



Development IMPACT Platform: Lusaka, Zambia project

A collaborative project with the Wheeler Institute,
Graduate School of Business at the University of Zambia
and Zambia Medicines and Medical Supplies Agency

Shaping Business Education



As a key pillar of its work, the Wheeler Institute endeavours to highlight and create opportunities that allow our students to be part of understanding, identifying and promoting solutions to significant challenges in social and economic development.

These professional opportunities are informed by research and based on our insights to ensure impactful engagements.

The project portfolio has been developed to create (not for credit) opportunities that broaden students' understanding of their own responsibilities and impact as future business leaders. Importantly, we hope the learnings from the projects will lead to students challenging their own (and others) perceptions about the role business can play in driving change.



Global IMPACT Projects

Our Global IMPACT Projects involve current students and members of a local organisation working together as a project team to address a specific challenge of Wheeler Institute partner organisation.

This programme has been developed to allow for part-time work to be undertaken alongside course-work in London. Currently this programme is being run virtually over 8-12 weeks.

Development Impact Platform

The Development Impact Platform is an opportunity for current students to create long-lasting impact for a community through a unique collaboration with students and academics of local academic institution(s) and a LBS faculty member. Students work in project teams with students from our local partner academic institution.

This opportunity was created to support MBA students in their pursuit of summer internships between year 1 and year 2. This is a full-time 10-week commitment, currently running as a virtual internship.

Internships

Our internships provide a professional experience to LBS students to support the development of applied research. Students may work individually or in small teams. Internships are based in London and involve a commitment of up to 20 hours per week for three months.

Development Impact Platform

Lusaka, Zambia



Zambia Medicines and Medical Supplies Agency

Zambia Medicines and Medical Supplies Agency (ZAMMSA) is a Statutory Body created by an Act of Parliament to procure, store and distribute medicines and medical supplies to all public health facilities in Zambia. ZAMMSA formerly existed as Medical Stores Limited but was converted into a statutory agency in 2019 which also brought in added responsibilities. ZAMMSA provides service to more than 2,500 health facilities across the country.

Graduate School of Business at the University of Zambia

The University of Zambia is the leading higher education institution in Zambia and one of the market leaders in provision of higher education in the region. The Graduate School of Business was established for local and international professionals, seeking global perspective in business.

Academic advisors



Jérémie Gallien
Professor and Area Chair of
Management Science and Operations
London Business School



Bupe Gertrude Mwanza, PhD
Associate Director & Lecturer,
The University of Zambia



Taonaziso Chowa, PhD
Lecturer (Actuarial Science & GSB),
The University of Zambia

Student impact team, 2020

Performance measurement and management project		Activity-based costing project	
○ Ari Bansal MBA2021, London Business School	○ Obed Chiluba MBA2020, The University of Zambia	○ Ashley Veselik MBA2021, London Business School	○ Boniface Japhet Banda, MBA2020, The University of Zambia
○ Ana Garcia De Brito MBA2021 London Business School	○ Suzan Mukendi Mujinga MSC2020, The University of Zambia	○ Nanditha Chandrashekar MBA2021, London Business School	○ Praise Moonde MSC2020, The University of Zambia
○ Raman Choudhury MBA2021, London Business School	○ Soka Tembo MSC2020, The University of Zambia	○ Charles De Souza MBA2021, London Business School	○ Chola Eustace Chifumbano, MBA2020, The University of Zambia

Performance measurement and management project, 2020

The student impact team focused on developing a set of effective performance indicators and reporting processes to improve corporate performance and the movement of physical goods.



Background

This project involved the development of strong performance indicators and reporting processes for ZAMMSA to improve corporate performance and the movement of physical goods in the organisation. Research indicates companies with optimum KPI systems gain early warning signs, are better innovators, improve faster, and gain effectiveness. The project focused on ensuring strategic execution and operational performance, increasing visibility over performance, and creating greater focus, collaboration, accountability, and effectiveness.

Approach

The student impact team worked closely with ZAMMSA management and 12 operating teams to develop a set of strong performance indicators and reporting processes. The team stress tested and revised corporate and departmental indicators to recommend strategic, integrated and actionable KPIs and benchmarked best practices for performance management.

Actions taken

- Designed Balanced Scorecards (BSCs) for the corporate and departmental levels
- Provided a report with the methodology to design BSCs and the required steps for a full-fledged performance management system
- Created processes that allowed for increased visibility over performance and provided a mechanism to grow productivity, collaboration, and strategic execution

Impact

The work conducted by the student impact team identified three critical areas that with small improvements could result in a significant boost to overall operations and performance within ZAMMSA. Effective implementation of the integrated KPIs developed by the team will bring visibility and transparency to operational challenges within ZAMMSA and allow for more efficient and effective supply chain operation with all teams working towards a common goal.

“In Zambia, you really lead the project... and that gives you a great development opportunity to lead and manage senior client relationships”

Ana Garcia De Brito, MBA 2021

Activity-based costing project, 2020

The student impact team focused on conducting an activity-based costing diagnostic of ZAMMSA's operations to make improvements and identify future commercial opportunities.



Background

This project aimed to conduct an activity-based costing diagnostic of ZAMMSA's operations, with the goal of better aligning its costs and revenues and enhancing readiness to pursue income opportunities with future commercial clients. The project also focused on enhancing ZAMMSA's understanding of cost and effort drivers, providing the foundation for the provision of financially-sound services to third parties and targeted operational improvements.

Approach

The student impact team interviewed and worked closely with five core operating departments. They gained a detailed understanding of costs as reported on financial statements and categorised related costs by department. The team performed live observations of key activities to inform assumptions used.

Actions taken

- Delivery of an activity-based costing model for five key departments, with input mechanisms allowing for future updates
- Provision of a final report explaining the approach and summarising work in each department, key issues identified, and recommended next steps
- Improvement of operational performance and financial transparency

Impact

The work conducted by the student impact team uncovered a range of important insights for the organisation, from estimates of the costs of specific activities within key operational areas, to the key existing pain points in these areas and potential ways to address them to ZAMMSA's advantage. These insights provide the starting point for ZAMMSA to think about its costs in a more granular fashion, considering teams/departments and tasks/activities rather than existing allocations and understand how to build-in appropriate margins for potential service offerings to third parties in the future, based on the activities these offerings would involve.



“ZAMMSA operates on a donation basis... which sometimes leads to shortages and being the primary distributor this is truly a matter of life or death.”

Ashley Veselik, MBA 2021