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HST.939 Designing and Sustaining Technology Innovation for Global Health Practice
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Lecture 13: 4/29/08

Brian Trelstad, Acumen Fund and “elevator pitches” by teams

Acumen Fund

Mission: invest debt and equity in early stage ventures in the health, water, housing and energy sectors that provide the poor with innovative products and services that can materially improve their welfare and dignity. Donor capital is not enough; Acumen wants to support businesses that can sustain themselves by delivering value to the poor as customers, and can scale to serve at least a million customers.

Three offices with local networks in southern and central Africa, and India.

Understanding local issues is critical to investment success. The best entrepreneurs are found through local networks.

Three pillars: capital, knowledge, talent

Case discussion (blackboard session):

	Opportunity	Uncertainty	Team	Valuation
<i>Idea</i>	- ambulance service - 15 minutes - cross-subsidy	- competition - hiring risk - social impact risk - cross-subsidy rate	- limited health care - logistics – communication - EMS	- valuation - cash flows - growth planning - current assets - minority
<i>Market</i>	- fragmented - large opportunity			
<i>Competitive position</i>	- taxis, rickshaws – expensive - primary care			