

INSTITUTE FOR
**BUSINESS IN THE
GLOBAL CONTEXT**

GLOBAL RESEARCH FELLOWSHIP

THE INSTITUTE FOR BUSINESS IN THE GLOBAL CONTEXT AT THE FLETCHER SCHOOL



Excellence in International Affairs & Business Education

[The Fletcher School](#) is internationally recognized for educating future leaders with a contextual understanding of the world.

The Fletcher School's [Institute for Business in the Global Context \(IBGC\)](#) was founded in recognition of the need for a new approach to the study of international business and capital markets—one that prepares global business leaders with essential “contextual intelligence”.



Expert Faculty & Research

The faculty bring to Fletcher both academic rigor and wide-ranging practical experience.

Through its solutions-oriented research initiatives, students engage with IBGC's research on thematic areas of [digital evolution](#), [inclusive growth](#), and [sovereign wealth and global capital flows](#).



Students & Alumni Span Sectors and Continents

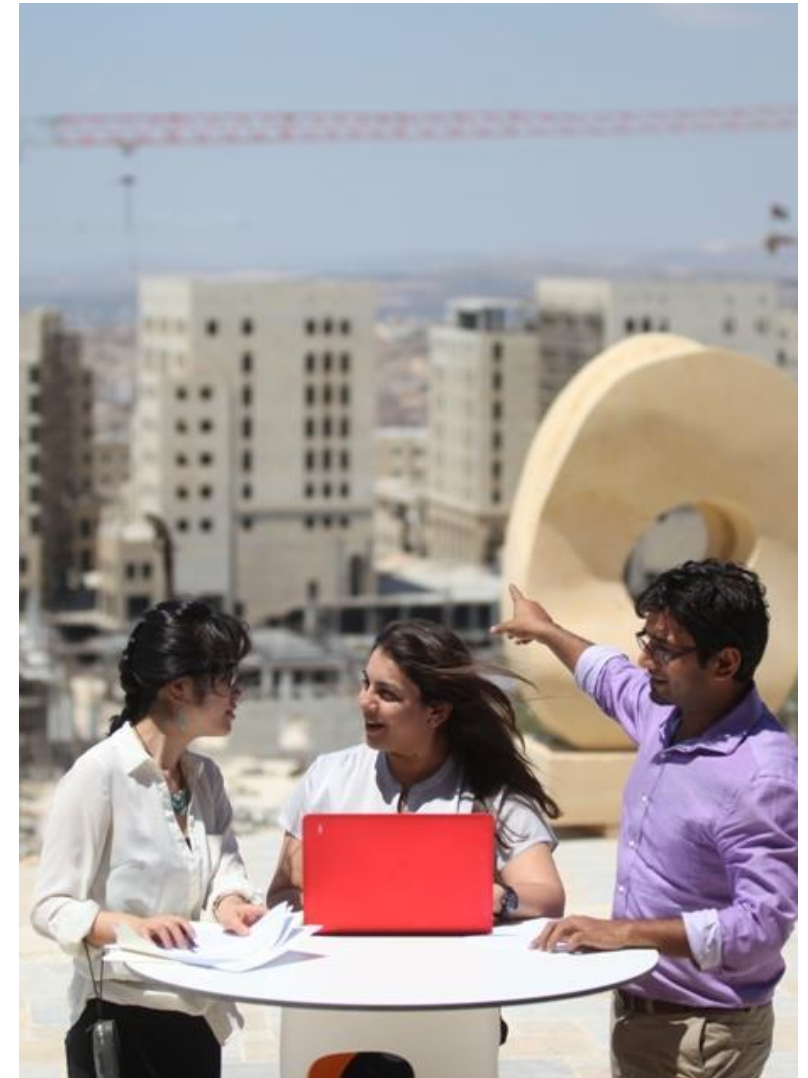
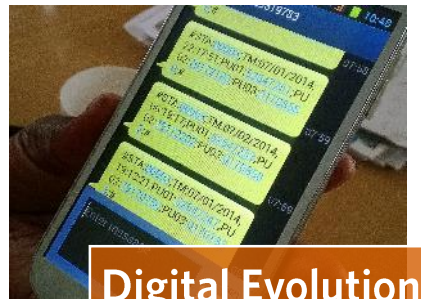
The Fletcher community integrates the best from the public, private, and non profit sectors.

IBGC connects a far-reaching network of scholars and practitioners, including the [Council on Emerging Market Enterprises \(CEME\)](#) Senior Fellows, [SovereignNet](#) research affiliates, and our [global alumni community](#).





WHAT IS THE GLOBAL RESEARCH FELLOWSHIP?

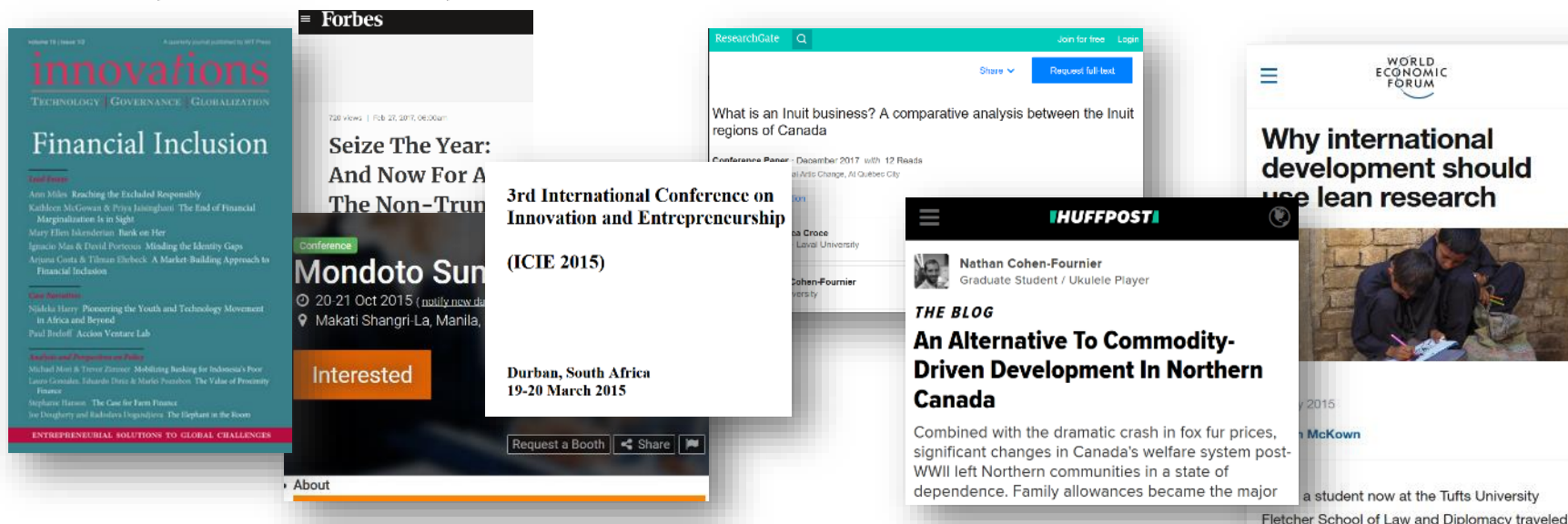
- Since 2012, the Global Research Fellowship (GRF) has enabled cutting-edge research in frontier markets on a wide-ranging set of issues such as inclusive growth, digital economy, and business.
- The GRF is a fully funded summer research opportunity for current Fletcher students. It allows students the opportunity to engage in original research on real world problems -- by applying skills and knowledge gained from their Fletcher education -- to produce actionable analysis and insights.
- The GRF trains our students to become sophisticated producers and consumers of actionable insights and intelligence; to go beyond the scope of traditional market research by engaging in high-touch field methods; and to uncover aspects critical to industry and economic development in emerging economies.

Thematic Areas:



IMPACT OF THE GLOBAL RESEARCH FELLOWSHIP

- 
Generate Intellectual Capital: Understanding key issues, trends, and drivers of change in emerging and frontier markets through strong and robust on-the-ground original research conducted by culture and context savvy and content trained graduate students.
- 
Tap into Network Power: Our Global Research Fellows connect and collaborate with the IBGC and worldwide network of Fletcher scholars, experts, and practitioners. Fellows also take advantage of the deep data reservoirs of our Digital Planet research program.
- 
Solve Problems: Identify potential approaches and solutions to research questions on inclusive growth policies, digital and financial inclusion, consumer behavior, market entry etc.
- 
Distinguish: Disseminate intellectual leadership through professionally edited reports and, where possible, through widely promoted publications. IBGC research has been widely cited in 30+ languages globally, and in respected publications like the Harvard Business Review, Wall Street Journal, Financial Times, The Economist, and more. IBGC's original research continues to inform government policy globally, business practices, and shape new investments.



THE GLOBAL RESEARCH FELLOWSHIP ANSWERS BIG QUESTIONS

How to foster frontier entrepreneurship in the Arctic?



How does culture affects business practices in Turkey?

Watch past Global Research Fellows share their experiences



How to create a knowledge economy in Lebanon?



What are the informal financial services in Myanmar?

How can technology make a city run better in Kenya?



How are new financial services being used in Indonesia?

SELECT EXAMPLES OF PREVIOUS GLOBAL RESEARCH FELLOWSHIP RESEARCH



Navigating Financial Reforms in Myanmar

Tommy Galloway (MALD '14) spent a summer *Uncovering Financial Services in Myanmar*.

Key to Myanmar's reforms is economic development. New services, such as private insurance and digital payments, are taking root. GRF enabled examination of Myanmar's unique relationship to financial services.



Inclusive Banking in Indonesia

Michael Mori (MALD '15) & Trevor Zimmer (MALD '15) investigated *Mobilizing Banking for Indonesia's Poor*.

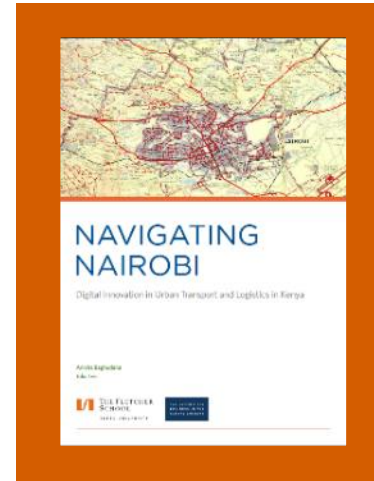
In 2011, only 20% of Indonesia's 243 million people were banked. GRF Fellows mapped how new banking technologies were actually being integrated into peoples' lives.



Business practices of SMEs in Turkey

Sarah Willis-Ertür (MALD '14) & Jennie Vader (MALD '14) examined *More than Meets the Evil Eye: Business Practices of SMEs in Turkey*.

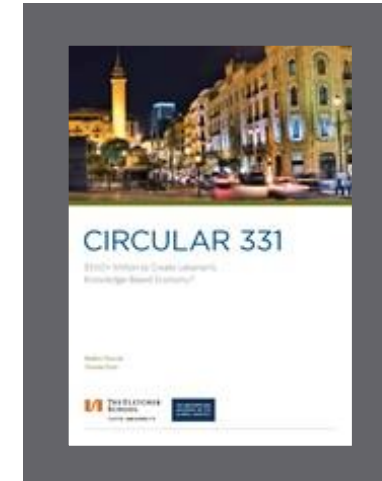
Turkish SMEs have the potential to make significant contributions to the Turkish economy, some key constraints need to be overcome.



Connected Travel in Kenya

Anisha Baghudana (MIB '15) & Julia Leis (MALD '14) examined *Digital Innovation in Urban Transport and Logistics in Kenya*.

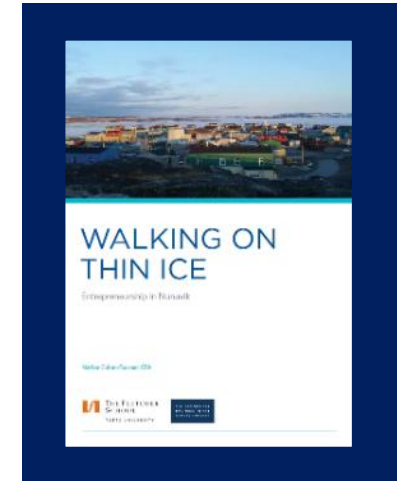
Traffic congestion, high road fatality rates, and lack of regulation led to an inefficient and inequitable transport system. How people are adopting technology to deal with challenges?



A Knowledge Based Economy in Lebanon

Nadim Choucair (MALD '17) & Tom Flynn (MALD'17) investigated *Circular 331: \$500+ Million to Create Lebanon's Knowledge-Based Economy?*

Without warning, the Lebanese central bank issued Circular 331 in 2013, to increase equity investment into Lebanese start-ups. The question has been who benefited from this initiative.



Arctic Frontier Entrepreneurship

Nathan Cohen-Fournier (MIB'17) explored *Entrepreneurship in Nunavik, Canada*.

Changing climate and economic conditions are necessitating that Inuit people engage in new ventures. What options are open to them, and what might the future look like?



MYANMAR 2013



- Tommy Galloway (MALD '14) went to Myanmar during a period of unprecedented reform to study the evolving role of financial services, as the country emerged from military rule and undertook economic reform.
- Galloway conducted a wide range of field interviews, primarily with Small and Medium Enterprises on the ground in Myanmar.
- He found that distrust in the banking system, and a lack of formal financial services development, resulted in a heavy reliance on cash in the informal economy and the nascent formal economy.
- Galloway concluded that despite having bank accounts, consumers and businesses frequently relied on various forms of informal savings, borrowing, and payments. Savings were often in tangible goods, such as gems, gold, and land.



INDONESIA 2014

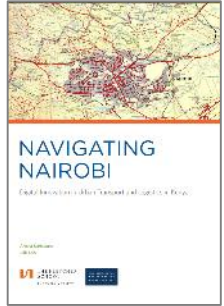


- Michael Mori (MALD '15) & Trevor Zimmer (MALD '15) spent two months immersed in three Indonesian communities, to study mobile banking, examining the emotions and logic of consumer behavior, identifying pain points, and conducting extensive interviews.
- Mori and Zimmer found that mobile financial services and branchless banking had failed to gain traction among the underbanked because of three main challenges: accessibility, affordability, and security.
- There was a clear market opportunity for small and immediate loans, especially for poorer consumers that have strong need for financial services.





KENYA 2014

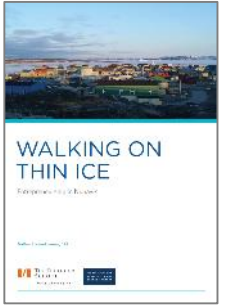


- Anisha Baghudana (MIB '15) & Julia Leis (MALD '14) spent a summer in Nairobi exploring how weaknesses in the public transport system and disadvantages for the bottom of the pyramid can be addressed through digital innovation.
- Baghudana and Leis conducted in-depth interviews with a range of participants from tech-for-transport startups, micro enterprises, incubators, investors, corporate players, and academia.
- They found an abundance of digital mobility services, but very few enabling greater trust in transport, and that most innovation is targeted towards high income groups.





THE ARCTIC 2016

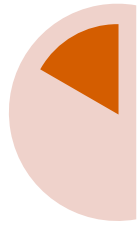


- Nathan Cohen-Fournier (MIB'17) spent two months on the ground in Nunavik, researching how the concept of entrepreneurship is evolving.
- He learned basic Inuktitut words, got involved in the community, and worked with a community liaison
- Cohen-Fournier found the primary motivator for entrepreneurship is to be able to generate income, and secondly, for self-determination
- The region faces challenges in operating costs, taxes and administration, and availability of skilled and reliable labor
- More information and support, alternative business structures, changes to incentive structures are needed for entrepreneurship to succeed in the future.



LIFECYCLE OF A GLOBAL RESEARCH FELLOWSHIP PROJECT

After defining the scope, methodology, and specifics of the project (April - June), Fellows travel to the field for the on-the-ground research phase (June-August). The third and final phase (September-October) is the analysis of results, report writing, editing, examination, and publishing of reports based on collected information and insights.



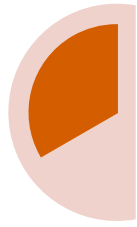
Initiation

April - June

Research sponsor and IBGC Research Leaders to co-design research questions and identify areas of potential impact.

Desk research using Digital Planet databases, and consultation with subject matter experts

Fellows to undergo an extensive “field research boot camp”



Investigation

July - August

On-the-ground research

Subject matter and method expert supervision from IBGC Research Leaders.

IBGC to provide project management oversight.



Integration

September - October

Analysis of findings, writing and editing of final report

Publish the final report on Fletcher and research sponsor’s websites and amplify the report insights using social media assets of both organizations.

ABOUT IBGC AND THE FLETCHER SCHOOL

INSTITUTE FOR BUSINESS IN THE GLOBAL CONTEXT

The Institute for Business in the Global Context (IBGC) connects the world of business to the world. It is the hub for international business at The Fletcher School, the oldest graduate school of international affairs in the United States. The Institute takes an interdisciplinary approach, preparing global leaders who can cross borders of many kinds and integrate business skills with an understanding of the geopolitical, legal, financial, security, macroeconomic, humanitarian, and environmental impacts on business. The Institute is organized around four core activity areas: education, research, dialogue and a lab. The Master of International Business degree and leadership development programs are at the heart of the education mission. These offerings, coupled with original research in multiple areas — inclusive growth, digitalization, innovation and economic development at scale, sovereign wealth and global capital flows, among others — facilitate a vibrant dialogue on contemporary global issues through conferences, symposia and speaker events. The lab creates opportunities for student teams to take knowledge into the “field” to effect change through entrepreneurial startups and consulting projects. The Institute also houses the Council on Emerging Market Enterprises, a think tank comprising distinguished practitioner-scholar experts, who collaborate with the Institute and The Fletcher School on a variety of initiatives, such as research programs, symposia, and conferences.

THE FLETCHER SCHOOL AT TUFTS UNIVERSITY

The Fletcher School of Law and Diplomacy at Tufts University is the oldest exclusively graduate school of international affairs in the US, working to solve the world’s most pressing problems through a collaborative, cross-disciplinary approach to research and education. Since 1933, The Fletcher School has prepared the world’s leaders to become innovative problem-solvers in government, business, and non-governmental organizations with strategic cross-sector networks. Through our ongoing commitment and rigorous approach to advancing world knowledge through research and scholarship, The Fletcher School continues to inform and build bridges to meaningful global solutions.



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