducted a rigorous, fact-based assessment of DPI's assistance model, collecting input from more than 700 stakeholders. They also conducted a thorough study of other states' assistance programs to determine best practices. The team then outlined a framework for a new model, one that would provide broad, comprehensive support to the state's districts and individual schools. It also assessed the feasibility of implementing the required changes; developed a road map for implementing those changes; and launched the implementation.

The model the team developed focuses primarily on building district capacity to support schools; provides more customized, needs-specific assistance than was provided through previous support models; supports all of the state's roughly 2,400 schools rather than just a small subset of schools; is sustainable and scalable; and is also proactive and preventive rather than exclusively reactive and corrective. Another key feature of the model is that it rigorously monitors and measures program performance and DPI's own service quality and internal processes. This feature has instilled and fosters a culture of continuous improvement within the organization.

To support the new strategy, BCG helped DPI reorganize itself. The more streamlined structure accelerates decision making, institutionalizes cross-functional collaboration, empowers staff, and increases DPI's agility and customer focus. DPI has emerged a much stronger organization—one much more capable of achieving its mandates—and North Carolina's schools and students stand to benefit proportionately.



Strengthening students' performance in math and science is one of the greatest and most immediate challenges.

Launching a Public-Private Partnership to Advance Math and Science Education. A third representative effort is our support of the launch of the National Math and Science Initiative (NMSI), a public-private partnership established to address what many business and government leaders consider one of the country's greatest economic threats: the poor performance of U.S. students in mathematics and science and the shrinking percentage of graduates who enter those fields. The data to support those concerns are striking. For example, less than one-third of the country's fourth- and eighth-grade students perform at levels deemed proficient in mathematics; and only 15 percent of U.S. undergraduate degrees are in natural sciences or engineering, compared with more than 50 percent for Singapore, China, and France.

NMSI—whose major donors are Exxon Mobil Corporation, the Bill & Melinda Gates Foundation, and the Michael & Susan Dell Foundation—seeks to tackle the problem by implementing recommendations from a report issued by the National Academies, *Rising Above the Gathering Storm: Energizing and Employing America for a Brighter Economic Future*. Among the report's recommended actions: annually recruit and train 10,000 new science and mathematics teachers by awarding four-year scholarships; strengthen the skills of 250,000 teachers through training and education programs at summer institutes, in master's programs, and in Advanced Placement (AP) and International Baccalaureate (IB) training programs; and increase the number of high school students who pass AP

and IB science and mathematics courses so that a larger pipeline of students are prepared to enter college and graduate with a degree in science, engineering, or mathematics. NMSI's objective is to advance these measures and ultimately scale them nationwide.

BCG's role in this effort was to support the start-up of NMSI. The work included designing a business model, a grant selection process, and launch and rollout plans; determining financial and organizational requirements;

and supporting the initial fundraising drive. NMSI's launch was successful, and the organization has already secured \$140 million in pledged funding. NMSI has also rolled out its first round of programs in 15 states, awarded grants to nonprofit organizations in 7 states in order to help institute AP training and incentive programs, and awarded grants to 13 institutions of higher education for the replication of UTeach—a program that aims to recruit, develop, and retain teachers in math, science, and computer science. In short, NMSI has hit the ground running and is already making a difference.

A strong public-education system and a well-educated work force will be critical as the United States seeks to maintain its leadership role in the global economy in the years ahead. We look forward to continuing to play a role in achieving those ends.

Instituto Ayrton Senna: Creating Opportunity in Brazil Through Education

Among developing countries, Brazil is a powerhouse. With an estimated GDP of \$1.7 trillion in 2006 based on purchasing-power parity, Brazil boasts one of the world's ten largest economies, strong annual growth in recent years, and a GDP per capita that is much higher than that of India or China. Yet there is a wide income gap between the country's rich and poor, and commensurate social inequality as reflected in Brazil's relatively low ranking on the UN's Human Development Index and other social and economic gauges. While economic growth is helping to close the gap, much still needs to be done.

A key part of the problem has been the country's historic shortfall in education. According to the United Nations Educational, Scientific and Cultural Organization (Unesco), Brazil's overall illiteracy rate is approximately 12 percent—considerably higher than the illiteracy rates of roughly 1 percent reported by the developed-country members of the Organisation for Economic Co-operation and Development (OECD). In other

emerging economies, China has an illiteracy rate of approximately 9 percent, and in India the rate is nearly 40 percent.

In certain parts of Brazil—especially the north and northeast, where poverty is at its worst—the illiteracy rate is as high as 25 percent. School dropout rates are high and closely track poverty levels: children in the bottom quartile of income complete an average of only four years of school, whereas children in the top quartile of income complete an average of more than ten, according to Worldfund.

Even when Brazilian children stay in school, outcomes are often disappointing. In 2006, for example, more than 55 percent of Brazil's 15-year-olds tested below critical levels in reading, and more than 70 percent tested below critical levels in math, according to the OECD's Programme for International Student Assessment. Simply put, much of Brazil's youth is failing to receive the education it needs in order to participate in today's economy.

Instituto Ayrton Senna (IAS) is committed to bridging this gap. The organization was launched in 1994 following the death of its namesake, Ayrton Senna, a three-time Formula One world-championship racing driver who was killed in an accident. Senna had contributed generously to children's charities, particularly those targeting children from low-income families. In his lifetime, the institute was conceived as a means of furthering his vision.



In parts of Brazil, the illiteracy rate is as high as 25 percent. IAS photo by Roberto Fulgêncio.

IAS concentrates specifically on education, which it considers to be the key means for transforming children's potential into competencies. Working in partnership with governments at the municipal, state, and federal levels, as well as nongovernmental organizations, schools, and universities, IAS implements its offerings throughout the country. Its roster of programs is diverse, ranging from straightforward literacy campaigns to innovative Education Through Sport and Education Through Art pro-

grams. The organization's reach is expansive: since its founding, IAS has helped shape the lives of nearly 9 million children, and in 2008 alone it reached 1.5 million children. It has invested approximately \$80 million in children's causes over the last ten years and was awarded Unesco's prestigious Chair in Education and Human Development in 2004.

BCG has supported IAS since 2005. We have helped the organization with a number of initiatives, including the development of corporate-specific and integrated strategic fundraising plans; the revamping of its licensing model, which IAS uses to generate revenues through the licensing of Ayrton Senna's brand and image; and a repositioning of its brand portfolio consisting of its four key brands. Our latest effort was to help IAS create a fundraising strategy that targets individual donors. IAS and BCG determined that establishing this channel could prove significant to the organization, since the new source of funds would both expand cash flow in absolute terms, thus helping to ensure IAS's long-term viability, and mitigate the volatility that accompanied corporate donations.

The first phase of the work was an assessment of the individual-donor market and IAS's positioning within it. Through consumer research and detailed interviews with more than 600 potential donors, we helped IAS segment the market and identify and understand potential donors' preferences and behaviors regarding donations. The team also interviewed several Brazilian nongovernmental organizations to determine best practices in individual-donor fundraising. Finally, the team assessed IAS's image and potential appeal to individual donors.

During the second phase, the team developed and vetted strategic options. BCG helped IAS identify possible approaches to donor targeting and messaging, then screened those approaches against such criteria as fit with the organization's im-

age, coherence with IAS's overall fundraising strategy, feasibility of implementation, and potential return. We also helped IAS identify optimal payment formats for targeted donors and develop loyalty programs that would foster long-term relationships.

Recommendations for donor development included ideas both for cultivating totally new relationships and for better leveraging existing opportunities. In the latter category, BCG noted that IAS delivered more than 50 lectures a year at companies, universities, and schools but that the organization never actively solicited support from the audiences. Taking such a step would be an easy, low-cost way to reach individuals who would likely be sympathetic to the organization. BCG also noted that there was considerable opportunity for IAS to tap the ranks of existing networks of supporters and their families, such as accountants, lawyers, and the spouses of CEOs who actively supported IAS. By providing such people with marketing materials that they could distribute to interested parties, IAS could easily reach a group of likely donors.

The final phase of the project was to design an implementation plan. BCG helped IAS map out all phases of that plan, including timelines and responsibilities. We also helped identify the organizational, infrastructure, and partnership needs of IAS and define its goals and metrics. Finally, we helped IAS put the plan into practice by launching two pilot efforts. Those efforts are under way, and the early results are encouraging.

All told, IAS expects the new individual-donor fundraising campaign to translate into a significant rise in annual funds over the next few years—potentially enough to make it possible to teach an additional 30,000 children to read. We look forward to continuing to support the organization as it brings positive change to Brazil's youth. (For a consultant's view of IAS and its critical role in the country, see the sidebar "Driving Education Reform in Brazil.")



Instituto Ayrton Senna believes that education is the key means for turning children's potential into competencies. IAS photo by Michele Zollini.

Driving Education Reform in Brazil



Michele Pikman, a project leader in BCG's São Paulo office, worked on a project with the Instituto Ayrton Senna (IAS). She discusses what it was like working with the organization and the critical importance of education-related efforts in Brazil.

It's been very rewarding, particularly as a mother-to-be, to be involved in an education-focused initiative—and specifically to work with IAS. Illiteracy and the quality of education are big issues in Brazil: there are some 14-year-old children in the eighth grade, for example, who can't read and understand a newspaper article. This problem has systemic effects, one of which is a large gap between the haves and the have-nots in Brazilian society. Education is obviously one of the main levers that can make a difference. It was a great feeling, therefore, to be involved in this project and to be able to work toward a better future for the country's society, in general, and for my own child, specifically.

Working with IAS has also been a great experience in and of itself. The organization thinks about scale, about the long term, and about changing millions of children's lives. The people there are doers, and they implement BCG's recommendations at an incredible pace. In addition, I find the degree of impact that IAS is having in Brazil inspiring. It's also very inspiring to me that the CEO and the COO of IAS are women.

Community and Economic Development

Community and economic development efforts are vital for increasing the standard of living in communities, regions, and ultimately nations as a whole. BCG partners with governments, foundations, and nonprofit organizations around the world on such initiatives, working to enhance local markets, create jobs, and encourage entrepreneurship. Our work with the Schwab Foundation for Social Entrepreneurship is illustrative of our efforts.

Schwab Foundation for Social Entrepreneurship: Enabling the Enablers

Social entrepreneurs—dynamic individuals who launch enterprises targeting social change rather than profits—have been responsible for a range of innovative, high-

impact solutions to many of society's problems. These individuals usually operate in areas where traditional companies aren't lured by sufficient profits or where demand isn't met by the government. Perhaps the most important role model for social entrepreneurs is Muhammad Yunus—a Nobel Prize winner and the founder of the Grameen Bank. Yunus recognized the connection between poverty and low credit ratings and in 1976 developed a microfinance concept that has become hugely successful and has been replicated throughout the world.

Like all entrepreneurs, social entrepreneurs have a variety of prerequisites for becoming viable, including access to resources, a support network, and a certain level of publicity. Fortunately, a number of entities—individuals, foundations, charitable organizations, and civic-minded corporations—recognize the unique value that these entrepreneurs provide and are helping them on a number of levels. One of the major players taking these steps is the Schwab Foundation for Social Entrepreneurship.

The Schwab Foundation was established in 1998 by Klaus Schwab, the founder of the World Economic Forum, and his wife, Hilde. The organization commenced operations in 2000. Having long believed that the most significant social changes are driven by individuals and small groups, the couple launched the foundation to identify grassroots leaders, provide them with a platform, and raise public awareness of their efforts.

The foundation's primary vehicle for achieving these goals is its Social Entrepreneur of the Year contests, which are held in 30 countries worldwide. Contest winners do not receive monetary awards. Instead, they gain critical access to and support from a large network consisting of other social entrepreneurs, business leaders, the foundation, and members of the World Economic Forum. They also receive broad media exposure, which enhances global awareness of their activities and can help attract investors.

BCG has worked with the Schwab Foundation for the past several years. Our primary function has been to help in identifying, selecting, and highlighting leading social entrepreneurs through the organization's annual contests. Our first such engagement with Schwab was in Germany in 2005; by 2007, we were supporting contests not

only in Germany but in Canada, France, Great Britain, Hungary, and Switzerland as well. We have provided assistance on a variety of fronts, searching for suitable social entrepreneurs, screening and vetting candidates, preparing the juries that judge the competition's final stage, working with the media to promote the events, and helping to organize the award ceremonies. (For a consultant's perspective on BCG's role, see the sidebar "Showcasing Social Entrepreneurs.")

The value of these contests, as well as the overall value of the Schwab Foundation's work, are reflected in a sampling of 2007 contest winners. Germany's winner, Rose Volz-Schmidt, founded Wellcome, an organization that helps mothers and families with newborns. The need for such help is acute in Germany today, with the country facing declining birth rates, particularly among well-educated women. A contributing factor cited by many women is the lack of a supporting infrastructure: as society has become increasingly mobile, fewer women have families living nearby, and there is a shortage of daycare centers. The lack of a supportive environment can lead to overwhelming stress for new mothers, causing depression and even child neglect.

The Wellcome organization was developed in 2002 to fill the void. It offers affordable on-demand assistance to women and families for up to a year after a child's birth; its primary clientele are single mothers and families with three or more children. The staff at Wellcome consists of volunteers—most of them mothers with grown children—whom the organization recruits and trains. These individuals can quickly defuse stressful situations, benefiting both children and their families.

At the end of 2007, Wellcome supported approximately 1,200 families. It seeks to cover all of Germany by 2011 and is facilitating that expansion by means of a novel adaptation of the franchising concept to the social impact sphere. Not only did Wellcome's growth prospects receive a substantial boost from the publicity surrounding the Social Entrepreneur of the Year awards ceremony, but Volz-Schmidt was also recognized publicly for her work by German chancellor Angela Merkel, who has become an active supporter of Wellcome.

Hungary's winner in 2007, Péter Orbán, is tackling a different challenge: securing employment for his country's disabled. His organization, Napra Forgó Kht (Sunflower

Showcasing Social Entrepreneurs



Anne-Marie Deans, a consultant in BCG's Cologne office, joined the firm after earning her PhD in malaria research. Working with the Schwab Foundation for Social Entrepreneurship was her first assignment at BCG.

I had several roles while working on the Schwab project. One was to help the organization select finalists for its Social Entrepreneur of the Year award, a process that entailed a due diligence review of the 15 semifinalists Schwab had chosen from about 60 initial applicants. We visited and interviewed the majority of the semifinalists to evaluate their organizations' potential and ensure that they matched the criteria for the Social Entrepreneur of the Year contest; ultimately, we selected five finalists. My team and I also helped plan the awards ceremony, ensuring that the jury was well prepared and that the event itself ran smoothly.

It was amazing to see the impact that the competition can have on the entrepreneurs. The semifinalists were all very

motivated by our visit, because it meant recognition for their hard work and the opportunity to have that work analyzed rigorously. For the finalists, of course, there is an even bigger impact, as the awards ceremony in Berlin translated into media exposure and the opportunity to network with businesspeople, CEOs, politicians, and others from the realm of social entrepreneurship. The finalists also display the competition logo on their Web sites, which gives them additional recognition and credibility.

I really enjoyed working on the project. What I found most interesting was the unique people; everyone I met was an extremely committed social entrepreneur. Their organizations were equally inspiring, each effectively addressing a very distinct challenge. Having to evaluate and choose among them was extremely challenging. I also enjoyed experiencing firsthand BCG's social impact work and seeing the enthusiasm of all the BCGers involved, including our senior partners. It was a great experience.



The finalists of the Schwab Foundation for Social Entrepreneurship's 2007 contest in Germany celebrate at the awards ceremony with Hilde Schwab and BCG's Dieter Heuskel.



A Wellcome volunteer helps care for twins.

Non-Profit Ltd.), which he founded in 2000, is a combination rehabilitation center and employment agency for those with “changed working abilities.” It seeks to overcome the stigma many employers attach to the disabled by providing the latter with suitable job opportunities—in such areas as packing, gardening, and cleaning—that allow them to demonstrate their capabilities and the value they can add. The organization places between 30 and 50 people annually at precontracted companies and has inspired similar efforts by other organizations.

The winner of Canada's 2007 contest, Geoffrey Cape, is the executive director and cofounder of Evergreen, an environmental nonprofit organization that was launched in 1991 to help make the country's cities “more livable.” Through its three core programs—Learning Grounds, Common Grounds, and Home Grounds—Evergreen

seeks to inspire people, communities, and the corporate sector to initiate “greening” efforts on school campuses, on publicly accessible land, and at home. The organization has been recognized numerous times for its achievements and is having a truly transformative effect on Canada.

Klaus Schwab once said that “the world must become aware of the fantastic transformational power of social entrepreneurship.” And indeed, the social entrepreneurs described above demonstrate how individuals can have great impact when they are relentless in their pursuit of new ideas. We look forward to continuing our support of social entrepreneurs around the world.

Arts and Culture

Arts and culture are integral to all societies. They allow communities to develop and share innovative points of view about the world and enable people to express their individuality—and experience that of others. In this way, they greatly enhance the quality of life.

BCG has completed many projects that touch arts and culture at the local level. Our work includes our efforts to help expand the capabilities of Fondazione Palazzo Strozzi, which seeks to promote the art of Florence, Italy, and our work helping to strengthen the business model of the New York City Opera. Our work with the Ullens Foundation also illustrates our efforts in the realm of arts and culture.

The Guy & Myriam Ullens Foundation: Building a Showcase for Chinese Contemporary Art

Belgian industrialist and philanthropist Baron Guy Ullens had a bold vision: to transform an abandoned military factory in northeast Beijing into a vibrant, world-class exhibition center focusing on Chinese contemporary art. The center would display works from his vast personal collection—the world's largest, at more than 1,500 pieces—together with a broad swath of offerings from the country's thriving artistic community; and it would feature a schedule of exhibitions and events. The center would also conduct research, sponsor emerging artists, and offer educational programs for both adults and children. It would be a unique institution within China and serve as a marquee venue for the country's contemporary artists.



The Ullens Center for Contemporary Art was launched in November 2007 at a weekend-long gala attended by almost 4,000 guests.



The Ullens Center's cutting-edge presentation serves as a striking backdrop for the display of contemporary art from China and around the world.

Supporting the idea was the renaissance taking place in the structure's immediate surroundings. Beijing's 798 Art District, part of the city's industrial Dashanzi district, had recently become home to a growing number of Chinese and international galleries, bookshops, and cafés. The transformation had been driven by surging local and global interest in Chinese contemporary art.

The area, however, lacked what Ullens was proposing: a large state-of-the-art facility with a full complement of museum services. Hence, the prospects for such a center were favorable. Another plus was Ullens's willingness to fully fund the venture, if necessary, through the Guy & Myriam Ullens Foundation, which had been established in 2002 to promote Chinese art. This commitment mitigated the questions surrounding financing for such a major undertaking.

Given these positive factors, Ullens decided to pursue his vision. Some significant obstacles remained in his path, however. First, the project would truly be starting from square one, since Ullens had neither a defined business plan nor a clear image of what the center would look like. Second, he also had little in the way of dedicated help or organization infrastructure; working with him was only a small team of part-time employees who were artists rather than businesspeople.

Third, there were external constraints. The Chinese government had traditionally taken a fairly negative stance toward contemporary art, which manifested itself in a general lack of support and tight restrictions regarding permissible content. Laws concerning the legal and tax status of nonprofit organizations were also less developed in China than in other countries, thereby limiting tax incentives for potential contributors. And there was the very real threat that the government might tear down the factory and much of the surrounding area, its current vibrancy notwithstanding, and build alternative commercial projects in its place.

Finally, there was self-imposed urgency, because Ullens wanted the center to be operational before the start of the Beijing 2008 Olympic Games—then less than three years away—in order to capitalize on the expected large influx of tourists and international press. Given the size and array of the challenges he faced, Ullens sought BCG's assistance in supporting the venture.

BCG quickly immersed itself in the project and stayed with it through its completion. The team provided assistance on virtually every aspect of the work. It helped refine the center's objectives and establish plans and a timeline; select a designer; define governance and organization structures; develop a strategy for managing relations with the government; and formulate a media strategy to reinforce the desired messaging. BCG also helped develop ticket pricing and sales strategies, identify revenue generation opportunities (for example, a museum shop and café and several potential investments in nearby properties), and develop a fundraising strategy to help ensure the center's long-term sustainability. The BCG team even helped mail invitations and develop a seating plan for the center's opening; it also provided logistical assistance for the launch itself. Says Ullens, "Without BCG, the museum would not exist." (For a consultant's perspective on the scope of the work,

see the sidebar “Shining a Spotlight on China’s Contemporary Art.”)

“It was an unbelievably complicated process,” explains BCG’s David Michael, the senior partner and managing director who led the effort. “There was just so much to be done. It was like opening a hotel, a restaurant, and a luxury gift shop, and then holding two weddings in the hotel on the first two days of operation. And we were doing it all under the spotlight of the global media and art critics.”

All the hard work paid off handsomely, however. The Ullens Center for Contemporary Art was launched in November 2007 at a weekend-long gala event attended by almost 4,000 invited guests—and has since met a chorus of critical acclaim. The *Art Newspaper*, for example, said, “In years to come, the opening of UCCA may be seen as one of the defining moments in Chinese art.”

The center is truly a one-of-a-kind institution that fully realizes its founder’s vision. Its more than 8,000 square meters of space, two full floors, three separate exhibition halls, and overall cutting-edge presentation serve as a striking backdrop for the display of contemporary art from China and around the world. In particular, says Ullens, the center serves as the ideal platform for showcas-

ing works by China’s many emerging artists, whose art is not yet familiar to the international markets. “The \$2 million canvas is not for us,” he says. “We want to shine a spotlight on the full spectrum of fine contemporary art being produced in this country, not just the works of a select few.”

The establishment of the center has had other benefits as well. It has strengthened the local economy, reinforced the vibrant artistic character and atmosphere of the community, and likely helped spare the area from the government’s wrecking ball. “It’s very rewarding to know that we played a major role in saving this district from being demolished,” says David Michael. He also notes the longer-term impact that the center stands to have on Beijing’s identity. “This building has become a public institution that will be a landmark in Beijing, like the Guggenheim and the Museum of Modern Art are in New York and the Centre Pompidou is in Paris. You think of those cities and those institutions as being related—you couldn’t imagine the cities without them. Beijing now has that.”

The Ullens Center for Contemporary Art has already begun to live up to its promise. We look forward to watching the center grow in prominence and influence, and we are proud to have played a role in its creation.

Shining a Spotlight on China’s Contemporary Art



Hui Zhang, a senior associate in BCG’s Shanghai office, worked for approximately ten months on the launch of the Ullens Center for Contemporary Art. She discusses her role and what the experience meant to her.

Working for Ullens was my first project with BCG, and I feel very lucky to have received this assignment. At the outset, my role was essentially to provide general support for BCG’s overall activities. I participated in a range of tasks, including benchmarking other museums—both Chinese and international—and running focus groups to develop a shortlist of possible names for the museum.

Ultimately, I was responsible for leading two modules: organization design and fundraising. It was quite challenging to have the tasks of both transforming a small, loosely

organized venture into an efficiently designed, future-oriented organization and finding a means of making that organization financially self-sustaining. But we managed to succeed. This accomplishment gave me a very strong sense of achievement, especially at this early stage of my career.

I am proud to have been involved in this effort because I think the Ullens Center for Contemporary Art is very important for the Chinese arts scene. I am also grateful for having had the opportunity to work in the social sector generally. I think it’s very important that BCG continue to involve itself in this area. Not only will the work have a positive impact on our brand, but it will also allow us to make a fundamental difference to many worthwhile organizations and causes that often desperately need the type of support we can provide.

PART II

Sharing Viewpoints



Tackling Malaria

An Interview with Regina Rabinovich, MD, Director, Infectious Diseases Development, Bill & Melinda Gates Foundation

The Bill & Melinda Gates Foundation has set itself the goal of helping to eradicate malaria—one of the world’s deadliest and most intractable diseases. In this interview, Regina Rabinovich discusses the Gates Foundation’s objectives, progress to date against the disease, the challenges that the work has entailed, and the foundation’s relationship with BCG.

The eradication of malaria is a highly ambitious objective. How did the Bill & Melinda Gates Foundation decide to pursue it?

Malaria is one of many diseases the foundation is working against, but it is notable because it is one of the costliest in terms of the human toll. When we chose to focus on it, one of the initial questions we asked was, what is our objective? Is it 60 percent impact—that is, do we want to reach 60 percent of those most vulnerable to the disease? Is it 80 percent impact? What should we aim for and what is realistically achievable?

However, if we aimed for 80 percent impact, that would still leave 20 percent of afflicted children to die. Expressed that starkly, we all started to think not just about what we could accomplish in five years but also about what we could ultimately achieve over the long term if we put enough resources against the disease, made the right investments, and effectively engaged the external community. That’s how our focus on eradication came about.

What is the foundation’s strategy against the disease?

Given the complexity of this organism—it is a parasite and it has a complex life cycle—we can’t battle it with just a single approach, because no one approach is perfect. What we need instead is a portfolio of tools that are used together. So we’re investing in all aspects simultaneously: the pursuit of a vaccine, the development of new drugs for treatment, and more effective use and implementation of pesticides and diagnostics.

The challenge, of course, is determining the right mix of investments for each type of tool and across the entire portfolio. This step entails answering a number of questions: How will the different tools be utilized in the field? What specific impact are we trying to have with each tool? What are the barriers to achieving that impact?

We look at the solutions from the earliest research all the way to implementation. And, for us, this analysis begs the question, What is the role of the Gates Foundation versus that of other players?

Clearly we can’t do it alone. We don’t have enough money to do everything we want to do. And there are other very committed and capable players out there—players like the Wellcome Trust and the National Institutes of Health at the research level, and many others, including countries, at the delivery level. So arriving at a comprehensive, maximally effective approach in light of all these considerations was and remains a very complex task. But we believe we’re on the right track.

How would you characterize the progress of the foundation’s efforts against the disease to date?

Right now we’re probably three to four years ahead of where we were planning to be about a year ago. So prog-

ress has been encouraging. We are at the point where we are going to start seeing real impact from our efforts in the field, and the tools we are investing in are going to prove themselves increasingly credible.

In fact, the problem we're starting to contemplate—and it's one we didn't expect to face for several years—is, what's next? Once you've finally driven the disease down to very low levels, how do you sustain it? How do you replace those bed nets in three years in a systematic manner? How do you maintain funding?

It's an exciting problem to have in global health. And I think the fact that we're actually discussing it demonstrates the credibility of our stated goal of eradication, which no one was even thinking about as a possibility until recently.

The Gates Foundation has taken an active role at engaging with the broader malaria community and the Roll Back Malaria Partnership. How do you think about the foundation's role as a partner with these different organizations?

I don't think of it in terms of what we're doing versus what they're doing. We are part of a partnership, and all of us are working toward the same objective. Each of these organizations has its own area of emphasis and adds a particular value.

What the foundation is looking to do is add value wherever it can along the spectrum. In particular, we're looking for solutions that have some permanency. And those types of solutions are based on knowledge, because when you learn something, the world changes in front of you. So we're looking to use science to create something that creates health.

But, to emphasize, we view ourselves as partners to the work that the countries need to do and need to finance, because we can't possibly do those things ourselves. It doesn't matter if we create a new product or toolbox if it's not utilized. The campaign against malaria is very integrated in that way.

How has BCG contributed value to your work and how has the relationship evolved?

BCG's role in working with us has been built brick by brick. We didn't have the opportunity to say at the very beginning, "We have ten goals we need to accomplish, and we'd like you to help us work through them systematically." The relationship has been built as we fostered trust and as great people from BCG worked with us.

What started off the relationship between the foundation and BCG was the first study BCG conducted with one of our grantees, the Medicines for Malaria Venture (MMV); it was an in-depth study of that organization's portfolio. BCG examined the market, determined the value of MMV's portfolio, assessed the mix of the pipeline, and raised the right sets of questions. When people within the Gates Foundation saw that kind of analysis being done, they wanted it in other parts of the malaria portfolio.

The approach that your team has taken with us—an approach that not only utilizes in-house experts but also engages the external community effectively—has been a very positive complement to our internal capabilities. It has allowed us to do much more and progress at a much faster pace, and the benefits to us and the malaria-vulnerable population have been considerable.

Measuring Social Impact

Challenging but Critical

Ina Astrup, Petter Eilertsen, Pia Hardy, Øyvind Torpp, and Ulrich Villis worked on the BCG team that developed the approach outlined here. The approach has already been used by one of our social impact clients—one that is dedicated to making “value-based” investments in the social impact field.

The resources available to organizations engaged in philanthropic efforts are too scarce to improve the welfare of all the world’s needy. Despite the unprecedented increase in charitable giving over the past decade, the funds available still seem like a drop in the ocean compared with the poverty-related challenges of the developing world or the large inequalities in the developed world. Therefore, many organizations are asking the same questions:

- ◇ How can we ensure that our efforts significantly improve the lives of the largest number of beneficiaries?
- ◇ Is there a way to measure the social impact generated by our interventions?
- ◇ Can we assess different types of potential interventions to determine which would have the greatest impact?

Over the past few years, the need for a reliable means of measuring social impact

has been identified and widely discussed. And there has been progress. On a macroeconomic level, economics experts have published numerous studies on the challenges and costs of reaching the UN’s Millennium Development Goals. These studies, which aim to provide guidance on budget allocations to both policymakers in international institutions and governments of developing countries, have yielded principles that have advanced the practice of measurement generally.

Academic researchers in specific fields have also developed industry- and cause-specific yardsticks that facilitate comparison among similar initiatives. Researchers in health economics, for example, have developed a metric that has become a de facto standard for measuring the burden of disease and the effectiveness of health-related interventions: the disability-adjusted life year (DALY). Essentially, we can think of a DALY as one lost year of healthy life that results from a disease or condition of poverty. Health interventions tend to be successful when they result in low levels of DALYs or in high levels of DALYs that have been averted. Similarly, in education, researchers have developed and gained wide acceptance for a standardized methodology for calculating the rate of return from additional years of schooling.

Progress has also been made toward the development of



In measuring social impact, the effects on the ultimate beneficiaries are what count.

measures or approaches that would enable the comparison of social impact initiatives not just within but *across* thematic areas—such as education, health, or food security. For example, the Social Return on Investment framework, developed in 2001 by REDF, a philanthropic fund, yielded some valuable insights on a theoretical level, although the model proved difficult to apply in practice. More recently, the Copenhagen Consensus 2008, a panel of eight leading economic experts focused on addressing some of the world’s greatest challenges, has also made significant contributions toward that end by systematically applying economic cost-benefit analysis to social impact efforts.

We believe it is important, both for social impact organizations and for their intended beneficiaries, that measurement practices in the social impact sphere continue to evolve and improve in quality and rigor. Today many organizations struggle with the challenge of measurement, and they leverage very little of the academic research. They also tend to use their own individualized approaches—many of which focus solely on indicators specific to their particular effort.

In an attempt to advance the discussion, we have worked to develop an approach for measuring social impact—one that we believe can help individual organizations make better decisions and can also allow for a comparison of different types of initiatives. The approach is based on BCG project work, interviews with foundation officials and academic experts, and third-party research. Although the approach has its limitations, we believe it can significantly increase the quality and impact of social investments and projects in the following ways:

- ◇ By allowing, within a margin of error set by the reliability of the input parameters, an assessment of social impact across thematic areas
- ◇ By identifying the key drivers of return
- ◇ By quantifying the relative sensitivities of the individual parameters
- ◇ By uncovering the critical variables that need to be managed when projects are implemented

In this way, our approach can help guide an organization in selecting its portfolio of projects and designing indi-

vidual initiatives—thereby allowing it to create maximum socioeconomic value and, simultaneously, minimize risk.

The approach can also, we believe, provide a credible means of vetting unrelated projects. As such, it could prove highly useful to governments, nongovernmental organizations, philanthropists, and other funding entities that have a range of potential investments to choose from and seek an objective way to differentiate among them.

As noted, our approach does have its limitations, and we continue to develop it. We believe, however, that the overall framework as it currently exists has real value. That’s why we are excited to share our thinking.

Specifics of the Approach

The approach we have developed has four steps: determining an effort’s inputs; identifying the effort’s outputs; assessing the effort’s impact on beneficiaries and on society; and, finally, calculating *value creation*—that is, the monetary value of the impact. It is this last measure that provides a single “grade” for each initiative and allows for comparisons across initiatives. Importantly, it also addresses the vexing problem of comparing the value of initiatives that save lives with the value of those that improve them.

Each step of our approach, we note, requires making a number of explicit assumptions and choices. That means that considerable subjectivity is involved, particularly in calculating impact and value creation. Yet as long as assumptions and choices can be standardized—that is, if the same criteria can be applied to each initiative—valid assessments and comparisons are possible.

To help illustrate how our approach works, we apply it here to a hypothetical example—a malaria intervention in an African country. The agencies and organizations involved in the hypothetical intervention purchased and distributed 10,000 mosquito nets in order to reduce malaria among rural children under the age of five. (See the exhibit “Applying a BCG Approach to Assess the Social Impact of a Malaria Intervention.”)

Inputs and Outputs. Generally, it is easy to quantify an intervention’s inputs, which are the financial and nonfinancial resources invested, and its outputs, which are the

direct deliverables to beneficiaries. Donors typically require the organizations with which they partner to formalize and measure output targets so that it is clear how funding will be deployed. Consider the malaria intervention that we offer as an example. The input in this effort would be \$85,000—the cost of buying 10,000 mosquito nets and distributing them. The output would be the 10,000 nets distributed.

However, in this example only 3,500 nets actually reached the intended beneficiaries: rural children. Although the rest of the nets were not wasted—5,000 were used by adults and 1,500 by urban children—the range of beneficiaries had a significant impact on the intervention’s success.

At this stage, we would calculate the relationship between inputs and outputs—in this case, an average cost per beneficiary of \$8.50. However, this figure changes markedly—to about \$24—if we divide the total cost by only the *in-*

tended beneficiaries. Unfortunately, many organizations today, in particular those working in the developing world, are not able to accurately identify who actually benefits from their efforts—a situation that poses a fundamental challenge to measurement.

Impact. We could stop at the calculation of the relationship between inputs and outputs, because it certainly yields valuable information. But this measure does not take into account whether—or to what extent—the intervention actually increased the welfare of each beneficiary. This can be determined only by measuring the ultimate changes to the beneficiary that resulted from the intervention, which we refer to as the impact.

In the example, measuring the ultimate changes to each beneficiary calls for us to draw on several well-documented assumptions about the effectiveness of mosquito nets and the incidence of malaria. By applying these assumptions to the output of the intervention, we calculate that

| | Inputs | Outputs | Impact | Value creation |
|-------------------|--|---|--|--|
| Definition | Financial and nonfinancial resources invested in the initiative | Direct deliverables to the beneficiaries | Ultimate changes to the beneficiaries | Monetization of ultimate changes to the beneficiaries |
| Example | Procurement of 10,000 mosquito nets for targeted beneficiaries: rural children under age five Staff for distributing nets and educating beneficiaries Investment: \$85,000 | 3,500 targeted beneficiaries were reached 6,500 nets were used by unintended beneficiaries (5,000 adults and 1,500 urban children) | 18,000 episodes of malaria and 70 deaths were prevented among the targeted beneficiaries, corresponding to 2,170 DALYs averted over three years An additional 300 DALYs were averted among the unintended beneficiaries | Lifetime productivity gain from averted DALYs: between \$542,500 and \$18.2 million Health care expenditures saved over three years: \$680,000 Total benefit: between \$1.2 million and \$18.9 million |
| Ratios | | Cost per beneficiary: \$8.50 | Cost per DALY averted: \$34 ◇ Cost per DALY averted among the targeted beneficiaries: \$14 ◇ Cost per DALY averted among the unintended beneficiaries: \$184 | Range of benefit-to-cost ratio (depending on monetization factor used): between 14 to 1 and 222 to 1 |

Source: BCG analysis.
Note: A DALY is a disability-adjusted life year.

the impact of 3,500 rural children under age five sleeping under malaria nets for three years would be 18,000 fewer episodes of malaria among those children, and 70 fewer deaths than would otherwise have occurred.¹

Because DALYs are the standardized measure for quantifying the impact of a health intervention, we then calculate that the mosquito net intervention averted 2,170 DALYs among rural children.² An additional 300 DALYs were averted among the 6,500 unintended beneficiaries: adults and urban children. The impact on the unintended beneficiaries was lower because, among other reasons, fewer adults die from malaria than children, and the prevalence of malaria is lower in urban areas than in rural areas.

At this stage, we can derive a few additional, very helpful figures from our hypothetical example. The intervention incurred a cost per DALY averted of \$34. However, the cost per DALY averted among the *targeted* beneficiaries was only \$14, while the cost per DALY averted among the unintended beneficiaries was \$184. It is clear that if the implementers had been able to ensure that only targeted beneficiaries received and used the nets, the impact would have been vastly greater.

Standardized measures such as DALYs and costs per DALY enable comparisons across all kinds of health interventions. Organizations seeking to benchmark the impact on beneficiaries can already draw on a significant amount of empirical research using these metrics.

Organizations often need to estimate the *likely impact* of an intervention before launching it in order to assess its potential. To undertake this challenging task, an analyst will generally need to make reliable assumptions about three main variables:

- ◇ *The Efficacy of the Intervention.* How well does an intervention perform, technically and operationally? In our example, we assume that the nets will successfully protect against malaria 50 percent of the time (the technical efficacy) and that approximately 95 percent of the nets will be used correctly (the operational efficacy)—for a total efficacy of 47.5 percent. This information can generally be found in empirical case studies.
- ◇ *The Time Frame.* Often, the final impact of an intervention can be measured only several years after the

project has ended. However, information is generally available to quantify the burden of a disease: in our hypothetical example, the prevalence of malaria and the DALYs for children under five due to malaria would be available from the World Health Organization. Once we know the efficacy of the intervention, we can estimate its likely impact in averting the disease.

- ◇ *Attribution.* Finally, we must isolate the impact of the intervention we are analyzing from any other interventions that are simultaneously targeting the same beneficiaries. A pragmatic way to calculate attribution is to weight the influence of each program according to its budgeted spending. This approach assumes that the interventions have the same overall efficacy.

A complicating factor when making assumptions about efficacy, time frame, or attribution is that the quality of data varies across different countries and types of interventions—and data are often inaccurate. Hence the process of finding and validating data can be quite time consuming.

Value Creation. The final step of the process is to determine the actual monetary benefit of an intervention to the beneficiaries and to the community as a whole. This figure can then be compared with the program's cost in order to calculate the intervention's return on investment.

Several levels of value creation need to be examined. In the malaria example, we would need to consider the following:

1. The lifetime productivity that the community gains when DALYs are averted
2. The health care costs that families and society avoid
3. The broader societal benefits gained—including im-

1. For rural children in sub-Saharan Africa, the incidence of malaria—that is, the average number of times a child gets malaria in a year—is 3.6. Approximately 1,350 of every 100,000 children under age five die of the disease every year in the region, yielding a death rate of 0.0135. We assumed that the total efficacy of the intervention would hold constant over three years at 47.5 percent.

2. A DALY is calculated assuming a discount rate of 3 percent and uniform age weighting.

proved educational outcomes as children are sick and miss school less often, and higher productivity as parents take less time off from work to care for sick children

But measuring costs and lost productivity that will be avoided—as well as the seemingly intangible greater social good—is a very tricky undertaking. Particularly when the impact of a project extends far beyond its immediate beneficiaries, it is harder to attribute and quantify. We discuss each of the three levels of value creation in turn as they would relate to our hypothetical project.

The First Level: Lifetime Productivity Gains. The increase in lifetime productivity that is attributable to a health intervention is commonly quantified by multiplying the DALYs averted by a monetization factor. Any attempt at such a calculation is ethically sensitive, however, because it entails making an explicit assumption about the value of a human life. Additionally, there is no single, widely accepted metric for this calculation. In the malaria case, for example, this value could be any one of the following:

- ◇ Gross national income (GNI) per capita (\$250)³
- ◇ GNI per capita adjusted for purchasing-power parity (\$730)⁴
- ◇ The so-called value of a statistical life year (\$1,000 for low-income countries), as explained below
- ◇ The world's average GNI per capita (\$8,400)

Obviously, the monetization factor that is chosen will significantly affect the final value-creation calculation and benefit-to-cost figures. Using national GNI figures, for example—even those adjusted for purchasing-power parity—will yield low returns for low-income countries. As a result, low-income countries will be inherently disadvantaged in any comparisons of initiatives across nations.⁵ We therefore argue for using a common valuation figure across countries, which is consistent with the principle of valuing all lives equally.

Interestingly, however, the return on investment for social impact projects is often high—even when the lowest GNI figure is used. In our hypothetical malaria intervention, if

we use the national GNI per capita figure for Rwanda, we calculate the most conservative return at \$542,500—about 6.4 times the program's cost. But if we use the global average of the GNI per capita, the return would be calculated at \$18.2 million and the benefit-to-cost ratio would be 214 to 1.

The Copenhagen Consensus 2008 argued for using \$1,000 as a monetization factor because this amount corresponds to the value of a statistical life year according to surveys evaluating the average amount that developing countries are willing to pay for health-enhancing initiatives. Using this monetization factor, the benefit from our malaria example would be about \$2.2 million, yielding a benefit-to-cost ratio of 26 to 1. We find this calculation in line with the Copenhagen Consensus 2008 estimate of 20 to 1 as the expected benefit-to-cost ratio of malaria prevention and treatment.

The Second Level: Health Care Costs Avoided. In a preventive health-care initiative, a significant benefit is the savings in treatment costs that result when infections are avoided. Data for these assumptions can be obtained from national health budgets and surveys of private health expenditures. Unfortunately, the quality of data on developing countries is often poor. In our hypothetical example, we calculate the health expenditure avoided by the intervention over the three-year period at an estimated \$680,000, two-thirds of which would be carried by private households.

The Third Level: Broader Social Benefits. Quantifying the wider socioeconomic effects of interventions is challenging, so we have chosen not to calculate them in this example. Still, these broader social benefits can be considerable. Benefits in some types of interventions—for example, crime prevention—can far outstrip the direct gains for an individual beneficiary. We therefore recommend using qualitative assessments to attempt to determine these effects.

In the malaria example, we can quantify only the first two levels of value creation, calculating total value

3. In our example, we used the GNI figures for Rwanda.

4. In our example, we used the GNI figures for Rwanda.

5. The issue of which monetization factor to use also arises for less sensitive value-creation calculations, such as those for education.

creation for three years at between \$1.2 million and \$18.9 million. Dividing these amounts by the direct monetary input to the initiative, \$85,000, yields a benefit-to-cost ratio of between 14 to 1 and 222 to 1.

Note that in this example we do not need to calculate value creation over a longer period because the project lasted only three years—the lifetime of a mosquito net for malaria prevention. In areas such as education, however, where value must be calculated over longer periods, some further questions must be asked, among them the following:

- ◇ What time frame should be used to measure aggregate benefits?
- ◇ What discount rate should be used?
- ◇ What rates of inflation and economic growth should be used?

These calculations resemble a discounted-cash-flow analysis, and the most suitable variables need to be assessed on a case-by-case basis.

The Value of the Model

The approach we have described here is a sound, replicable, and broadly applicable methodology for calculating social impact. It is not perfect, as we have noted, and arguably it is only as good as the underlying assumptions used in each case.

But even without certainty about the assumptions, the model offers deep insight into the causalities and relative importance of an initiative's individual parameters. This is helpful not only for judging the robustness of the initiative but also for yielding critical insight into which parameters to focus on during implementation.

Of course, the total value created by any intervention depends wholly on the quality of implementation—a factor we have not addressed in our exploration here.

We believe that our approach will enable organizations engaged in social impact activities to make better decisions, allocate resources more effectively, and design more successful programs—to the advantage of their targeted beneficiaries. The key drivers we have identified as being critical to assessing social impact can also be applied as key performance metrics, enabling robust monitoring and reporting of implementation efforts.

PART III

Profiling BCG's Work for Social Impact



The Environment

BCG is carrying out an ever-increasing amount of work helping companies, cities, and public authorities achieve greater environmental sustainability. In this section, we profile just a few of our local projects.

City of Chicago, Department of Environment

UNITED STATES

Description: A department of Chicago’s government whose mission is to “protect human health and the environment, improve the urban quality of life, and promote economic development.”

Challenge: The department sought a plan to dramatically reduce the approximately 3 million tons of waste that Chicago’s residents and businesses send to landfills every year.

Impact: BCG and the department developed a strategy to reduce the waste sent to landfills through initiatives targeting the elimination, reuse, and recycling of construction, household, food-and-landscape, and hazardous waste. These initiatives will also have the impact of eliminating millions of tons of carbon dioxide emissions annually.

The E.O. Wilson Biodiversity Foundation

UNITED STATES

Description: An organization that seeks to “preserve biological diversity in the living environment by inventing and implementing business and educational strategies in the service of conservation.”

Challenge: The organization believed that much of the biological information that might be useful in addressing the critical issues facing the planet is poorly organized and stored—and, as a result, largely inaccessible. The organization sought to explore the possibility of creating a data platform that would consolidate—and facilitate easy access to—such information across the education, science, business, and civic communities.

Impact: BCG helped the organization conceptualize the project, develop a mission statement, initiate fundraising activities, identify potential technology partners, and map out an implementation plan. The organization launched the platform as well as an innovative data-gathering approach to leverage it: the Microbial BioBlitz program, which offers children the opportunity to collect, analyze, and identify novel microbial species.

Wildlife Conservation Society (WCS)

UNITED STATES

Description: An organization that “saves wildlife and wild lands through careful science, international conservation, education, and the management of the world’s largest system of urban wildlife parks,” including its flagship Bronx Zoo, in New York City.

Challenge: WCS’s Education Division had grown significantly. WCS sought a strategic plan to help the division focus its activities and set priorities for program development and investment in staff and grant funding.

Impact: BCG helped WCS develop a strategic plan for the division, including an approach to portfolio management, and defined metrics to assess the impact of each set of

programs. The work has strengthened the division's performance, particularly in program impact, fundraising, and internal communication.

Zoologischer Garten Frankfurt

GERMANY

Description: An inner-city zoo in Frankfurt that seeks to make animals' lives visible to visitors; contribute to conservation; and educate people about animals, their habitats, and their protection.

Challenge: The zoo faced three key challenges: defining its strategic focus, shaping its governance and organization structures, and ensuring adequate funding.

Impact: BCG helped the zoo identify possible strategic directions, as well as governance and organization structures, by drawing on high-level benchmarking of other organizations. BCG also helped the zoo identify potential sources of funding that would make it less reliant on subsidies. The stakeholders involved in the effort believe that the project has helped broaden their perspective on the zoo's future positioning.

Poverty and Hunger

BCG's work in reducing poverty and hunger spans the globe, covering both developed and developing countries. We work on a variety of topics, from disaster relief to long-term development.

Action Contre la Faim (ACF)

FRANCE

Description: An international organization that delivers emergency aid to people suffering from natural disasters or man-made crises.

Challenge: ACF sought to redesign the organization structure of its headquarters in an effort to provide a higher level of service to its field operations.

Impact: BCG helped ACF reorganize its headquarters into two separate entities: an “urgency” group and a “postcrisis” group. Specialists from ACF’s nutrition, food-security, water-and-sanitation, human-resources, finance, and logistics functions have been reassigned within those two entities. This structure should speed decision making and help ACF better serve the 87 field operations in the 20 countries where the organization is active.

Fédération Belge des Banques Alimentaires (Belgian Federation of Food Banks)

BELGIUM

Description: A nonprofit organization that collects food from approximately 200 donors and distributes it to more than 100,000 beneficiaries in Belgium through nearly 600 local humanitarian and charity organizations.

Challenge: In the face of increasing demand for food aid and diminishing contributions from key suppliers, the federation sought to reexamine its business model, particularly as it related to securing food through donations or purchase. It also wanted to determine whether the organization needed to find alternative sources of food.

Impact: BCG and the federation determined that the group’s business model and food sources were more than sufficient to allow the organization to meet its objectives. The team also identified key levers that the organization could use to strengthen its ability to secure food and potentially double the aid it provided to beneficiaries. The identified levers included deepened relationships with current providers and improved prospecting capabilities.

Feeding America

UNITED STATES

Description: A network of more than 200 food banks and food-rescue organizations, and the nation’s largest charitable hunger-relief organization. Known formerly as America’s Second Harvest—The Nation’s Food Bank Network, the organization secures more than 2 billion pounds of donated food annually and distributes it to over 25 million people in the United States.

Challenge 1: Faced with growing numbers of hungry people and declining donations of food, Feeding America sought a review of its strategy and planning processes.

Impact: BCG helped Feeding America develop a five-year strategic plan designed to improve the efficiency of the

organization's food-distribution efforts, increase the number of people served, and magnify the effectiveness of the organization's fundraising campaign. Once fully instituted, the plan is expected to enable the organization to serve an additional 3.2 million people and increase annual fundraising by \$25 million.

Challenge 2: In an effort to counter falling food donations and higher food prices, Feeding America sought to overhaul its procurement and distribution strategies.

Impact: BCG and Feeding America identified \$16 million in potential annual cost savings that could be achieved through improved procurement and distribution practices—enough to provide an additional 256 million meals per year. The team also developed strategies and an execution plan—including the definition of organizational requirements and metrics—for achieving the targeted savings and put the plan in motion.

Challenge 3: To expand its reach and impact, Feeding America sought to strengthen its brand and raise general awareness of hunger in the United States.

Impact: BCG and Feeding America developed and articulated a unique brand positioning for Feeding America among prioritized segments of the population; one of the major outcomes of the work was the decision to change the organization's name. The new brand positioning is expected to increase awareness of the organization and an overall understanding of hunger. Feeding America also expects the branding work to translate into an additional \$12 million in donations by 2012—an amount sufficient to provide an extra 190 million meals to the hungry. The positioning could also have a large impact on the network's local organizations.

Google.org

UNITED STATES

Description: Google's philanthropic arm. It aims to “use the power of information and technology to address the global challenges of our age.”

Challenge: The organization sought assistance in structuring its grant and investment priorities, identifying regions where it could have a significant impact, and investigating several fields for potential funding. Among the

fields it considered were special economic zones, small and medium enterprises (SMEs) and entrepreneurship in Africa, information transparency and governance, and water and sanitation in the developing world.

Impact: BCG helped the organization develop an early framework for one of its global development initiatives, Fuel the Growth of Small and Medium Enterprises. The work entailed evaluating special economic zones, high-technology parks, and broader growth and development of SMEs. As a result of the work, Google.org has established an SME fund in India and made several grants to increase the flow of capital to SMEs in the developing world. BCG also helped the organization evaluate options for improving water quality and sanitation in the developing world. On the basis of that work, Google.org decided to tackle the topics through its Inform and Empower initiative. This initiative leverages Google's expertise in accessing information in order to empower communities, service providers, and policymakers to improve public services such as education and clean water for the several hundred million people who lack access to them.

Save the Children

GLOBAL

Description: A global nongovernmental organization dedicated to improving the lives of children worldwide.

Challenge 1: Save the Children sought help in advancing its Unified Presence initiative, whose objective is to develop integrated program, financial, and administrative systems in the key countries where Save the Children's member organizations deliver programs.

Impact: BCG helped Save the Children determine which core processes should be tackled first and design a plan for the immediate harmonization of two main processes: financial reporting and annual operational planning and reporting. As the Unified Presence initiative progresses, it will increase the organization's overall efficiency, reduce administrative costs, increase cooperation among member organizations, and aid in fundraising—thereby allowing Save the Children to touch more lives and have a greater impact.

Challenge 2: Save the Children lacked a standard approach for managing the knowledge required to support

its member organizations around the world. As a result, the sharing of information and best practices within the organization was limited, and opportunities to achieve synergies and leverage experience were not realized. Save the Children sought to formulate a global strategy for sharing knowledge more proactively.

Impact: In the first phase of this work, BCG had helped Save the Children develop a consensus among its member organizations about the need for more effective knowledge management. The team had also helped map out initial action steps. This second phase focused on implementing the recommended steps in one country: Bangladesh. The team conducted country-specific analysis, determined the best practices for sharing information across the organization, and launched a pilot initiative. This work, which is ongoing, will allow Save the Children to share knowledge more effectively across regions and divisions, resulting in cost savings and improved productivity and resource deployment.

Challenge 3: Save the Children's Market Development Program allows mature member organizations to invest in strengthening member organizations in other countries that have significant fundraising potential. Many stakeholders were dissatisfied with the program's unclear objectives and operational complexity. Save the Children desired a review of the program and recommendations to improve it.

Impact: BCG worked with Save the Children to redesign the program—clarifying objectives, streamlining operations, instituting new metrics, and ensuring participation from the organization's leadership. The work is expected to enhance the program's effectiveness considerably—resulting in more rapid growth and therefore greater impact for children.

Challenge 4: Save the Children sought to strengthen its relationships with corporate donors and partners.

Impact: BCG helped Save the Children define a strategy for working with potential corporate donors and partners, set clear goals, gain support from Save the Children's member organizations, and determine best practices for engaging corporations and disseminate that information throughout the organization. The work should allow Save the Children to significantly enhance its corporate relationships, permitting the organization to

touch more children and have a greater impact on their lives.

Save the Children

INDIA

Description: A global nongovernmental organization dedicated to improving the lives of children worldwide.

Challenge: Five Save the Children member organizations—Save the Children Canada, Save the Children Finland, Save the Children Sweden, Save the Children UK, and Save the Children US—maintained operations in India. Save the Children's international board therefore sought to combine their efforts into a new member organization in India in order to achieve operational synergies, maximize fundraising capability, and become a stronger national advocate for children.

Impact: BCG helped Save the Children design and roll out a structured and balanced process for combining existing operations and creating a strong new member organization. The work entailed adapting Save the Children's Unified Presence methodology, studying the Indian donor market and relevant competing nongovernmental organizations, and supporting the design of a marketing strategy that would allow the new, unified organization—Save the Children Bal Raksha, Bharat—to achieve its fundraising milestones and deliver greater impact for India's children. All Save the Children programs in India are now managed by Save the Children Bal Raksha, Bharat, and test-marketing efforts kicked off in June 2008.

Save the Children China

CHINA

Description: A member organization of Save the Children, a global nongovernmental organization dedicated to improving the lives of children worldwide.

Challenge: Save the Children China's challenge was twofold: the organization sought both to improve its ability to roll out and scale up its programs and to strengthen its brand and profile.

Impact: BCG helped Save the Children China develop a more effective and consistent approach toward moving

from planning to executing pilot programs—and, ultimately, to large-scale program implementation. The organization has since begun to utilize the new approach. BCG also helped Save the Children China develop a comprehensive, segmented media plan that employs more consistent messaging. Save the Children China is using the plan, and its profile has already been raised: several of its key activities have received broad media coverage.

Save the Children Japan

JAPAN

Description: A member organization of Save the Children, a global nongovernmental organization dedicated to improving the lives of children worldwide.

Challenge: Save the Children Japan had an ambitious fundraising objective: to more than double annual donations from private contributors within five years. The organization sought to develop a marketing strategy to support that goal.

Impact: BCG helped the organization develop a detailed marketing plan, encompassing the development of milestones, the identification of targeted donor segments and key triggers that influence donors' decisions, and a human resources plan to support the effort. The team also analyzed returns on various marketing initiatives and recommended that Save the Children Japan focus on a few specific activities. The organization has implemented the team's recommendations and expects the plan to enable it to meet its objective. Early results are promising: total private contributions in 2007 well exceeded the annual target.

Save the Children Mexico

MEXICO

Description: A member organization of Save the Children, a global nongovernmental organization dedicated to improving the lives of children worldwide.

Challenge: Save the Children Mexico sought to reorganize its six independent associations into a single organization and, in the process, increase its efficiency and impact.

Impact: BCG helped Save the Children Mexico consolidate the six entities and made recommendations for the unified organization's structure, fundraising strategy, and governance. Tangible results of the work to date include greater geographic reach and significantly improved fundraising capabilities. Specifically, Save the Children Mexico now has operations in ten regions and plans to expand into three more in the next several years; also, the organization expects funding in 2008 to increase by 40 percent over 2007 levels.

Save the Children Norway

NORWAY

Description: A member organization of Save the Children, a global nongovernmental organization dedicated to improving the lives of children worldwide.

Challenge: Save the Children Norway sought to achieve two goals: gauging the effectiveness of its organization structure and determining whether it needed to add capacity in order to increase its effectiveness in delivering aid to children.

Impact: BCG helped Save the Children Norway analyze and optimize its organization structure. It also helped it assess the need for further gains in capacity that would allow it to better achieve its strategic goals and align itself with the strategy and development of the global Save the Children organization.

United Nations Development Operations Coordination Office (DOCO)

GLOBAL

Description: The umbrella organization that coordinates the activities of all UN development agencies, including Unicef, the World Food Programme, and the World Health Organization. Collectively, the approximately 30 agencies account for more than \$4 billion in annual budgets.

Challenge 1: DOCO's goal was to increase the United Nations' impact and relevance in a changing world of international development. It sought to improve the ways in which UN agencies interact with one another, with nongovernmental organizations, and with local governments to deliver aid at the country level.

Impact: BCG and DOCO analyzed the situation and spoke with numerous stakeholders. The team used its findings to develop a comprehensive framework and set of options for how the United Nations could work more effectively in developing countries, placing particular emphasis on getting the agencies to collaborate more closely as “one UN.” The team identified an overarching model for organization design that would facilitate better teaming generally, and it supplemented the model with customized recommendations for operations in each country. The team also developed a plan for implementation.

Challenge 2: DOCO sought to implement the plan developed during the first phase of the effort.

Impact: BCG supported the pilot initiatives launched by DOCO in eight countries: Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam. The team provided change management support to help the players overcome barriers to collaboration that had developed over time. The team also helped catalyze the process for changing the funding structure in these countries and supported efforts to measure impact. To date, results achieved by the country teams working together include significant increases in donor funds; for example, funding in Tanzania increased by 50 percent over the previous year. Simultaneously, the country teams have been able to deliver more development assistance for each dollar they receive.

United Nations Global Compact

GLOBAL

Description: An office of the UN Secretariat that seeks to coordinate the efforts of companies around the world in their commitment to responsible business practices.

Challenge: The United Nations partners with businesses on a variety of social impact initiatives. The Global Compact sought a means of determining the likelihood that a given partnership would succeed—that is, make substantial progress toward achieving one or more of the United Nations Millennium Development Goals. It also sought a forward-looking tool that would help prospective partners lay the groundwork for effective partnership projects.

Impact: Utilizing input from dozens of corporations and UN partner organizations, BCG helped the Global Com-

pact develop a comprehensive diagnostic tool—one that the Global Compact expects to use to assess most potential partnerships between corporations and UN organizations. The Global Compact believes that using the tool will significantly improve the outcome of every one of its projects. The tool has already begun to live up to its promise: in its first year, partner corporations and UN organizations have made 4,000 requests for the tool, making it the most requested Global Compact resource to date.

Women for Women International (WfWI)

GLOBAL

Description: A nonprofit organization that provides female survivors of war with the resources to move from crisis and poverty to stability and self-sufficiency.

Challenge 1: WfWI had experienced rapid but unsustainable growth in recent years, achieving a compound annual growth rate of 52 percent since 2000. To manage its future growth, WfWI sought a plan that encompassed more strategic approaches both to sponsor acquisition and to program delivery.

Impact: BCG and WfWI formulated a strategy based on detailed financial modeling and analysis, and benchmarking of successful sponsorship organizations. Among the strategy’s key recommendations were an expansion of WfWI’s sponsorship program, investments in new services, and a rationalization of the organization’s geographic expansion. The work also established reasonable growth targets for the organization and provided management with a set of tools to support decision making. The strategy, which is expected to result in a 50 percent increase in donor funds per recipient, should allow WfWI to support more women and have a greater impact on each woman it serves. It should also lead to enhanced programming, improved sponsor retention, and greater financial efficiency.

Challenge 2: To maximize operational effectiveness and ensure accountability in the face of the organization’s rapid growth, WfWI sought to upgrade its budgeting and planning systems.

Impact: BCG and WfWI reviewed the organization’s budgeting and planning tools and processes, and identified opportunities to strengthen and streamline them. The

improvements, which WfWI has adopted, have given the organization a clearer view of its fundraising and operational expenses and have led to a stronger alignment between the budgeting processes used by headquarters and those used by field operations. Improvements in its ability to forecast revenues and manage costs should also enhance WfWI's ability to effectively deploy resources and should result in more funds available for programming.

World Food Programme (WFP)

GLOBAL

Description: The frontline agency of the United Nations in its fight against global hunger.

Challenge 1: As an input to its strategic plan, WFP sought to better understand changes in the external environment in which it operates, particularly regarding donor requirements and implications of the United Nations' ongoing reform process. WFP also wanted to examine the overall context of major trends, such as globalization, that affect demand for the agency's services.

Impact: BCG helped WFP conduct a thorough assessment of the macro trends affecting the organization's operating environment and influencing the demand for humanitarian aid in the near and medium terms; understand the expectations of key donors and gauge WFP's capabilities relative to those expectations; weigh the impact of UN reform efforts on WFP's central and country operations; and advance discussions on WFP's strategic direction. The broad-based work should enhance the agency's planning, fundraising capabilities, and operational efficiency—resulting in a greater ability to counter hunger.

Challenge 2: WFP sought to develop a multiple-sourcing platform for its central, Rome-based support functions. The goal of this undertaking was both to better reflect WFP's global character and to increase the efficiency and effectiveness of those functions.

Impact: BCG helped WFP quantify the potential efficiency gains and design a plan for realizing them. The plan will exploit WFP's global reach and will structure the transactional processes of support functions closer to WFP's field operations. BCG also worked with WFP to

secure approval from its senior management and to launch implementation.

Challenge 3: Recent large-scale emergencies convinced WFP that a more coordinated response among relief providers could result in more lives saved. WFP sought to develop an emergency-preparedness and response-training center in Asia that would focus on improving interoperability among different humanitarian agencies.

Impact: BCG and WFP conducted global benchmarking to identify success factors and differentiators for training in emergency response and disaster management; developed a concept for the training center, including infrastructure options and training modules; prepared communication documents for use with internal and external stakeholders; and developed an implementation plan and helped WFP initiate it.

World Food Programme (WFP)

INDIA

Description: The frontline agency of the United Nations in its fight against global hunger.

Challenge: The Indian government's food-distribution program, the largest in the world, provides aid in the form of subsidized grain to 400 million Indians living below the poverty line. The program is plagued by problems and inefficiencies, including leakage and pilferage, and this results in less than half of the subsidy reaching the intended beneficiaries. The Indian government sought WFP's technical assistance in getting the national program on track.

Impact: BCG and WFP diagnosed the problem and designed a solution that would properly identify the beneficiaries and empower them to stop those who have been abusing the system. The solution centered on the introduction of three changes: unique, biometrics-based—and thus nonduplicable—identification cards for intended recipients; vouchers that must be redeemed and validated before authorities acknowledge that subsidies have been delivered; and a management information system that will allow measurement and monitoring of the program's performance. A pilot being run in the Rayagada district of the state of Orissa promises to deliver the right quantity of food aid to the intended beneficiaries: about 1 mil-

lion people. If successful, the pilot would result in substantial savings of the food subsidy, making it possible for the Indian government to expand the entitlement, include eligible beneficiaries who are currently excluded, or both. If the program delivers the intended results, the central government will consider scaling it up and introducing it in several states across the country. The improved governance of the scheme will be as effective as providing additional resources, and it will help to safeguard food-insecure households from rising prices.

World Food Programme (WFP)

ITALY, MAURITANIA, AND NIGER

Description: The frontline agency of the United Nations in its fight against global hunger.

Challenge: WFP, working in partnership with three other UN organizations (the World Health Organization, the Food and Agriculture Organization, and Unicef), sought to advance REACH—Ending Child Hunger and Undernutrition, an effort that aims to maximize the impact of aid-related initiatives in individual countries by improving coordination among local governments and aid-related bodies.

Impact: BCG helped WFP identify two pilot countries, prioritize activities, outline a structure for the partnership

of the involved players, and gain consensus on a future path among those players. The project stands to increase the effectiveness of aid delivery efforts considerably in the pilot countries, and it also lays the groundwork for an expanded rollout.

World Food Programme (WFP)

SUB-SAHARAN AFRICA

Description: The frontline agency of the United Nations in its fight against global hunger.

Challenge: Despite continued efforts over the past few decades, undernourishment in sub-Saharan Africa has increased steadily in absolute numbers. Poverty has also increased steadily, especially among the region's small farmers. WFP and its partners sought to determine how procuring food aid locally from small farmers could provide an opportunity to fight hunger and alleviate poverty simultaneously.

Impact: BCG helped WFP estimate the overall demand for food aid in sub-Saharan Africa in 2015 and assess how this demand could be met. Drawing on this information, the team estimated possible income improvements for small farmers that could result if some of the food were procured from them.

Public Health

We partner to improve health in both developed and developing countries. Our work ranges from initiatives against specific diseases—from cancer to malaria—to efforts that tackle systemic challenges like the delivery of health care in the developing world.

Bill & Melinda Gates Foundation

GLOBAL

Description: A foundation that seeks to “reduce inequities and improve lives around the world” through its efforts to fight poverty and improve health care and education.

Challenge 1: The foundation sought to review, refine, and articulate its malaria strategy for the next phase of combating the disease. The strategy would guide the organization’s future investments to fight malaria and would provide a clearer vision to its grantees. The foundation also wanted to articulate its strategy in order to provide a clear message at a forum that it would host for more than 200 grantees and members of the global malaria community.

Impact: BCG and the Gates Foundation established a clear understanding of the current state of malaria control and research-and-development efforts, quantifying both the total human toll of the disease and the progress of remedial efforts. The team also developed a vision of the requirements to combat the disease globally, estimating the total cost at almost \$7 billion annually at the peak—a \$5 billion shortfall relative to current funding levels. The strategy served as a basis for the organization’s call at its global forum to eradicate the disease. This rallying cry has focused attention on malaria and

helped change the landscape of the global effort considerably.

Challenge 2: The Gates Foundation sought help in preparing for and facilitating a meeting of foundation grantees who were involved in the discovery and development of artemisinin-based antimalarial drugs.

Impact: The foundation increased strategic alignment among three major organizations involved in the discovery and development of antimalarial drugs by bringing these organizations together, identifying common interests, sharing key milestones, and creating a road map that identified future interdependencies.

Challenge 3: The foundation sought to update its strategy for effectively countering a number of infectious diseases that weigh heavily on the world’s poor, such as human African trypanosomiasis, Japanese encephalitis, visceral leishmaniasis, and Guinea worm disease.

Impact: BCG and the foundation quantified the burden of each disease in terms of its economic and social costs and determined the strides made to date against it. The team also gathered input from worldwide experts on each disease and identified the remaining challenges to eradicating, eliminating, or controlling it. From this work, the team crafted a strategy encompassing priorities and action steps for incremental grant-making from the Gates Foundation over the next three to five years.

Challenge 4: The foundation sought both to determine the size of an expected shortfall over the next several years in supplies of critical meningitis vaccines in sub-Saharan Africa and to spur remedial action among members of the global health community.

Impact: BCG and the foundation established a baseline of existing and planned vaccine supply and then estimated the potential demand for a vaccine given the expectation of a cyclical increase in epidemic outbreaks. The team estimated a potential shortfall of as much as 50 million doses of the vaccine over the next three years. Given the high mortality rate—death occurs in roughly 10 to 20 percent of untreated and unvaccinated people who are exposed to the disease—this shortfall could have catastrophic effects. The team shared insights and recommendations with key members of the global health community and developed a financing proposal designed to drive greater production of vaccine supply.

Challenge 5: The foundation sought to improve efforts to combat pneumonia, measles, and meningitis—diseases that have respiratory implications and are responsible for about 5 million deaths a year, including almost 3 million children.

Impact: BCG and the foundation articulated the current burden of these diseases, analyzed current remedial efforts and investments, gathered input from leading experts, defined potential interventions, identified potential partners, and developed a strategy. The strategy specifies areas of focus and identifies high-level initiatives for the foundation to pursue over the next three to five years.

Challenge 6: The foundation sought a comprehensive strategy for reducing the incidence of enteric and diarrheal diseases (EDDs) in the developing world. EDDs cause an estimated 2 million deaths annually, primarily among babies and children.

Impact: BCG and the foundation established a baseline quantifying the impact of EDDs by specific disease across regions and patient populations. They also studied the current portfolio of investments designed to combat EDDs and gauged their effectiveness; identified potential new interventions; and polled the broader community of EDD experts and organizations. Further, they identified data gaps that, if filled, could improve the ability to address the burden of EDDs, and they developed an overarching strategy, including potential initiatives. The strategy will guide the foundation in its efforts against EDDs and help it prioritize its grant making.

Challenge 7: An estimated 1.1 billion people in the developing world lack access to potable water, and an esti-

ated 2.6 billion lack access to proper sanitation. The foundation has been exploring strategies for improving, sustaining, and scaling access to safe water, sanitation, and hygiene.

Impact: BCG helped the foundation summarize and communicate the size of the problem and the health impact of unsafe water, sanitation, and hygiene. It also helped articulate the effectiveness of the remedial efforts to date and the capabilities of stakeholders. BCG also provided some support to the foundation in laying out a vision for a sustainable global system that would address these problems.

Challenge 8: The foundation invests significant resources through its grantees to develop new products and interventions that are critical to reducing the burden of disease in the developing world. The foundation sought to learn best practices from the public and private sectors in order to ensure that the best products possible are launched in the most efficient manner.

Impact: BCG and the foundation worked together to segment the foundation's diverse portfolio of current investments by type of product and intervention—such as vaccine, drug, or diagnostic—and stage of development. Using this information, the team developed a series of questions—tailored for the different points along a product's life cycle—for the foundation and its grantees to address together to ensure that products in development will meet patients' needs. BCG also helped the foundation develop the scope of work for a new team dedicated to providing foundation program officers and grantees support in commercialization.

Challenge 9: Historically, new health interventions targeting the developing world have proved very slow to reach those who need them—if they reach them at all. To attempt to remedy this problem and maximize the impact of the many interventions it plans to bring to market within the next several years, the foundation launched its Global Health Delivery organization. It sought a strategic plan for that organization.

Impact: BCG and the foundation developed a strategic and operating plan for the Global Health Delivery organization. By examining more than 20 case studies and interviewing over 50 experts in global health, the team identified five critical areas that the foundation would

need to focus on to ensure the effective delivery of its health solutions. On the basis of these findings, the team defined an approach to investing and partnering that would allow the foundation both to meet its objectives and to play a unique and transformative role in accelerating the adoption of new technologies.

Challenge 10: The foundation sought to increase the impact of its sponsored health-care products and initiatives by identifying and addressing obstacles to uptake in global health systems.

Impact: BCG and the foundation identified potential systems-related barriers to the delivery of the interventions that the foundation expected to launch in the near term. The team then prioritized the barriers and developed potential solutions to them. The team also identified five particularly high-impact initiatives for the foundation to pursue, including the establishment of information mechanisms to improve system responsiveness and the design of financing mechanisms to increase scale and sustainability. The foundation developed a specific plan to launch the five initiatives in 2008. Internally, a strong set of sponsors within the foundation are now willing to execute systems-related interventions; this represents a significant change in direction for the world's largest philanthropic foundation.

Challenge 11: The foundation sought to identify opportunities to improve maternal, neonatal, child, and reproductive health.

Impact: BCG helped the foundation analyze the factors influencing the health of these specific populations and assess potential interventions. Maternal and neonatal conditions are responsible for a great deal of mortality and morbidity in the developing world, and relatively simple interventions have proved to offer significant improvements. The work revealed an opportunity for the foundation to have a short-term impact by increasing the distribution of these interventions, tools, and approaches, and the foundation is continuing to evaluate the areas where it can have the greatest impact.

Bill & Melinda Gates Foundation and Innovative Vector Control Consortium (IVCC)

GLOBAL

Description: The Bill & Melinda Gates Foundation seeks to “reduce inequities and improve lives around the world” through its efforts to fight poverty and improve health care and education. IVCC, which is funded by the foundation, is a research consortium that aims to improve health by developing new products and tools to control the transmission of insect-borne diseases.

Challenge: Public-health pesticide products (PHPPs) were extremely successful at combating malaria in the past. But currently available tools have severe limitations and, owing to market inefficiencies and the perception that the market for such products is small, there has been limited investment to develop new PHPPs. To attempt to spur new development, the two organizations sought to create a fact base that would provide clarity for decision makers in the public and private sectors. The fact base would, among other things, quantify the current size of the PHPP market; provide a better understanding of the needs, behaviors, and decision-making processes of suppliers, buyers, and other stakeholders; and analyze the process and hurdles associated with bringing a new product to market.

Impact: The team created a rich fact base through its primary research in seven countries and interviews with suppliers and global leaders. One of the team's key findings was that annual demand for PHPPs was an estimated \$750 million—a figure roughly double previous estimates. The team also determined that there was a potential opportunity to attack the disease through consumer markets; it therefore recommended investing in research to understand the efficacy of consumer products such as insect repellents for disease control. The team's findings, which were shared broadly with the global health and agrochemical communities, will guide future investments in this sector by IVCC and the foundation.

DKMS

GERMANY

Description: An organization that aims to increase leukemia patients' chances of survival by identifying the best-matching bone-marrow donors. BCG alumnus Peter Harf founded DKMS in 1991.

Challenge: DKMS sought to expand its reach and impact.

Impact: BCG helped DKMS establish and expand its international database of donors and develop fundraising strategies. DKMS is now the world's largest and most successful center for bone-marrow donation. It has more than 1.7 million registered potential donors and it has supported more than 14,000 transplants to date.

Europa Donna—The European Breast Cancer Coalition (ED)

EUROPE

Description: An independent nonprofit organization whose mission is to improve breast cancer education, screening, treatment, and research.

Challenge: ED sought to adapt its role and positioning to changes in the cancer advocacy environment, identify and integrate best practices employed by other advocacy organizations, and make sure that its programs and activities matched the needs of its increasing number of stakeholders.

Impact: BCG and ED analyzed the needs, expectations, and ideas of ED's users and partners, identified best practices by benchmarking ED against six other important patient-advocacy organizations, defined strategic options and prioritized them in a strategic plan, and developed an implementation road map. The work should help ED increase its funding base significantly and enhance its ability to meet its objectives.

Initiativkreis Ruhrgebiet (IR)

GERMANY

Description: An organization consisting of representatives of more than 70 major German corporations that seek to promote the development of the country's Ruhr region into a major European business area. The Ruhr is already one of Europe's largest industrial regions.

Challenge: IR sought to advance its efforts to promote the Ruhr's reputation as a leader and innovator in health care by publishing an updated guide to the region's hospitals.

Impact: BCG helped IR design, publish, and promote its third edition of *Klinik-Führer Rhein-Ruhr*, a guide that

helps patients decide where to seek treatment and offers hospitals an opportunity to think differently about their performance and how to improve it. The guide is a flagship for building the region's reputation in health care and sets standards for methodology and usability. It has been favorably reviewed and very well received, with more than 10,000 copies sold within its first few days in local bookstores. It has also prompted other regions in Germany to launch similar projects.

Kræftens Bekæmpelse (Danish Cancer Society)

DENMARK

Description: An organization that works with cancer research organizations, supports cancer patients, and provides guidance on cancer prevention. The Danish Cancer Society's vision is a life without cancer.

Challenge: The organization sought to develop a fundraising strategy that would allow it to meet an ambitious target: raising 50 percent more funds in 2015 than it did in 2006.

Impact: BCG helped the organization analyze the fundraising market in Denmark; identify relevant segments; determine the potential of various clusters of donors such as private individuals, businesses, and foundations; and develop a comprehensive strategy and implementation plan. The strategy is expected to help the organization exceed its original goal, resulting in even more funds available for the fight against cancer.

Medicines for Malaria Venture (MMV)

GLOBAL

Description: A public-private partnership dedicated to supporting the discovery, development, and delivery of innovative, effective, low-cost antimalarial drugs.

Challenge: MMV was established as a public-private partnership in 1999 to address the absence of R&D in antimalarials. BCG helped design MMV's original charter and write its initial business plan. Since that time, MMV has raised more than \$300 million and built the largest pipeline of antimalarial drugs that has ever existed, including three drugs scheduled to be launched in the next

two years. In 2007, MMV sought an updated, five-year strategic plan that would define new targets for the partnership's drug-development efforts, optimize the launch and distribution of its products to the most vulnerable populations, and strengthen the organization's investment appeal to donors.

Impact: BCG and MMV worked together to define a new strategic vision and financial plan for the organization and gain support from the partnership's board and donors. Among the team's key findings was that MMV would need to double the size of its early-stage portfolio in order to meet global demand for new antimalarials that respond to emerging resistance. The team also quantified the cost of a novel antimalarial combination therapy that the organization was contemplating developing and identified policy levers and partner activities that would increase access to MMV's antimalarials. The final strategic plan, once fully implemented, should significantly enhance MMV's ability to achieve its mission.

Myelin Repair Foundation (MRF)

UNITED STATES

Description: A nonprofit medical-research foundation dedicated to changing the way academic medical research is organized and seamlessly connecting the output of this research with the biotech and pharmaceutical companies that can bring new treatments to market. MRF is demonstrating the value of its approach by accelerating the discovery and development of treatments for multiple sclerosis.

Challenge: MRF wanted to establish a framework for applying its Accelerated Research Collaboration (ARC) approach to research in other diseases, build on and extend this approach to accelerate the early-stage drug-discovery process for multiple sclerosis, and identify opportunities to expand MRF's innovation and collaboration networks.

Impact: BCG and MRF organized a workshop in which leading health-care experts helped define business model options that MRF could leverage to accelerate drug discovery research and promote greater industry interest in multiple sclerosis. BCG also, through use of its proprietary network and IP tools, helped MRF identify opportunities to optimize its innovation network and future

R&D spending. Finally, BCG helped MRF create a new governance structure to advance the organization's capabilities in target validation and drug discovery. The work should help MRF use its limited human and financial resources more effectively; facilitate high success rates in drug development programs; lower the costs of its research projects, programs, and marketing; and improve its messaging to donors regarding the power of MRF's network.

PATH

GLOBAL

Description: An international nonprofit organization that "creates sustainable, culturally relevant solutions, enabling communities worldwide to break longstanding cycles of poor health."

Challenge: PATH sought to design a model for assessing the influence of different factors on the potential adoption rate of a vaccine for human papillomavirus (HPV) in developing countries.

Impact: BCG and PATH developed a flexible analytical model that incorporated supply, demand, and financing scenarios. The model takes into account a large number of variables that can influence adoption rates, such as countries' health-care budgets, societal attitudes toward vaccination and health, and access to vaccination programs. It can be used to quickly determine the likely impact that a range of potential situations and actions would have on vaccine adoption. PATH is using the model to support discussions with stakeholders and to accelerate adoption of the vaccine across the developing world.

Rockefeller Foundation

GLOBAL

Description: A foundation that "works around the world to expand opportunities for poor or vulnerable people and to help ensure that globalization's benefits are more widely shared."

Challenge: The Rockefeller Foundation sought a strategy for an e-health initiative. The initiative would improve the quality, equity, and cost-effectiveness of health care

in the Global South—a term for developing countries—by using information and communication technologies (ICT) to improve and expand diagnostic, treatment, preventive, and monitoring capabilities as well as user awareness and access.

Impact: BCG helped the Rockefeller Foundation assess the potential value of such an initiative; determine the readiness of individual countries; identify potential participants, roles, organization models, applications, and action agendas for an e-health initiative or coalition; and develop a strategy through which the initiative’s objectives would be met. The Rockefeller Foundation plans to engage the broad global-health and ICT communities to shape the plan for an e-health initiative or coalition.

Roll Back Malaria Partnership (RBM)

GLOBAL

Description: A global organization that brings together and coordinates the activities of all the multilateral, bilateral, and nongovernmental organizations; the countries in which malaria is endemic; foundations; private-sector companies; and research institutions engaged in the battle against malaria.

Challenge: RBM sought to develop a global business plan to fight malaria. It wanted a plan that would help the international malaria community achieve its near-term goal of mortality reduction and long-term goal of eradication, and that would guide the activities of the malaria community at both the global and country levels.

Impact: Working with more than 200 contributors, BCG is helping RBM develop a global plan. The plan aligns RBM partners around a common vision and targets, and articulates the agreed-upon strategy and the estimated resources needed to achieve these targets. The plan also highlights the need for structural changes in how RBM operates, including the need for greater attention to in-country communication and monitoring and evaluation.

Once launched, the plan will form the basis for a broad-based advocacy effort to increase the resources available to battle malaria. By 2015, when RBM’s targets are achieved through the help of this plan, an estimated 1 million children will no longer die of malaria each year and the global number of annual cases will be reduced by as much as 75 percent.

World Health Organization (WHO)

GLOBAL

Description: The body within the UN system that is responsible for providing leadership on global health matters.

Challenge 1: WHO sought BCG’s help in formulating a business plan for the launch of Africa Health InfoWay (AHI), an Africa-focused component of WHO’s broader e-health initiative.

Impact: BCG helped WHO develop a business plan with a particular focus on improving health care equity (that is, better serving neglected populations), efficiency, and quality. Components of the work included determining the context and underlying needs, the potential value of online health initiatives, and AHI’s specific role in WHO’s global e-health effort. BCG also helped WHO determine the best ways to leverage the African information infrastructure, to support health information at the district level, and to advocate policy changes at the national level.

Challenge 2: WHO sought BCG’s assistance in developing a business plan framework for its Global Observatory for eHealth, which seeks to “improve health by providing member states with strategic information and guidance on effective practices and standards in eHealth.”

Impact: BCG helped WHO develop a framework for the plan. Components included objectives, timelines, organization structure, and recommendations for implementation.

Education

Our work in education focuses mainly on public primary and secondary schooling but also includes higher education. Our projects range from transformation and performance management at the district and state levels to the mentoring and coaching of individual students.

Advance Illinois

UNITED STATES

Description: A nonprofit education-advocacy start-up organization aiming to create a world-class education system in Illinois that prepares all students to be college and work force ready.

Challenge: Stakeholders were concerned that student achievement and outcomes in Illinois were disappointing and that Illinois students were not positioned for success in an increasingly competitive global economy. Advance Illinois and its primary funding partners—the Bill & Melinda Gates Foundation and the Joyce Foundation—therefore sought a strategic plan for a new education-focused advocacy organization that would drive change, and assistance in launching that new organization.

Impact: BCG worked with a steering committee of senior Illinois leaders and the Gates and Joyce foundations to launch Advance Illinois. The team developed a four-year strategic plan for the organization, assembled the inaugural board of directors, launched the search for an executive director, filed for nonprofit legal status, and secured early operational funding. This groundwork should help Advance Illinois quickly raise public awareness of the state’s educational challenges and elevate public education in the policy debate. Over time, it should also help

the organization spur policy changes that translate into significantly improved student outcomes.

Atlanta Education Fund (AEF)

UNITED STATES

Description: An “independent friend” of the Atlanta Public Schools whose mission is to “accelerate and sustain student achievement by enhancing the community’s capacity to lead, support, monitor, and advocate for effective education reforms.”

Challenge: AEF sought to develop a comprehensive “college success strategy” and implementation plan that would help Atlanta students graduate from high school and succeed in college and in their careers.

Impact: BCG helped AEF identify key levers for gaining admission to college and succeeding as a college student; it then helped develop a plan for aiding students in achieving those goals. The plan included the establishment of an Atlanta-wide coalition for college success, college and career information centers in schools, and robust systems for tracking student data. The team also developed support for a funding campaign that would help sustain future efforts.

The Broad Foundations (TBF)

UNITED STATES

Description: A Los Angeles–based national philanthropic organization, founded by Eli Broad, that focuses on three main areas: urban public-education reform, contemporary art, and medical research.

Challenge 1: The Broad Center for the Management of School Systems, incubated by TBF and now a separate nonprofit organization, is one of TBF’s major education-reform initiatives. It seeks to boost student achievement by developing effective executive leaders of the nation’s largest urban public-school systems. Interested in increasing the center’s impact over the next four years, TBF asked BCG to support the development of a strategic plan that would outline the center’s mission, vision, objectives, and resource requirements.

Impact: BCG assisted the organization in developing a strategic plan and resource model, with primary emphasis on increasing both the number and reach of leaders placed by Broad. The plan calls for a 400 percent increase in the number of such leaders over four years, with the aim of concentrating a significant number of them in roughly 30 large urban school districts. TBF’s hope and expectation is that five to seven of those “Broad dense” districts will generate superior gains in student achievement and serve as reform models for other urban school districts.

Challenge 2: The strategic plan for TBF’s education arm called for scaling up operations dramatically, increasing annual funding by approximately 300 percent by 2008, and increasing the number of staff focused on making investments. To facilitate these goals, TBF sought to create a more efficient and scalable grant-management process that could accommodate the expected increase in grant-making activity.

Impact: BCG and TBF identified key levers, including technological considerations, for the design of an efficient, scalable process; determined an optimal path; and mapped out an implementation plan. After 18 months, TBF’s education arm found that it was better able to make decisions about grantees, track the performance of its programs, and meet its strategic objectives.

business@school—An Initiative of The Boston Consulting Group

EUROPE AND SINGAPORE

Description: An educational program launched in 1998 as a personal initiative by BCG partners. The business@school program aims to bridge the gap between the economic knowledge and skills required in today’s business

world and the opportunities for acquiring them in public high schools. The program is active in Germany, Austria, Italy, Switzerland, Norway, and Singapore. Since its inception, more than 10,000 students aged 14 to 19 have participated. Every year, 250 BCG consultants support the program by volunteering as school coaches for ten months.

Challenge: The program and its partners sought to continue bringing hands-on business knowledge to students at public high schools. Partners to the program are the corporations that contribute personnel who volunteer as instructors.

Impact: The project continues to help students acquire critical skills. About 75 percent of the participants who completed the training said that they feel better versed in reading company reports; about 90 percent said that they feel more confident presenting their ideas in public; and about 70 percent said that they are considering starting their own business. The program is also well received by high school teachers: more than 90 percent of the roughly 400 who participated said that they value the experience. And participating companies consider the campaign a valuable part of their human-resources development.

Chicago Public Schools (CPS)

UNITED STATES

Description: One of the four largest school systems in the United States, serving more than 400,000 students—85 percent of whom are from low-income families—in more than 650 schools.

Challenge 1: In a previous effort, BCG had helped CPS lay the groundwork for a new performance-management process through the creation of a detailed five-year road map. The follow-up challenge was to advance the plan.

Impact: BCG helped CPS advance the effort on all key fronts through a range of initiatives, including change management support, the development of metrics, and the design of support materials for teachers and students. The work has had significant organizational impact on CPS and has fostered a more data-driven and results-oriented culture. Specific outcomes to date include the

rollout of a new data “dashboard” for tracking improvement; progress on piloting a revamped teacher-evaluation process; and the expansion of more intensive training, mentoring, and professional-development support for new teachers. As the work continues, it will further increase data-driven decision making and enhance effectiveness and efficiency in Chicago schools, to the benefit of the city’s students.

Challenge 2: CPS sought to increase the number of disadvantaged students who attend—and succeed in—college.

Impact: BCG helped CPS design Bank on College, an innovative scholarship program that allows students to “bank” dollars payable toward college by completing activities and achieving goals that are linked with future college success. CPS was awarded a \$2 million grant from the Chase Foundation to pilot the program in three Chicago high schools. The program, launched in the fall of 2008, has the potential to be adopted more broadly within CPS or elsewhere in the state of Illinois.

Civic Consulting Alliance (CCA)

UNITED STATES

Description: A nonprofit consulting group that works with corporations and firms to bring private-sector expertise to bear on public-sector challenges across Chicago.

Challenge: Nearly half a million Chicago residents live in “working poor” families, headed by adults who are stuck in low-skill, low-wage jobs. At the same time, local industry clamors for higher-skilled labor, unable to find employees qualified to fill jobs that pay wages that can support a family. CCA and a committee of civic leaders sought to assess local employers’ needs and identify opportunities for residents to gain the skills necessary to qualify for these jobs and break the cycle of poverty.

Impact: BCG worked with CCA and civic leaders to identify a number of high-opportunity sectors and to begin developing strategies for addressing the shortage of skilled workers in those sectors. Civic leaders have since initiated efforts to help Chicago’s local community colleges steer students toward those fields. Additionally, CCA has worked with the city to launch a new program, Chi-

cago LEADS (Leading Economic Advancement, Development, and Sustainability), which aims to create the nation’s first truly demand-driven work-force-development system. Through Chicago LEADS, initiatives are under way to address the shortage of nurses, develop a network of high-performing career academies in the Chicago Public Schools, and create a new work-force focus within the local community-college system.

Cowen Institute for Public Education Initiatives, Greater New Orleans Education Foundation, and New Orleans City Council Education Committee

UNITED STATES

Description: The Cowen Institute for Public Education Initiatives is a nonprofit organization affiliated with Tulane University that aims to improve New Orleans students’ achievement and college readiness by “creating and sustaining an environment that enables public school success.” The Greater New Orleans Education Foundation is a nonprofit organization dedicated to ensuring an effective and high-quality education for every child in New Orleans. The New Orleans City Council Education Committee is an elected government body that offers assistance and input to the Orleans Parish School Board and other agencies in order to maximize the quality of education in the New Orleans Public School System.

Challenge: The organizations sought to rebuild and transform the public-education system in New Orleans following the damage wrought by Hurricane Katrina.

Impact: BCG helped the organizations conduct a large-scale community-engagement effort to assess and spread awareness of the state of public education in New Orleans in the wake of the hurricane. The assessment focused on major changes made to the system since the storm, early building blocks in place that could support transformation, and key challenges to the new system. The assessment also provided six short-term recommendations to drive progress. The team secured endorsement of and support for these recommendations across civic, education, and nonprofit organizations in New Orleans. Local education leaders believe the work will help set them on a path toward transforming the school system.

Dallas Achieves Commission

UNITED STATES

Description: A commission convened by the superintendent of the Dallas Independent School District (Dallas ISD) to support the transformation of public education in Dallas. Its members consist of city and state officials, philanthropists, and leaders from business, higher education, and civic and religious organizations. The commission is supported by the Foundation for Community Empowerment, a Dallas-based nonprofit organization focused on making Dallas “a whole city.”

Challenge: Dallas ISD, like many large urban school systems, faced disappointing student outcomes and performance; for example, less than 60 percent of entering freshmen graduated, and only 5 percent of students earned a degree from a two- or four-year institution of higher education by their midtwenties. The district sought to develop and implement a transformation plan that would ensure that its students graduate and are prepared for college and the work force.

Impact: BCG, in partnership with the district and broader community, developed a comprehensive transformation plan, which was endorsed by the Dallas Achieves Commission, accepted by the district superintendent, and approved by the district’s board of trustees. The team also developed a detailed road map for implementation and set it in motion. Early wins include the reorganization of the district’s central office—a move that will improve efficiency and effectiveness and enable money to be redirected to student and teacher programs. The plan, once fully implemented, should result in a significant increase in the number of Dallas students who graduate from high school and earn college degrees, providing spillover economic benefits to the Dallas region and beyond.

Delaware Business Roundtable Education Committee (DBREC) and Leadership for Education Achievement in Delaware Committee (LEAD)

UNITED STATES

Description: DBREC, a consortium of Delaware’s largest employers, seeks to coordinate the business community’s commitment to improving public education in the state.

LEAD, an education-focused committee composed of members of the state’s education, state-government, business, and civic communities, was appointed by the state’s governor to further the implementation of Vision 2015, Delaware’s sweeping education-reform initiative.

Challenge: In 2006, BCG supported the creation of Vision 2015, an innovative plan for transforming public education in Delaware. Faced with a strong plan but limited public resources to fund it, the governor of Delaware established LEAD and included recommendations for improving the school system’s fiscal efficiency among the committee’s core responsibilities. DBREC sought to support LEAD in that effort.

Impact: BCG helped LEAD identify opportunities for potential annual cost savings ranging from approximately \$90 million to \$160 million, to be achieved through new efficiencies in transportation, purchasing, energy, benefits, construction, and administration. Such savings would yield a material benefit to the entire state school system. Savings at the low end of the range would, for example, be sufficient to fund the creation of both a world-class incentive, mentoring, and evaluation system for the development of high-quality teachers and an early-childhood-education program for all three- and four-year-olds whose family income is within 200 percent of the poverty line.

École Centrale Paris (ECP)

FRANCE

Description: A leading French engineering school.

Challenge 1: Facing increasing competition both in France and in the rest of Europe, the school sought to launch a new, revitalized program.

Impact: BCG helped the school conceive and launch a new program based on three main pillars: more international experience for students (a minimum of six months), more projects (three mandatory projects in the first two years), and more experience-based education (meaning fewer hours in a classroom). The program has already led to a significant improvement in the school’s ranking within France. Over the long term, the school expects the program to produce students who are more entrepreneurial, more international, more innovative, and better able to effect change.

Challenge 2: École Centrale Paris sought help in evaluating a potential strategic alliance with Supélec, another leading French engineering school.

Impact: BCG helped École Centrale Paris draft a plan for the strategic alliance, one that defined a vision for the combined institution and a transition plan. The team also recommended specific action steps for each of the schools' key departments. Once completed, the strategic alliance will create one of the world's leading engineering schools.

Fund for Teachers

UNITED STATES

Description: A nonprofit organization that provides educational grants so that teachers of prekindergarten to twelfth grade can take summer sabbaticals. Supported by foundations, individuals, and corporate donors, the fund has provided more than \$10.4 million in grants to more than 3,000 teachers across the United States since its establishment in 2001.

Challenge: Fund for Teachers, which had operations in a handful of U.S. cities, sought a growth strategy that would allow it to expand its geographical presence and reach.

Impact: BCG helped Fund for Teachers develop a growth and expansion strategy; identify, screen, and prioritize potential new markets and operating partners; and identify lessons from other educational foundations that had faced similar challenges. The work is expected to help the organization meet its growth objectives and increase the number of annual grants it awards from 500 in 2007 to 1,000 by 2010.

Handelshochschule Leipzig

GERMANY

Description: A European business school.

Challenge: The school obtained substantial funding immediately following its rededication 16 years ago, but the rate of contributions has receded significantly over the last few years despite the school's outstanding positioning in national rankings. Handelshochschule Leipzig

sought to reverse the trend and reinvigorate its fundraising capabilities.

Impact: BCG and the school developed a comprehensive fundraising strategy that included defined goals per targeted donor group, extensive profiles of potential donors, donor-specific messaging, and organizational and procedural implementation plans. The team also recommended and facilitated the hiring of a fundraising coordinator and the establishment of a fundraising committee. Funding has already increased significantly, enhancing the school's financial security and its ability to respond effectively to the ongoing structural changes in the European education system.

Instituto Ayrton Senna (IAS)

BRAZIL

Description: A nonprofit institution based in São Paulo that works to improve children's education throughout Brazil.

Challenge: One of IAS's primary sources of funding was the corporate sector—a highly volatile source of funds. Another was royalties from the organization's licensing of several brands associated with Ayrton Senna, the late Formula One racing driver and the institution's namesake. IAS sought a new fundraising strategy that would minimize the volatility of donations, provide additional opportunities for growth, and increase the organization's long-term sustainability.

Impact: BCG helped IAS understand the current fundraising landscape and IAS's positioning within it, develop strategic options, and design an implementation plan consisting of a series of pilots. The effort is expected to translate into a significant increase in funds received annually in the next few years—potentially enough to teach an additional 30,000 children to read. IAS believes the work will also increase the Brazilian population's awareness of the education challenges facing the country.

Khazanah Nasional Berhad

MALAYSIA

Description: The investment holding arm of the Malaysian government. Khazanah Nasional Berhad has a man-

date to manage the government’s commercial assets and undertake strategic investments that promote economic growth.

Challenge: The Malaysian government—as represented by the Putrajaya Committee for Government-Linked Companies (PCG), a committee made up of five government-linked investment companies—had identified the need to establish an education initiative to support students from underprivileged backgrounds in a specific state in Malaysia. With Khazanah acting as its secretariat, PCG launched the initiative, which achieved significant results. This success led to interest in expanding the program to other states across the country. With guidance from PCG, Khazanah sought to develop a dedicated entity to take over the management of the initiative and to make sure it remained aligned with the original mandate as it grew.

Impact: BCG helped Khazanah design and launch a new oversight entity called the Pintar Foundation. The team developed a detailed five-year plan for the foundation that encompassed its vision, mandate, operating model, organization structure, fundraising plan, and annual budget. Khazanah believes that the establishment of the foundation will allow the program to significantly expand its reach and impact; the program is expected to reach 480 schools by 2012.

National Math and Science Initiative (NMSI)

UNITED STATES

Description: A public-private partnership that seeks to spur improvement in the performance of U.S. students in mathematics and science and to increase the percentage of graduates who enter those fields. The United States is dramatically underperforming many countries in both subjects.

Challenge: The partnership’s major donors—Exxon Mobil Corporation, the Bill & Melinda Gates Foundation, and the Michael & Susan Dell Foundation—wanted to create a formal entity that would tackle the challenge by implementing recommendations made in a report issued by the National Academies, *Rising Above the Gathering Storm: Energizing and Employing America for a Brighter Economic Future*, and by scaling up locally successful pro-

grams. The donors sought assistance with the organization’s start-up.

Impact: BCG helped design a business model, a grant selection process, and launch and rollout plans. It also helped determine financial and organizational requirements and provided support for the initial fundraising drive. NMSI was launched successfully and has already secured \$140 million in pledged funding. The organization has also initiated its first round of program rollouts in 15 states, awarded grants to nonprofit organizations in 7 states in order to help them institute Advanced Placement training and incentive programs, and awarded grants to 13 institutions of higher education for the replication of UTeach—a program that aims to recruit, develop, and retain teachers in math, science, and computer science.

North Carolina Department of Public Instruction (DPI)

UNITED STATES

Description: The agency charged with implementing North Carolina’s public-school laws and the state board of education’s policies and procedures governing public education from prekindergarten through twelfth grade.

Challenge: Subject to increasingly stringent state and national accountability standards, DPI faced a substantial and growing need to help underperforming schools achieve sustainable improvement. The department was assisting only a small portion of eligible schools while demand for assistance was growing far beyond the state’s capacity and resources to deliver. In addition, while previous efforts to support low-performing schools had produced short-term gains in performance, those gains often dissipated once intensive state support was phased out. DPI sought to expand its reach and effectiveness.

Impact: BCG helped the agency create a comprehensive model to assist underperforming schools, launch its implementation, and redesign the agency’s organization structure to support the model. The model, which sets a national precedent, allows DPI to better meet its state and federal mandates without significantly increasing resources. It focuses on building capacity at the district and school levels and creates tailored solutions that address needs identified through a detailed assessment.

The model also supports all of the state’s roughly 2,400 schools rather than just a subset of those in need. In addition, it redefines the work of the entire agency, fostering a customer-focused mentality and a more entrepreneurial and collaborative working environment and culture.

Partners in School Innovation

UNITED STATES

Description: A San Francisco–based organization whose mission is to help public elementary schools in “low-income Bay-area communities—serving primarily students of color and English learners—achieve educational equity through school-based reform.”

Challenge: Partners in School Innovation was growing rapidly, but its organization structure and processes were creating strains on senior management and affecting the organization’s ability to grow and to retain talent. It sought to develop a scalable organization structure and performance-management processes and capabilities that would support its needs.

Impact: BCG helped the organization develop a sustainable and scalable organization structure that would free up senior resources, facilitate innovation and the development of new services, and address fundraising needs. BCG also helped the organization retool its performance-management capabilities and processes.

Pathways to Education

CANADA

Description: A charitable organization created to reduce poverty and its effects by lowering the high school drop-out rate and increasing access to postsecondary education among low-income youth.

Challenge: The organization sought to replicate and scale its success in one location in multiple sites and programs.

Impact: BCG helped the organization develop a growth strategy, secure more than \$30 million in sustainable funding from local governments and funding agencies, and outline an organizational plan to scale up the pro-

gram. To date, Pathways has successfully rolled out the program to five new low-income communities, reaching 3,000 additional youths and their families. The societal impact of the five new programs is an estimated \$200 million in higher tax revenues and avoided costs.

Paul Quinn College

UNITED STATES

Description: A small coeducational liberal-arts institution located in Dallas that is affiliated with the African Methodist Episcopal Church. Its mission is to “provide a quality, faith-based education that addresses the academic, social, and Christian development of students and prepares them to be servant leaders and agents of change in their communities.”

Challenge: In conjunction with an upcoming fundraising campaign, the school sought to update its long-term strategic plan.

Impact: While establishing the initial fact base for the capital campaign, BCG and the college determined that the institution faced significant financial, operational, and credibility challenges. The team redirected the focus of the work away from long-term strategy in favor of near- to medium-term actions—such as raising tuition and rationalizing the number of academic programs—designed to strengthen the school’s financial position, increase its internal capabilities, and regain credibility with students, donors, and the community. Early results of the work include a significant increase in revenue, a reduction of more than \$1 million in the operating deficit, and, more generally, a revitalized institution and an enhanced experience for students.

The Reciprocity Foundation

UNITED STATES

Description: An organization that seeks to help homeless and high-risk youth and young adults “permanently exit the social services system and start meaningful, sustainable careers in the Creativity Economy (e.g., fashion, design, marketing, and PR).” The organization currently focuses its efforts on youths in New York City but plans to expand into such cities as Los Angeles, Boston, San Francisco, Seattle, and Austin.

Challenge: The Reciprocity Foundation’s existing program is classroom based, and there is limited capacity to increase the number of students served. The foundation sought to explore the potential development of an online program, which would allow it to reach more students.

Impact: BCG helped the foundation in four ways. First, it facilitated brainstorming and discussion among the foundation’s executives in order to develop and gain consensus on shared goals and objectives. Second, it defined the key needs of program stakeholders by means of interviews and research. Third, it benchmarked the best practices of existing online programs. Fourth, it developed a framework for further evaluation and testing of the organization’s concept.

Robert & Ruby Priddy Charitable Trust

UNITED STATES

Description: A private charitable trust that funds the arts and liberal arts education in the southwestern United States.

Challenge: The trust was considering making its first-ever major philanthropic investment targeted specifically toward improving prekindergarten through high school education in Texas and Oklahoma. It sought to identify investment options that had high potential impact and that fit the trust’s investment criteria.

Impact: BCG helped the trust identify four potentially high-impact investment opportunities and provided additional guidance to the trust’s board on two of them. The trust is preparing to make the investment.

Rodel Foundation of Delaware and Vision 2015 Implementation Team

UNITED STATES

Description: The Rodel Foundation of Delaware is a nonprofit organization whose mission is to “help Delaware create one of the finest public-education systems in the nation.” The Vision 2015 Implementation Team, a subgroup of the steering committee of Delaware’s Vision 2015 education-reform initiative, seeks to guide that initiative’s implementation.

Challenge: In 2006, BCG supported the creation of Vision 2015, a plan to make Delaware’s education system one of the best in the world by 2015. As a follow-up, the Rodel Foundation engaged BCG to help the Vision 2015 Implementation Team turn the plan into a reality.

Impact: BCG helped the Vision 2015 Implementation Team take tangible steps toward the plan’s implementation. Chief among them was the design and launch of the Vision Network, a pilot program for 21 schools. To date, the Vision Network has provided participating school and district leaders with unique opportunities, including extensive leadership training. It has also strengthened ties between educators and state leaders from both the public and private sectors and raised commitment to the broader Vision 2015 plan.

SIFE (Students in Free Enterprise)

UNITED STATES

Description: An international organization that, working in partnership with universities and corporate sponsors, “challenges university students to apply what they’ve learned in the classroom to address real-world business and economic issues.” SIFE has programs in 48 countries and in more than 1,400 universities.

Challenge: SIFE sought a review of its organization structure and processes, and a strategy for maximizing the impact of its planned ongoing expansion.

Impact: BCG and SIFE benchmarked the structures and processes of leading international organizations to determine best practices; they then compared the findings with SIFE’s structures and processes. The team also developed criteria to help SIFE prioritize its expansion efforts by country and manage its existing network of programs. As a result of the work, SIFE adjusted its strategic plan and realigned its organization structure. These measures should help SIFE reach ever-greater numbers of students and maximize its social impact on targeted populations.

Summer Search

UNITED STATES

Description: An organization whose mission is to “find resilient low-income high-school students and inspire

them to become responsible and altruistic leaders by providing year-round mentoring, life-changing summer experiences, college advising, and a lasting support network.” The organization has seven offices nationwide and serves more than 700 students annually.

Challenge: Against the backdrop of a planned national expansion, Summer Search sought to determine whether it was using the right metrics to gauge results, the value created by each dollar invested in the program, and the impact the organization was having on society at large.

Impact: BCG helped Summer Search identify and develop key metrics to track performance. It also helped estimate the impact that the program had on participants and on society overall. The work left the organization better able to benchmark its operational performance against that of similar organizations in the United States and to articulate its value proposition to stakeholders, potential sponsors, participants, and the community at large.

Sutton Trust

UNITED KINGDOM

Description: A trust, founded by BCG alumnus Sir Peter Lampl, that funds projects in the United Kingdom that provide educational opportunities for young people from nonprivileged backgrounds.

Challenge: The Sutton Trust sought to quantify the impact of its investments.

Impact: BCG and the trust developed a methodology for assessing returns on the trust’s projects and determined that, on average, the projects yield a return of £15 to each participant for every pound invested. The trust will use the methodology and findings to prioritize its investments and to help secure funding for its projects. It will also use them to encourage other educational bodies to adopt the cost-effective schemes that the team examined.

Universität Karlsruhe

GERMANY

Description: One of Germany’s leading technical universities.

Challenge: The university wanted to merge with a research institution, Forschungszentrum Karlsruhe. It sought a vision and plan for the merger that would ensure successful integration and satisfy the interests of the respective “owners” of the university and the research institution, the state of Baden-Württemberg and the Federal Republic of Germany.

Impact: BCG helped develop a compelling vision and plan that satisfied stakeholders and was embraced by the international academic community and the wider public. BCG also supported the implementation planning and helped develop a marketing plan. The new institution, Karlsruhe Institute of Technology (KIT)—with an annual budget of more than €700 million and with over 7,500 employees—now has the means to become one of the world’s leading institutions in natural sciences and engineering. KIT is also well positioned to attract research funding from third parties and to draw top research talent from both Germany and abroad.

Universität zu Köln

GERMANY

Description: With more than 43,000 students, the University of Cologne is Germany’s largest institution of higher education.

Challenge: The university sought to substantially increase its fundraising capabilities so that it could enhance and expand its programs.

Impact: BCG and the university developed a new fundraising plan, encompassing branding and positioning strategies and the identification of priority donor targets. The effort is expected to generate more than €10 million in additional annual income for the university within the next three years. Already, €2.5 million have been raised in the first quarter of year one.

w|se (Working in Support of Education)

UNITED STATES

Description: A nonprofit organization dedicated to “providing educational support services nationwide, building financial literacy, fostering business and social entrepreneurship, and preparing students for college and the

global workplace.” The organization targets secondary-education systems in low- to moderate-income areas and reaches approximately 25,000 students each year.

Challenge: The organization’s Financial Literacy Certification Program had grown rapidly over its first five years, serving more than 15,000 high-school students in the 2006–2007 school year. The program had operated primarily in New York but had generated increasing interest from educators nationwide. The organization sought a strategy and plan for the program’s optimal expansion.

Impact: BCG helped w!se develop a framework for prioritizing its opportunities by cost-effectiveness, funding availability, and student need. The team recommended that the organization leverage local economies of scale and continue to expand the program in the New York City metropolitan area while simultaneously exploring growth opportunities in other cities and states. With a clear framework of priorities, the organization is now able to proactively pursue the most promising growth opportunities in a systematic way.

Community and Economic Development

Our work in this category includes efforts in developed countries as well as in underprivileged or developing societies. We have partnered with governments, foundations, and nonprofit organizations to enhance local markets, create jobs, and encourage entrepreneurship.

Atlanta BeltLine, Inc. (ABI)

UNITED STATES

Description: The entity responsible for planning and executing the development of the BeltLine, a proposed 22-mile loop around Atlanta consisting of new parks—connected by greenways with walking trails and bike paths—and a transit system surrounded by extensive mixed-use development. The BeltLine is projected to take 25 years to complete and cost nearly \$3 billion.

Challenge: ABI sought assistance in creating a program management office, which would drive the project’s implementation. ABI also wanted to better understand several issues important to stakeholders and constituents, such as how best to characterize and build support for the proposed development and how to avoid and counteract the potential displacement of residents.

Impact: BCG and ABI developed the program management office and instituted governance structures, procedures, and tools to maximize its effectiveness. The team also conducted research and benchmarked other cities that had undertaken similar efforts. According to ABI’s president and CEO, Terri Montague, the team’s work “has provided a timely, fact-based ‘best practices’ platform while also growing the BeltLine’s visibility and network among other cities. These efforts are now enabling clearer process definition and better-informed decision mak-

ing and project tracking than would otherwise have been possible at this stage, given current project staffing and funding limitations.”

Cape York Regional Organisations

AUSTRALIA

Description: Five nonprofit organizations that work together to empower the indigenous people of Cape York, in Australia’s far north: Apunipima Cape York Health Council, Balkanu Cape York Development Corporation, Cape York Land Council, Cape York Partnership Projects, and Cape York Institute for Policy and Leadership.

Challenge 1: Cape York Institute for Policy and Leadership sought assistance in developing and building support for a welfare reform initiative that would help strengthen communities and reduce the region’s widespread dependence on welfare.

Impact: BCG helped the institute design and launch a trial welfare-reform effort in four Cape York communities, with a particular focus on housing, education, work reform, and the reestablishment of social norms. The trial won the endorsement of both the Australian Commonwealth government, which committed to AU\$48 million in funding to support the project, and the Queensland state government, which committed an equivalent amount of funding and passed legislation to support the trial’s objectives. Among the expected outcomes of the trial are improved literacy among students and an increase in the number of students who go on to secondary school; an increase in homeownership; and the creation of 40 “real” jobs—that is, jobs that are not subsidized by the state—in the four communities.

Challenge 2: Cape York Institute for Policy and Leadership sought a plan for improving educational outcomes for Cape York students.

Impact: BCG helped the institute develop a proposed Teach for Australia program that is based on the successful Teach for America program in the United States. The program would entice experienced teachers as well as high-achieving recent university graduates to teach in remote areas by providing performance-dependent stipends and intensive training in evidence-based teaching methodologies. BCG will continue to support the institute in making this proposal a reality.

Challenge 3: Cape York Institute for Policy and Leadership, with BCG's support, had developed the highly successful Higher Expectations Program (HEP), an educational initiative that provides scholarships and other financial support to indigenous students from Cape York who seek to attend prestigious boarding schools in the state. HEP sought to expand its reach and offer similar services to indigenous students in other parts of Australia.

Impact: BCG helped the institute develop a detailed plan for expansion, including criteria for the selection of students and schools, quantification of the costs of implementation, and the identification of key partnerships needed for the effort to succeed. HEP expects the plan to enable the organization to expand the program from its current 38 students to 140 students within five years and to generate significantly improved educational outcomes for those students.

Center for Civil and Human Rights Partnership (CCHR), Atlanta

UNITED STATES

Description: A nonprofit organization established in 2007 to advance the development of a planned \$125 million center for civil and human rights in Atlanta's downtown district.

Challenge: CCHR sought support in thinking through questions about the content, size, location, and organization of the planned center.

Impact: BCG helped CCHR interview key stakeholders and benchmark existing civil- and human-rights muse-

ums and sites. The work helped CCHR understand the financial, organizational, management, and other factors to be considered in selecting a site and establishing the attraction. BCG then supported a working group that outlined a vision and implementation plan for the center. Currently, BCG and CCHR are focusing on design, content development, fundraising, and the establishment of a board of directors. To date, CCHR has raised more than \$10 million and secured a donation of land worth \$15 million. The team estimates that the center, once completed, will create 1,100 sustainable jobs, have an economic impact of \$1.3 billion, and generate more than \$50 million in tax revenues during its first ten years of operation. Also, after the initial stages of the project, CCHR asked the BCG principal leading the work to join the organization as its founding executive director; he is currently serving in that role and is on a leave of absence from BCG.

Chicago 2016

UNITED STATES

Description: Chicago 2016 is a nonprofit organization whose mission is to seek the privilege of hosting the Games of the XXXI Olympiad in Chicago.

Challenge: The BCG teams worked directly with the Chicago 2016 senior executive team on two core strategic issues related to Chicago's Olympic bid.

Impact: Although the details of the work are confidential, the recommendations of the BCG team are helping the organization as it bids for the 2016 Olympic Games.

City of Cologne, Lord Mayor

GERMANY

Description: The mayor's office of one of Germany's largest and oldest cities.

Challenge: As part of a broader economic-development effort, the mayor's office sought to gauge the potential for growth in the regional health-care industry and to develop a plan for achieving and leveraging that growth.

Impact: BCG and the mayor's office determined that health care was one of the region's most powerful en-

gines of economic growth and that even more growth could be achieved through targeted investments in health care, such as bolstering capabilities at the region's research hospitals. To drive these efforts, the team established a regional network consisting of health care providers and participants from other industries.

City of Newark, New Jersey, Department of Economic Development

UNITED STATES

Description: The department responsible for all aspects of city planning and economic development for the City of Newark.

Challenge: Newark's deputy mayor sought to increase the department's efficiency and identify new ways to drive the city's economic growth.

Impact: BCG supported the department on a number of initiatives. It helped it reorganize to increase efficiency and advance departmental goals and strategy; develop a strategy to attract retail businesses; launch the Brick City Development Corporation, a nonprofit entity that will serve as the city's key agent for economic development and the attraction and retention of businesses; and identify opportunities to position Newark as a global transportation and logistics center. The efforts have already had a broad range of positive effects on the city's economy.

Cosmetic Executive Women (CEW)

UNITED STATES

Description: A nonprofit trade organization of the beauty, cosmetics, fragrance, and related industries that seeks to catalyze women's advancement by "helping to develop career contacts, knowledge, and skills of its members so that they may advance on both professional and personal levels."

Challenge: Although the beauty industry in the United States consists primarily of women, they are underrepresented at the most senior levels. CEW sought to better understand the situation and then determine steps that companies and the organization could take to address it.

Impact: BCG helped CEW confirm and quantify the problem, determine the structural and cultural issues that are specific to the industry and that create obstacles to women's advancement, and identify actions that companies could take and programs that CEW could launch to increase executive-suite opportunities for women. The work has raised the issue's prominence among the industry's senior leaders and laid the groundwork for change.

Eberhard von Kuenheim Stiftung

GERMANY

Description: A BMW foundation that seeks to initiate change through the sponsorship of entrepreneurial ideas and projects in socially and economically underperforming areas.

Challenge: The foundation sought a means to integrate, on a sustainable basis, the more than 100,000 underprivileged German adolescents who fail to gain access to the German labor market each year.

Impact: BCG and the foundation established a model that leverages partners in business, politics, and education to create sustainable employment opportunities for youth in need. The model attempts to match individual skills with market demand for labor. Additionally, each youth is supported by a mentor. The program was piloted in 2008 with approximately 100 participants; a country-wide rollout, reaching up to 1,000 adolescents, is planned for 2009.

Endeavor

ARGENTINA, CHILE, COLOMBIA, AND MEXICO

Description: A global nonprofit organization that seeks to transform the economies of emerging markets by identifying and supporting "high-impact entrepreneurs," whom it defines as those having "the biggest ideas and the most ambitious plans." Endeavor has operations in ten emerging-market countries.

Challenge: Endeavor's ongoing aim is to expand its impact by providing more and better support to entrepreneurs in the countries in which it operates. BCG has supported Endeavor for several years in a range of ac-

tivities, including the selection of entrepreneurs, the development of strategy, the strengthening of internal processes, and support for events and workshops. But BCG's primary contribution has been to provide guidance to many of Endeavor's chosen entrepreneurs, helping them navigate challenges in such areas as organization structure, market entry strategy, new-business development, performance measurement, and incentive compensation.

Impact: During 2007, BCG consultants participated in Endeavor's local and regional selection panels, spoke and moderated panels at the organization's annual conference in Argentina, and supported seven Endeavor entrepreneurs. Examples of the work supporting entrepreneurs include helping a Mexican entrepreneur develop a market segmentation and expansion plan for his agricultural business and helping a Chilean manufacturer of drilling equipment and consumables develop a new growth strategy and plan for realizing synergies in its current business units. BCG also helped a business-news-service company covering Latin America develop a new client-segmentation strategy, and it helped a Chilean private-security firm refine its business model—including its value proposition, product mix, and pricing strategies—and develop a regional growth strategy. Additionally, two BCG consultants on leave of absence worked full-time for Endeavor for more than six months.

Fundación Empresa y Sociedad

SPAIN

Description: A network of large companies in Spain that “centers its activity on promoting business action to reduce the proportion of citizens who are socially disadvantaged or at risk of exclusion.”

Challenge: In an effort to advance its mission, the foundation sought to create a “comparison analysis matrix” that would allow Spain's large companies to measure their social impact activities and compare them with those of their peers.

Impact: BCG helped the foundation develop an innovative measurement methodology that considers both the societal consequences of a company's social impact efforts and the effect on the company itself, gauged by such criteria as employee satisfaction, brand strength, and

market share. The foundation believes that the matrix, which is currently being used by a select list of businesses, will help Spain's large companies collectively maximize the reach and effectiveness of their social impact efforts, to the broad benefit of Spanish society.

Hudson Guild

UNITED STATES

Description: A local community-service provider in the Chelsea neighborhood of New York City whose aim is to build community through a broad range of programs and services.

Challenge: The organization sought options for addressing the near-term cash-flow issues it was facing. It also wanted to quantify the total cost of each of its service programs and establish a framework to support decision making regarding its programming.

Impact: BCG helped Hudson Guild identify financial shortfalls and develop a plan to return to breakeven operating status. It also helped the organization understand the cost of operating each program and develop a decision framework for evaluating financial and social tradeoffs among its programs. The work allowed the organization to win the confidence of donors and secure additional funding, identify opportunities for achieving savings in long-term procurement costs through the renegotiation of payment terms with vendors, and ultimately maintain its full suite of programs.

London Organising Committee of the Olympic Games and Paralympic Games (LOCOG)

UNITED KINGDOM

Description: The committee responsible for organizing, marketing, and staging the Olympic Games and Paralympic Games in London in 2012.

Challenge: Funds for staging the Olympic Games are raised primarily through ticket sales, sponsorships, broadcasting, and merchandising. LOCOG sought a merchandising strategy for the games that would maximize revenues and make the organization less reliant on other revenue sources.

Impact: BCG helped LOCOG identify and size merchandising opportunities, develop a strategy for capturing them and for promoting the brand among key constituents, and create an implementation plan, including timelines of activities and staffing and organizational implications. The work should allow LOCOG to meet and potentially exceed its revenue target.

Maeil Business Newspaper

SOUTH KOREA

Description: South Korea's leading business daily, with a circulation of more than 900,000.

Challenge: The organization sought to make the case among opinion leaders in South Korea for strengthening the country's financial-services sector and establishing it as the backbone of the nation's economy. Previous efforts by the government to achieve these goals had not gained any lasting momentum.

Impact: BCG and the newspaper presented their findings to approximately 400 of the country's opinion leaders, including the current president, policymakers, and business leaders. The team convincingly detailed how upgrading the financial services sector could drive economic growth and create jobs, and it recommended action steps, including deregulation, that policymakers and business leaders should take. The work is expected to advance the cause for upgrading and introducing global standards to South Korea's financial-services sector.

Metropolitan Family Services (MFS)

UNITED STATES

Description: A nonprofit organization that helps low- and moderate-income families in the Chicago area raise their children, care for vulnerable family members, and achieve economic stability. MFS, the largest provider of counseling services in the Chicago metropolitan area, offers a variety of services including legal assistance, policy advocacy, and youth development.

Challenge: The organization sought to develop a five-year strategic plan focused on growth and revenue generation.

Impact: BCG has worked with MFS for ten years; this project was the third five-year strategic plan it has helped the organization develop. In this effort, BCG helped MFS craft a growth strategy that emphasized increasing penetration in its seven target communities. The approach will have tremendous impact on underserved families in those communities. To fund this growth and maintain financial stability during a climate of flat growth in contributions from governments and foundations, the team recommended a fundraising campaign focused on MFS's major donor segment and developed a set of next steps. The organization is currently implementing the team's recommendations.

Metropolitan Planning Council (MPC)

UNITED STATES

Description: A nonprofit, nonpartisan group of Chicago-region business and civic leaders committed to "serving the public interest through development, promotion, and implementation of sound planning policies so all residents have access to opportunity and a good quality of life, the building blocks of a globally competitive Greater Chicago region."

Challenge: MPC sought to strengthen its performance-management processes.

Impact: BCG helped MPC identify opportunities for optimizing how it sets goals, measures its progress against them, holds staff accountable, and uses objective data to improve. MPC utilized the recommendations to guide a reorganization of its staff and volunteers and to inform its work plan for 2008, which received board approval.

New Sector Alliance

UNITED STATES

Description: A nonprofit strategy-consulting firm that seeks to "accelerate social change by strengthening organizations today while developing leaders for tomorrow." New Sector Alliance works in partnership with leading academic institutions and consulting firms to provide guidance to nonprofit organizations through structured consulting engagements. It also trains and supports students and consultants, helping them become lifelong agents of social change.

Challenge: New Sector Alliance works with a wide range of nonprofit organizations to help them achieve their goals. BCG staff act as mentors and coaches to consulting teams of MBA and undergraduate students who lead these efforts. Between September 2006 and December 2007, 55 BCG staff members worked on 56 projects for 43 nonprofit organizations.

Impact: Representative results include creating a national expansion strategy for an organization that provides free baby supplies to impoverished families; developing a tailored “balanced scorecard” for an organization dedicated to meeting the demand for talent in the nonprofit sector; and designing a branding and marketing strategy for an urban farm that provides locally grown organic food to the community and job training to the homeless.

Schwab Foundation for Social Entrepreneurship

CANADA, FRANCE, GERMANY, GREAT BRITAIN, HUNGARY, AND SWITZERLAND

Description: A foundation that seeks to identify and support “social entrepreneurs”—that is, founders of innovative companies or nonprofit organizations that emphasize maximizing social impact rather than profit.

Challenge: The Schwab Foundation sought assistance in managing its annual Social Entrepreneur of the Year contest in Canada, France, Germany, Great Britain, Hungary, and Switzerland. The event, held in 30 countries worldwide, offers a platform for promoting social entrepreneurship.

Impact: BCG provided broad support for the contests, soliciting applications from social entrepreneurs, screening and vetting candidates, preparing the juries that would judge the competition’s final stage, working with the media to promote the event, and helping to organize the award ceremonies. The event helped spread awareness of social entrepreneurship in the six countries and drew particular attention to the finalists’ organizations, helping them attract investors.

Swiss-American Chamber of Commerce (SACC)

SWITZERLAND

Description: A nonprofit organization that seeks to promote and facilitate business relations between Switzerland and the United States.

Challenge: SACC sought to understand the impact of multinational companies on the Swiss economy and to determine how Switzerland could increase its attractiveness to those organizations.

Impact: BCG helped SACC develop a better understanding of how multinationals make location decisions for their different operations. The team also developed a five-point program to increase Switzerland’s attractiveness to multinationals.

Toronto Region Research Alliance (TRRA)

CANADA

Description: A nonprofit organization dedicated to positioning the Toronto region as a world center for research and research-driven industry. To achieve this goal, TRRA acts as a catalyst and an advocate for research-intensive investment and public-private research capacity.

Challenge: TRRA sought to develop a multistakeholder marketing campaign to attract research-intensive investment to the Toronto region.

Impact: BCG worked with the organization to develop a targeted, cluster-based approach to economic development that would identify high-priority sectors and specific company targets. This approach has become the basis for collaborative CEO-level sales pitches aimed at attracting research-intensive investment to the Toronto region.

United Way of Metropolitan Chicago (UWMC)

UNITED STATES

Description: The largest private funder of health and human-services programs in metropolitan Chicago. UWMC seeks to provide “the leadership and resources it takes to help people across Chicagoland become independent.”

Challenge: UWMC was undertaking a major effort to transition its funding toward four distinct health and human-services issues. As part of this effort, UWMC sought to redesign the process by which it allocated funds to programs and determine how it should split its funding among its priority issues.

Impact: BCG helped UWMC design a new funding process that will more efficiently and effectively distribute the organization’s \$56 million in annual received funds. The process will ensure that UWMC’s resources are focused on those agencies that will have the greatest impact—and on the specific programs they operate. The process will also make optimal use of the time and resources of UWMC’s staff and partner organizations.

Wirtschaftsrat Deutschland

GERMANY

Description: The Wirtschaftsrat considers itself the “voice of entrepreneurship” within German politics. Representing a community of more than 11,000 German company owners and managers, the organization, in the tradition of Ludwig Erhard, fights for political reforms to strengthen the social market economy.

Challenge: German politics is facing a rising number of political representatives and groups, all competing for influence and public attention. Against that backdrop, the Wirtschaftsrat sought a strategic review of its “competitive position” in terms of political differentiation and brand, membership structure, communication, regional focus, and emphasis.

Impact: On the basis of quantitative and qualitative analyses; interviews with politicians, key Wirtschaftsrat members, and media representatives; and a survey of the organization’s membership, BCG and the Wirtschaftsrat conducted a “strategic health check” and developed recommendations for improving the organization’s strategic positioning and operational structure. The work should help the Wirtschaftsrat—an important voice in German politics and among corporations and the public—advance its cause of driving economic reform in Germany.

WorkVentures Group

AUSTRALIA

Description: A nonprofit organization committed to “social development and the empowerment of disadvantaged people” in Australia. It provides community-development, employment, and learning services. WorkVentures also has operations in electronics repair and in IT and communications; it uses these programs both as training vehicles for the disadvantaged and as sources of revenue to help it advance its mission.

Challenge: The organization’s Connect IT project provides access to affordable technology—specifically, low-cost refurbished personal computers—to low-income households, schools, and nonprofit organizations. Connect IT was looking for ways to target other nonprofit organizations both as potential clients for its IT services and as new channels for delivering its development services to disadvantaged people.

Impact: BCG helped the organization formulate a strategy, identify and prioritize targets, and develop an implementation plan.

World Future Council (WFC)

GERMANY

Description: A global forum consisting of 50 eminent personalities around the world that “informs and educates opinion leaders about challenges facing future generations while providing them with practical solutions.”

Challenge: WFC sought to update its strategic plan, prioritize its current and potential initiatives, define responsibilities among its various governing bodies, and improve communication throughout the organization.

Impact: BCG helped WFC address all four goals. WFC’s executives say they believe that BCG’s involvement helped WFC align its resources more effectively, facilitate communication processes among its highly diverse international team, and strengthen the organization’s overall impact in its dealings with political and corporate institutions.

Arts and Culture

BCG supports a variety of institutions and organizations in this sector, such as museums and orchestras.

Abadia de Montserrat

SPAIN

Description: A Benedictine monastery and tourist attraction “where spirituality and culture come together against a spectacular natural backdrop.” The site receives more than 2 million visitors a year; the organization manages a budget of approximately €20 million.

Challenge: Abadia de Montserrat sought to identify new revenue opportunities and improve its efficiency in order to buttress its near-term financial health and ensure the organization’s long-term viability.

Impact: BCG helped Abadia de Montserrat identify several revenue-generating possibilities (including initiatives targeting pricing, tourist services, branding, and fundraising); create and implement a budgeting tool that would help ensure cost control and eliminate budgeting deviations; and develop a plan for a more effective organization structure. The work will strengthen the organization’s financial position considerably, allowing for the preservation of Abadia de Montserrat’s cultural legacy and historic grounds, as well as the continuation of its educational programs and charitable efforts.

American Film Institute (AFI)

UNITED STATES

Description: A national institute that provides “leadership in screen education and the recognition and celebra-

tion of excellence in the art of film, television, and digital media.”

Challenge: AFI sought to develop a broadband strategy that supported the organization’s mission, made the brand more attractive to a growing demographic, and generated revenue for the institute’s national programs.

Impact: BCG helped AFI identify several high-potential opportunities in the broadband field, one of which has been approved for implementation by AFI’s board of directors. BCG continues to support the initiative as it moves through detailed launch planning.

Établissement Public du Grand Palais des Champs-Élysées (EPGPCE)

FRANCE

Description: A recently created, state-sponsored entity charged with managing and promoting the newly reopened Grand Palais exhibition hall, which had been closed for renovations for 12 years.

Challenge: The agency sought to develop a comprehensive business strategy for the hall, including plans for the staging of exhibitions and events, marketing, and fundraising.

Impact: BCG helped the agency develop a shared vision for the use of the Grand Palais; develop a business model for the hosting of events, including pricing strategies and guidelines for content; identify other relevant economic opportunities, such as the possible creation of a hotel on the premises and the renegotiation of a restaurant-leasing agreement; and create marketing and investment plans.

The work is expected to generate more than €3.5 million for EPGPCE by 2010 and enable the hall to operate profitably without state subsidies over the longer term.

Fondazione Palazzo Strozzi

ITALY

Description: A public-private partnership established in Florence for the purpose of better managing and promoting the city's art and cultural treasures.

Challenge: Believing that it lacked the necessary processes, tools, orientation, and management practices to meet its goals, the foundation sought to institute them.

Impact: BCG worked with the foundation on a range of initiatives, including organizational benchmarking and design, process standardization, activity planning, and financial analysis. The effort has afforded the foundation greater control of its finances, more motivation as an organization, and better performance in its sponsored exhibitions. Over the longer term, it should help the foundation maximize its impact on the city's art and culture and on the local economy: Fondazione Palazzo Strozzi estimates that its efforts could ultimately translate into an annual economic gain of approximately €100 million for the local economy.

Fondo per l'Ambiente Italiano (FAI)

ITALY

Description: A private nonprofit trust whose mission is to help protect, preserve, and enhance Italy's artistic and environmental heritage.

Challenge: FAI wanted to increase its reach and impact, raise its profile among the Italian public and institutions, and improve the economic sustainability of its property-management operations. To address these challenges, it sought a reassessment of its long-term vision, help identifying growth opportunities, and a new business plan to capitalize on those opportunities.

Impact: BCG helped FAI develop a three-year business plan. The effort encompassed clarification of the trust's mission, creation of a new corporate-governance model, redesign of the organization to streamline decision-making

processes, and development of a sustainable financial model for fundraising and property management. The team also identified target cultural sites for acquisition and drew up fundraising plans. The work is expected to lead to an additional €50 million in fundraising over five years and the possibility of doubling the number of historic and naturalistic sites under management.

French Ministry of Culture

FRANCE

Description: The government agency responsible for promoting and protecting the arts in France.

Challenge: The agency sought to explore the possibility of instituting an annual contemporary art exhibition, to be held at the newly renovated Grand Palais exhibition hall in Paris.

Impact: BCG helped the agency define a concept for the event, create a business plan, and support its implementation. The inaugural exhibition, Monumenta 2007, drew more than 135,000 visitors. The event has already been followed up with Monumenta 2008, which provided a showcase for the country's contemporary art and artists.

The Guy & Myriam Ullens Foundation

CHINA

Description: A nonprofit organization whose aim is to promote contemporary Chinese art. Its founder, Baron Guy Ullens, is a prominent Belgian philanthropist and contemporary art collector.

Challenge: The foundation sought BCG's help to establish the Ullens Center for Contemporary Art (UCCA) in a renovated armaments factory in the 798 Art District in Beijing.

Impact: BCG provided broad support to the foundation, from idea generation in mid-2005 to UCCA's launch in November 2007. BCG also helped the foundation develop potential business models to ensure the venue's long-term financial sustainability. UCCA's opening generated considerable interest from the global art world and widespread media coverage. Among the positive reviews was this quote from the *Art Newspaper*: "In years to come, the

opening of UCCA may be seen as one of the defining moments in Chinese art.” UCCA played a prominent role as a destination for visitors during Beijing’s hosting of the 2008 Olympic Games.

Luminato: Toronto Festival of Arts and Creativity

CANADA

Description: A nonprofit organization dedicated to developing one of the world’s leading multidiscipline, international festivals of arts and creativity.

Challenge: Following the festival’s conceptualization in 2006—an effort in which BCG was integrally involved—the organization sought help in launching its inaugural festival in June 2007.

Impact: BCG helped support the launch on many fronts, including defining objectives, creating a business plan, and securing talent and more than \$10 million in funding. The festival was a major success, drawing more than 1 million people and having an estimated economic impact on the Toronto region of \$80 million to \$100 million. The festival and its planning have also introduced a more collaborative, multistakeholder approach to the development of the arts in Toronto; they have also exposed a whole new segment of the population to art and creativity.

Moscow Symphony Orchestra (MSO)

RUSSIA

Description: Founded in 1989, the MSO is Russia’s first private orchestra, functioning without state support.

Challenge: Faced with unpredictable continuity of its sponsorship revenue and rising costs for venue space, orchestra members’ salaries, and advertising, the MSO sought to expand its fundraising capabilities.

Impact: BCG helped the MSO analyze its market image and determine ways to improve it; develop an action plan and marketing materials to attract new sponsors; and establish a board of trustees and a development office to execute the strategy. The measures are expected to raise sponsorship support for the orchestra by a factor of two or three over current funding levels and provide a foun-

ation for significant program development in the coming years.

New York City Opera (NYCO)

UNITED STATES

Description: One of the country’s foremost opera companies.

Challenge: NYCO sought to understand the implications of the vision of its incoming artistic director on its business model and to determine the organization’s strategic options for the year before the new director arrived.

Impact: Incorporating financial modeling, scenario planning, and benchmarking of other institutions, BCG helped NYCO understand what the organization would need to do financially to support the vision of its incoming artistic director. It also helped NYCO formulate a near-term strategy for the transition.

BCG Contributors

We extend a special thanks to the BCG employees and alumni who contributed to the projects profiled in this report; the contributors are listed alphabetically on these pages.

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