



Frontier Market Scouts™: Bridging Social Impact Investors and Entrepreneurs

Frontier Market Scouts™ (FMS) is an innovative program that selects and trains international professionals to become talent scouts and investment managers, facilitating access to capital for enterprising local businesspeople in low-income markets around the world. Scouts provide both on-the-ground due diligence for social impact investors and technical assistance for local entrepreneurs. The FMS program was developed by the Monterey Institute in partnership with Sanghata Global and Village Capital.

“Frontier Market Scouts discover

local entrepreneurs and help them connect with investors in the markets that need both the most,” says Dr. Yuwei Shi, co-founder and director of the program, and dean of the Monterey Institute’s Graduate School of International Policy and Management. “In the process, the scouts discover themselves—their passion, talent, and fortitude, and their career and life paths.”

Before leaving for a six-month assignment in the developing world, scouts go through an intensive two-week training program delivered by leading experts and practitioners in the

social entrepreneurship and investment field. Successful applicants to the program have solid backgrounds in business and management, experience and adaptability in challenging environments, and a strong belief in enterprise and market development as one of the most important vehicles for improvement of living standards in low-income countries. The program trains and sends scouts to frontier markets twice a year, in February and July.

Once in the field, the scouts work to identify the best entrepreneurs and most investment-worthy ventures in the area. Once the prospective ventures have been identified, the scouts work with the local entrepreneurs and investors to help conceptualize the business idea, develop a business plan and an entrepreneurial team, provide due diligence, obtain investment capital, and scale the business.

In addition, Frontier Market Scouts now also offers a domestic training and field program in collaboration with the James Lee Sorenson Center for Global Impact Investing in Salt Lake City, Utah. Beginning in January 2014 the FMS program will offer a training and field program based in Amsterdam, in partnership with De Baak.

What a scout expects is a challenging assignment that allows them to apply their classroom learning in a real-world setting. What they hope for is a jumpstart toward a rewarding career in social impact investment.

For more information on the Frontier Market Scouts program, please contact Carolyn Meyer at cmeyer@miis.edu or 831.647.6417.



Scouts in the Field

In June 2013, 44 Frontier Market Scouts completed training at the Monterey Institute and took their first steps towards a career in impact investing, assigned to work with companies such as the Acumen Fund, Growth Africa, HUB Bogotá and Invested Development in countries such as Colombia, Mexico, Turkey, Kenya, India, China, Lebanon and Guatemala. The scouts are supported by a team that includes MIIS faculty and staff, a student “virtual scout” in Monterey, an impact investing team, and an in-country foundation, non-profit, or business accelerator.

Partners



The FMS program partners with a number of impact investment and intermediary organizations, most prominently Village Capital, Inc. to assist in the expansion of successful Vilcap programs worldwide. Through these partnerships, the scouts have been deployed in Beirut, Cairo, Ecuador, Chennai, Bangalore, Hyderabad, Mumbai, México City, Bogotá, Istanbul, Nicaragua, Dar es Salaam, Lagos, London, Sao Paolo, Shanghai, and a number of other sites.



Sanghata Global
(www.sanghata.org)



Village Capital
(www.vilcap.com)



de baak
(www.debaak.com)



**James Lee Sorenson Center
for Global Impact Investing**
(sgiiicenter.com)



Ashoka Founder Bill Drayton, FMS Co-Founder and MIIS Dean Yuwei Shi, MIIS President Sunder Ramaswamy, Award Sponsor Ron Cordes.

Frontier Market Scouts Program Wins Ashoka U – Cordes Innovation Award

In February 2013, the Frontier Market Scouts program won the Ashoka U - Cordes Innovation Award, given to innovative university programs focused on promoting social entrepreneurship. The award was one of six given by Ashoka U after a review of 130 nominations. In partnership with the Cordes Foundation, Ashoka U recognizes globally relevant teaching, learning, and partnership practices, focusing on practices that may be adapted and replicated. Visit ashokau.org/innovation for more information.

What impact does the Frontier Market Scouts Program aim to have?

The program's goal is to accelerate poverty alleviation and wealth creation through:

- ▶ Increased awareness of market challenges and opportunities at the “bottom of the pyramid” in the international business community.
- ▶ More entrepreneurial ventures or investment funds aimed at serving capital-weak markets.
- ▶ More multinational corporations designing products and services for frontier markets.
- ▶ More attention and interest paid by local governments to small businesses and grassroots entrepreneurs as engines of growth, resulting in more financial and regulatory incentives, as well as more investment in relevant public infrastructure.
- ▶ A greater emphasis on market solutions and private sector development in the non-profit and public aid communities.

“The Frontier Market Scouts are on the front line of impact investing—exploring enterprises, regions, and cutting-edge business models no one has explored before. Very few programs have this much potential to change the world.”

— ROSS BAIRD, EXECUTIVE DIRECTOR, VILLAGE CAPITAL INC.

“The Frontier Market Scouts program has given me the opportunity to breathe at the nexus of international development, sustainable business, and innovative technology. I have matured mentally, socially, and emotionally from this experience. I am also humbled by having been part of this program with my fellow scouts, entrepreneurs, and investors.”

— RAVI KURANI (MBA '11), FRONTIER MARKET SCOUT

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