

KEVIN MCKAGUE

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EDUCATION

PhD Candidate, 2011

Schulich School of Business, York University, Toronto, Canada
Area of focus: Sustainability, International Business, Entrepreneurship
Awards: Canada Graduate Scholarship, 2007-2010

Masters of Business Administration, 2000

Schulich School of Business, York University, Toronto, Canada
Area of focus: Sustainability
Awards: Strategy Field Study Award for Best MBA Thesis, 2000
Schulich School of Business Bursaries, 1999 and 2000

Honours Bachelor of Arts & Science, 1995

McMaster University, Hamilton, Canada
Area of focus: International Development
Awards: Chancellor's Scholarship, 1987

CURRENT POSITIONS

Senior Research Fellow, Institute for Research and Innovation in Sustainability (IRIS),
York University, Toronto, Canada, 2004-present

Co-founder and President, Foundation for Sustainable Enterprise and Development,
Toronto, Canada, 2005 – present

Founder and President, Bluefish Consulting, Toronto, Canada, 1999-present

RECENT POSITIONS

Case Study Development Manager, *Creating Value for All: Strategies for Doing Business with the Poor*, United Nations Development Program, Growing Inclusive Markets Initiative, 2006-2007

Research Associate, International Finance Corporation (World Bank), 2003-2006

Associate Director, Erivan K Haub Program in Business and Sustainability, Schulich School of Business, York University, 2004-2005

Associate Director, Sustainable Enterprise Academy, 2004-2005

PUBLICATIONS

Articles

Wheeler, D., McKague, K., Thomson, J., Davies, R., Medalye, J., and Prada, M. (2005). "Creating Sustainable Local Enterprise Networks." *MIT/Sloan Management Review*, Fall 2005, Vol. 47, No. 1. (Recipient of the CIDA/CME Award for International Development Communications)

Manuscripts Under Review

McKague, K., Karnani, A., Hall, M., and Wheeler, D. "The Role of Business in Combating Global Poverty" under review at *MIT/Sloan Management Review*.

McKague, K., Oliver, C., and Branzei, O. "Sustainable Local Enterprise Networks: Network Bricolage as Institutional Entrepreneurship in Low Income Markets" under review at *Journal of Business Ethics*.

Book Chapters

Branzei, O., and McKague, K. (2008). "A Model of Clean Energy Entrepreneurship in Africa: E+Co's Path to Scale" in *Managing the Business of Sustainable Development in Africa: Human Rights, Partnerships, and Alternative Business Models*, edited by Ralph Hamann, Stu Woolman and Courtenay Sprague. Pretoria: UNISA Press, pp. 322-343.

McKague, K., and Branzei, O. (2007). "City Water Tanzania" in *Case Studies in Sustainability Management and Strategy*, edited by Jost Hamschmidt. London: Greenleaf, pp. 185-223.

Reports

McKague, K. (2006). *Making a Difference on the Ground: What IFC client companies are doing for their economies, their communities and the environment*. Washington: International Finance Corporation.

McKague, K. (2006). *Compendium of Ethics Codes and Instruments of Corporate Responsibility*, Toronto: Schulich School of Business, York University.

Wheeler, D., Valente, M., McKague, K., and Dilamarter, K. (2005). *Working to Meet the Needs of People at the Base of the Economic Pyramid through Private Sector Investments*. Washington: International Finance Corporation.

McKague, K. (2004). *The Private Sector and Development: Scan of Activities and Research*. Ottawa: International Development Research Centre.

McKague, K. (2004). *Sustainable Business Approaches for Solar Energy Enterprises in Developing Countries: Key Success Factors and Lessons Learned from Bangladesh, Honduras and Vietnam*. Washington: International Finance Corporation.

Wheeler, D., McKague, K., and Thomson, J. (2003). *Sustainable Livelihoods and the Private Sector: CIDA's Role in Strengthening Sustainable Local Enterprise Networks*. Ottawa: Canadian International Development Agency.

Practitioner Articles

Branzei, O., and McKague, K. (2007). "Green Thinking." *Corporate Knights*, Vol. 6, No. 1. pp. 30-32.

Gould, A., and McKague, K. (2005). "Design for Sustainability." *Corporate Knights*, Vol. 4, No 1. pp. 12-19.

McKague, K. (2004). "Canadian Designs for Sustainability." *In Business*, Vol. 26, No. 3. pp. 14-16.

Wheeler, D., and McKague, K. (2003). "An Innovative Research Partnership." *Design for Sustainability*. Volume 1, No 1.

CASE STUDIES

Published Teaching Cases

McKague, K., and Branzei, O. (2007). *E+Co: The Path to Scale*. London, ON: Ivey Business School Publishing.

McKague, K., and Branzei, O. (2007). *City Water Tanzania*. London, ON: Ivey Business School Publishing.

McKague, K. (2005). *Shell, Nigeria and the Ogoni: Prospects for Reconciliation and Sustainable Development*. Toronto: Schulich School of Business.

McKague, K., and Wheeler, D. (2003). *The Body Shop International*. Toronto: Schulich School of Business.

McKague, K., and Van der Veldt, D. (2002). *Suncor Energy: Growing a Sustainable Energy Company*. Toronto: Schulich School of Business.
(Case used in the 2001 International Business and Sustainability Case Competition)

Teaching Cases Under Development

McKague, K. *The Wonder Workshop Tanzania: Entrepreneurship Under Adversity*.

Case Studies Developed for the International Finance Corporation

ACLEDA, Cambodia (2006) *Microfinance*

Arcelik, Turkey (2006) *Employee, Community and Environmental Commitments*

Balrampur Chini Mills Ltd., India (2006) *Benefits for Outgrower Sugarcane Farmers*

Banca Comerciala Romana, Romania (2006) *Corporate Governance*

Banco Real, Brazil (2006) *Sustainability Financing Framework*

Campina Dairy, Russia (2006) *Partnerships with Farmers*

Enterprise Life Assurance Company, Ghana (2006) *Life Insurance*

Finaceira Compartamos, Mexico (2006) *Microfinance*

First Rand, South Africa (2006) *Black Economic Empowerment*

Grameen Shakti, Bangladesh (2006) *Renewable Energy*
Minera Escondida, Chile (2006) *Sustainable Mining and Community Investment*
Mozal, Mozambique (2006) *Supply Chain, Economic and Community Development*
MTN Village Phone, Uganda (2006) *Access to Communication Technologies*
Promigas, Colombia (2006) *Energy Access for Low-Income Communities*
Sustainable Healthcare Foundation, Kenya (2006) *Micro-franchise Pharmacies*
Tigar Rubber Products. Former Yugoslavia (2006) *Restructuring and Environmental Reform*
BTC Pipeline, Azerbaijan, Georgia and Turkey (2005) *Value Chain Linkages*
Hipotecaria Nacional, Mexico (2005) *Housing Finance for the Poor*
Manila Water, Philippines (2005) *Private Sector Participation in the Water Sector*
SAHL, South Africa (2005) *Affordable Home Loans*
Pamir Energy, Tajikistan (2004) *Electricity Infrastructure*
Synchrude, Canada (2004) *Indigenous Peoples*
WestPac, Australia (2004) *Gender*
Holcim, Vietnam (2003) *Biodiversity Protection*
Odebrecht, Angola (2003) *HIV/AIDS Strategy*

Case Studies Developed for the United Nations Development Program

A to Z Textiles, Kenya (2006) *Anti-Malaria Bednet Manufacturing*
Afrique Initiatives, Senegal (2006) *Healthcare Enabled by Information Technologies*
Amanza Abantu, South Africa (2006) *Water Utility Management*
Armor Lux and Max Havelaar, Mali (2006) *Fair Trade Partnership with Cotton Producers*
Aspen Pharmacare, South Africa (2006) *HIV/AIDS Drug Manufacturing*
Association of Private Water Operators, Uganda (2006) *Water Utility Management*
Barclay's Bank and Susu Collectors, Ghana (2006) *Access to Savings and Financial Services*
CeITel, Democratic Republic of the Congo (2006) *Money Transfers via Cell Phones*
CFW Shops, Kenya (2006) *Microfranchise Pharmacies and Clinics*
Chaka Computer, Senegal (2006) *Remittances Enabled by Information Technology*
Danone, Poland (2006) *Affordable Nutrition Partnership*
EDF and NUON International, Mali (2006) *Rural Electrification*
Edu'Loan, South Africa (2006) *Microfinance*
Forus Bank, Russia (2006) *Microfinance*
Integrated Tamale Food Company, Ghana (2006) *Organic Mango Production*
K-Rep Bank, Kenya (2006) *Microfinance Services*
Luban, Poland (2006) *Local Biomass Energy*
LYDEC, Morocco (2006) *Electricity and Water for the Poor*
Nedbank and RMB/FirstRand, South Africa (2006) *Financing Social Housing Loans*
Sanofi Aventis, Sub-Saharan Africa (2006) *Sleeping Sickness Prevention and Treatment*

SEKEM, Egypt (2006) *Organic Products and Natural Pharmaceuticals*
SEWA, Egypt (2006) *Ecotourism and Community Enterprise Development*
Small Holder Farmers, Guinea (2006) *Cashew Production*
Tiviski Dairy, Mauritania (2006) *Innovative Camel Milk Dairy*
Tyczyn, Poland (2006) *Access to Telecommunications*
VidaGas and Village Reach, Mozambique (2006) *Vaccine Cold Chain with LPG Distribution*
Vodafone, Tanzania and Kenya (2006) *Microfinance and Information Technologies*

Case Studies Developed for the Design for Sustainability Initiative

Air Quality Solutions, Guelph (2003) *Biological Air Filtration System*
Creative Corrugate, Toronto (2003) *100% Recyclable Cardboard Playhouses*
Dunlop Architects & Halsall Engineering, Toronto (2003) *Sustainable Building Design*
GrassRoots, Toronto (2003) *Retailing Green Products*
Happy Planet Foods, Vancouver (2003) *Organic Juice and Sustainable Agriculture*
Knoll, Teknion, & Nienkamper, Toronto (2003) *High-design Sustainable Office Furniture*
ReSource Rethinking Building, Vancouver (2003) *Sustainable Planning and Building Design*
Scanwood, Nova Scotia (2003) *Ecoefficiency and Board Furniture Manufacturing*
Westport Innovations, British Columbia (2003) *Diesel Engines and Alternative Fuels*
Wildflower Farm, Ontario (2003) *Sustainable Landscape Design*
AutoShare, Toronto (2005) *Car Sharing*
Beach Solar Laundromat, Toronto (2005) *Solar-energy Powered Laundromat*
Busby + Associates Architects, Vancouver (2005) *Green Building Designers*
Craik, Saskatchewan (2005) *Sustainable Rural Living*
Cool Shops, Toronto (2005) *Energy Efficiency Consulting to the Small Retail Sector*
Crannog Ales, British Columbia (2005) *Organic Brewery*
ECOgent Environmental Solutions, Ontario (2005) *Cleaning Products*
Future Acqua Farms, Nova Scotia (2005) *Closed Loop Tilapia and Greenhouse Farming*
Go Bike, Montreal (2005) *High-design Folding Bike*
Hempola Valley Farms, Ontario (2005) *Hemp-based Product Development and Marketing*
Jackson-Triggs Winery, Niagara (2005) *Sustainable Winery*
Looolo, Toronto (2005) *Organic Textiles and Home Accessories*
Markets Initiative, Raincoast Books and New Society Publishers, British Columbia (2005) *Paper*
Pearl Poddubiuk Architects, Quebec (2005) *Social Housing Design*
Timothy's World Coffee, Toronto (2005) *Coffee Sourcing*
Warrens Waterless Printing, Toronto (2005) *Waterless Printing*

OTHER RESEARCH CONTRIBUTIONS

Member of the Advisory Committee, African Institute of Management, Dakar, Senegal.

Report Coordinator and Conference Contributor for the conference *Unleashing Entrepreneurship: Mobilizing Human, Financial and Social Capital* in Ottawa, April 6-8, 2005.

Co-designer of a \$3.2 million "Investment Climate and Business Environment Research Fund," a competitive grant research funding mechanism for African and Canadian researchers.

CURRENT COLLABORATION IN MAJOR RESEARCH PROJECTS

Collaborator on a successful \$178,000 SSHRC grant (Principal Investigator Oana Branzei) entitled *Sustainable Development under Resource Constraints: Enterprise Emergence and Social Capacity Building in War-torn Areas*. Awarded 2008.

Collaborator on the successful \$2.1 million SSHRC grant (Principal Investigator Wes Cragg) entitled Canadian Business Ethics Research Network. Awarded 2007.

TEACHING CONTRIBUTIONS

Teaching

The Role of the Private Sector in International Development (BUSI 6416), MBA course at Dalhousie University, Halifax, Summer 2008.

Executive Education

Base of the Pyramid Business Strategies, Workshop, Sustainable Enterprise Academy Business Leaders Seminar, Schulich School of Business, Toronto, 2008.

Base of the Pyramid Business Strategies, Workshop with Hany Assad, Sustainable Enterprise Academy Business Leaders Seminar, Schulich School of Business, Toronto, 2006.

Base of the Pyramid Business Strategies, Workshop with Todd Hanson, Sustainable Enterprise Academy Business Leaders Seminar, Schulich School of Business, Toronto, 2005.

Base of the Pyramid Business Strategies, Workshop, Sustainable Enterprise Academy Business Leaders Seminar, Schulich School of Business, London, Ontario, 2005.

Base of the Pyramid Business Strategies, Workshop with Hany Assad, Sustainable Enterprise Academy Business Leaders Seminar, Schulich School of Business, Toronto, 2004.

Various guest presentations to Executive Education classes, Kellogg-Schulich Executive MBA Program, Schulich School of Business, Toronto, 2003-2005.

Guest Lectures

Management Practices for Sustainable Business (BUSI 6300), Schulich School of Business. Guest lecture on "New Growth Trajectories and the Bottom of the Pyramid", March 31, 2008.

Interpersonal Conflict, Politics and Power in Organizations (OBIR 6400), Schulich School of Business. Guest presentation on "Poverty and Power", March 19, 2008.

Social Entrepreneurship (ENTR 4800), Schulich School of Business. Guest presentation on "Social Enterprise and Development", November 5, 2007.

Canadian Business Ethics Research Network, Schulich School of Business. Presentation on "PhD Students and Business Ethics", September 28, 2007.

Supervising and Advising Major Student Projects

External examiner for a masters thesis by Jessica Keen at Saint Mary's University entitled *Can a Child Raise a Village? A Case Study of South Africa's Community and Individual Development Association City Campus*, March 2008.

Co-supervisor with David Wheeler for two masters students undertaking academic internships working on ecotourism and agricultural businesses with CARE Enterprise Partners, Tanzania, Summer 2006.

Co-supervisor with David Wheeler of 25 masters level independent studies on *Design for Sustainability*, York University, 2003-2005.

Supervised four masters students in the development of a report and a conference on *Unleashing Entrepreneurship: Mobilizing Human, Financial and Social Capital* in Ottawa, 2005.

Supervised four students in a research report *The Private Sector and Development: Scan of Research and Activities* for the International Development Research Centre in Ottawa, 2004.

Supervised four masters students in a research report on *Sustainable Livelihoods and the Private Sector* for the Canadian International Development Agency, 2003.

Other Contributions to Training

Organized a four-day workshop on *Qualitative and Quantitative Research Methods* for 44 senior academic researchers from universities in 20 countries across Africa. Dar es Salaam, Tanzania, July 2006.

Provided guidance to students on their major projects, internships and theses as Associate Director of the Erivan K Haub Program in Business and Sustainability at the Schulich School of Business, 2004-2005.

SELECTED CONFERENCE PRESENTATIONS

McKague, K. (2008). Sustainable Local Enterprise Networks: Institutional Entrepreneurship in Low-Income Markets. Ivey School of Business Sustainability PhD Academy, September 28.

McKague, K. (2008). *The Role of the Private Sector in Development: A Multi-Dimensional Approach*, Academy of Management Conference, Anaheim, August 12.

McKague, K., and Meyskens, M. (2008). *New Scholars and Poverty Alleviation*, Professional Development Workshop, Social Issues in Management, Academy of Management Conference, Anaheim, August 10.

McKague, K. (2007). Organizer of the Toronto Roundtable for Sustainable Enterprise, Organizer, September 27.

McKague, K, and Branzei, O. (2007) *E+Co: The Path to Scale* presented at the professional development workshop "Agentic Institutional Work for Environmental Sustainability: A Multi-level Perspective on Enterprise Creation in Emerging Fields," Academy of Management Conference, Philadelphia.

Branzei, O., Wheeler, D. and McKague, K. (2007). *Pro-poor for-profit ventures: Paradigms, Discourse and Dialogue between a Global North and a Fragmented South*, Professional Development Workshop, Social Issues in Management, Academy of Management Conference, Philadelphia.

Branzei, O. and McKague, K. (2006). *Enterprise Networks: The Fabric of Socially-Sustainable Value Creation*, Professional Development Workshop, Organizations and the Natural Environment, Academy of Management Conference, Atlanta.

McKague, K. (2003). *Sustainable Livelihoods and the Private Sector*. Base of the Pyramid Learning Laboratory, Kenan-Flagler Business School, University of North Carolina.

McKague, K. (2003). *Business and Sustainable Livelihoods*. World Business Council for Sustainable Development Working Group Meeting, Washington, DC.

McKague K., and Wheeler, D. (2003). *The Body Shop International*. World Resources Institute Business, Environment, Leadership and Learning Conference, Fort Lauderdale, Florida.

McKague, K., and Wheeler, D. (2003). *Exploration of Opportunities for Canadian Private Sector Involvement in Development: Opportunities for Development Agencies to Strengthen Sustainable Local Enterprise Networks*. Canadian International Development Agency, Ottawa.

McKague, K. (2003). *Strengthening Sustainable Local Enterprise Networks*. Equator Initiative Entrepreneurship Node Conference, International Development Research Centre, Ottawa.

Wheeler, D., and McKague, K. (2002). *The Role of Business in Development*. Post-Johannesburg: New Strategies for Sustainable Livelihoods, York University, Toronto.

McKague, K. (2001). *Growing a Sustainable Energy Company: Suncor's Venture into Alternative and Renewable Energy and the Annual MBA Case Competition in Business and Sustainability*. World Resources Institute Business Environment, Leadership and Learning Conference, Philadelphia.

COUNTRIES VISITED

Sudan, Kenya, Tanzania – Multiple research projects, March 2007

Senegal – Research for E+Co Case, January 2007

Tanzania – Research Methods Workshop, July 2006

Tanzania – Research for City Water Case, April 2005

Nigeria – Research for Shell, Nigeria and the Ogoni Case, January 2004

India – Strategic planning for Indian NGO, October 2003

Israel, West Bank, Egypt – Worked and travelled, January-May 1993

India and Nepal – Volunteered and studied, June-December 1993

Burkina Faso and Togo – Travel, December 1993

Ghana – Paramedic, Cape Coast Central Hospital, September-December 1992

Western and Central Europe – Travel, July-Aug 1990

LANGUAGES

English

French (basic conversational)

MEMBERSHIPS & AFFILIATIONS

Member, Academy of Management

Member, Research Network for Business Sustainability

Member, Canadian Business Ethics Research Network

Associate, Stakeholder Research Associates

Associate, Interpraxis

APPOINTMENTS

Scientific Committee Member, African Institute of Management, Dakar, Senegal, 2006-2008

Adjudicator, Sustainability Case Competition, Schulich School of Business, 2006

Member of the Adjudication Committee, Alcan Award for Sustainability, 2004

Jury Member, National Post/Design Exchange Award for Sustainable Design, 2004

Board Member and Marketing Committee Chair, TransFair Canada, 2001-2004

Chair of the Nomination Committee (Ontario Region), Ethics in Action Awards, 2002

Board Member, Environmental Education Association of the Yukon, 1987-1988

Chair of the Board, Yukon Development Education Centre, 1996-1998

AWARDS

Canada Graduate Scholarship (\$105,000), 2007-2011

Award for International Development Communications from CIDA for the article *Creating Sustainable Local Enterprise Networks* published in MIT/Sloan Management Review, 2005

Mark Drake Award for Excellence in Communicating Private Sector Contribution to International Cooperation, 2004

Strategy Field Study Award for best MBA thesis, Schulich School of Business, 2000

Schulich School of Business Bursaries, 1999 and 2000

Award for Outstanding Volunteer Contribution to the Community, Whitehorse, 1997

Chancellor's Scholarship, McMaster University, 1987