How to increase friction

- Use of treads: Deep treads in the soles of shoes or in tyres increase friction for a better grip on the road.
- Make surfaces rough: On a slippery hill, you can increase resistance to movement by spreading sand, sawdust, or gravel.

How to decrease friction

- Use wheels: Wheels reduce friction between a surface and other vehicles for easier movements in public transport.
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Who We Are

What We Do

Why This is Needed

The Opportunity

Our Vision

Bridge International Academies

Global education company serving families living on $2 per person per day

10 Million children provided with a world-class quality education

Multi $Billion company value

Drive radical learning outcomes: Bridge pupils reach fluency at twice the rate of their peers and are 40% more likely to pass national exams

2016 will see Bridge educating 1,000,000 primary and nursery children in 5 countries across 2 continents

The 800 Million primary and nursery aged children living on less than $2 a day lack access to quality schools

Their teachers are absent from class as much as 47% of the time, only teaching 2 hours and 19 minutes a day; 65% of them couldn’t pass an exam based on the curriculum they teach (Kenya government schools, 2013)

These children consistently perform in the 3rd percentile compared to OECD, trapping them in a cycle of poverty

Bridge operates in two distinct markets: one previously undiscovered, and one previously nonexistent
The Opportunity: Two Markets

$64 Billion Parent Paid Market
- 800 Million primary and nursery aged pupils living on less than $2 per person per day
- Median out of pocket spend is $80 per year ($880 through Class 8)
- 70% of parents looking for better alternatives
- In urban communities up to 70% of the population already attending private schools

A GIANT COTTAGE INDUSTRY
- Hundreds of thousands of small, sole-proprietorship “mom and pops,” and a few localized companies starting to crop up.
- No one has attacked this market with an aggressive, technology-leveraged, data driven R&D, scaled approach

$179 Billion Publicly-funded Charter School Market for Low Income Countries
- Before Bridge proved the ability for private operator to operate at government-budget price points and scale, this wasn’t a possibility. Now it exists
- 780 Million pupils living in low income (example Liberia) and lower middle income (example Kenya)
- Bridge can manage public charter schools at an intervention cost (above the cost of teacher salaries, building maintenance) of approximately $20-$50 depending on scale. Or an all in cost of between $100 to $250 inclusive

Projects closed or in discussion
- Liberia - First large scale publicly-funded, privately operated model in Africa closed. First 50 Partnership Schools open in September.
- Andhra Pradesh - Initial interest in potential charter in 4,000 model schools
- Lagos - Early discussions about interest in possible charter within Lagos State
- Uganda - Initial discussions about piloting charter schools
- Nairobi County, Mombasa County for ECD - Discussions ongoing on private operation of publicly funded ECD centers in these counties
Proven world class educational outcomes

- Outsized learning outcomes gains in Early Grade Reading and Math
- Nationally-inspiring high stakes examination scores with pioneer graduating class

Proven Market Demand

120,000 end of 2016

Proven Ability to Scale Rapidly

- Scaled from 1 to 459 schools
- Peak capacity of 1 new school every 2.5 calendar days
- Scaled to work in 4 countries in last 18 months (Kenya, Uganda, Nigeria, India)
- Scaled from 2 to 6,000 employees globally

% of Class 2 Pupils achieving fluency

Number of Academies
integrated with printed pupil textbooks, homework books and learning aides. 15 hours of R&D for every 40 minute lesson. Teachers at Bridge with <1% unexcused absenteeism (public schools >40%). Only 6% of applicants are hired as teachers at Bridge. 250,000 pupil test scores every 10 days processed by Bridge platform for instructional, operational, financial management. Real-time two-way information between academy and support offices on all pupils, teachers, academics and operational/financial metrics. Short cycle RCTs to ensure academic results.
Big Data
The Power of Connected Big Data and Customer Insight

Market Research & Community Insight
- Over 30,000 of detailed household surveys
- Population density, age distribution
- Income analysis
- Education consumption and school pricing
- Household/School location & distance
- Household and demographic characteristics

Pupil Financial and Attendance
- Payment history for every pupil and transaction
- 3 Million monthly transactions including timeliness and completeness
- Enough data and insight to create a credit-scoring system
- 50 Million pupil attendance records

Operational/Compliance
- Twice-daily teacher attendance
- Lesson delivery timings (start time, end time)
- Lesson delivery completeness
- Daily and weekly classroom observations for each teacher
- Prep tracking of teachers

Academic Results
- Formative (weekly tests) & Summative Results (midterm and end term results)
- Millions of assessment scores allow our academic teams to evaluate and analyze and react to achievement levels at a highly granular level
- The Bridge Learning Laboratory

The Bridge Learning Lab
1. Ability to run hundreds of short-cycle RCTs to test impact of micro and macro interventions
2. Includes interventions for curriculum (i.e. adjust teacher guide), training (i.e. different profiling), and other operational work (changes to instructional systems, etc)
3. We are building the world’s greatest and most efficient laboratory for identifying pedagogical and non-pedagogical interventions that drive learning
4. Scale, standardization and data platform enable testing and intervention at a scale, speed, and statistical significance not seen before
5. World-class economists are approaching Bridge to participate
Multi Billion Dollar Opportunity
To Fundamentally Transform Education in an Emerging Market

Projected Revenue and EBITDA Growth

Meaningful scale achieved
High Learning Outcomes
Early Grade Foundations

1. Results show Bridge pupils achieve fluency at 2x the rate of peers at nearby schools.
2. Bridge pupils learned to read almost 10 more words per minute than their peers.
3. On average, 30% and 31% of Bridge pupils in study using international exams passed the fluent and emergent benchmarks for reading, compared to 16% and 24% of pupils in neighboring schools.
4. In math, with benchmarks based on addition and subtraction, the difference was also significant from 2% to 7%.
5. Bridge pupils could also understand more of what they read, answering 9.4% more problems correctly than their neighboring school counterparts. For math, gains are focused on the quantity discrimination and word problems, where Bridge pupils answer 11.9% and 5.5% more questions correctly, respectively.
6. In English, over 32% more schooling in one academic year. In math, the Bridge effect is 14% additional schooling. This is a 0.3 Standard Deviation in English and 0.1 SD in math.

Early Grade Reading & Math Assessment Results
Traditionally very limited provision of goods and services to our customer base
- Lack of focus, scale, distribution plus high levels of mistrust

Bridge creates a new opportunity
- Trusted Brand (parents trust us with their kids’ lives and future)
- Physical Presence with already existing supply chain
- Technology systems to interface with customers (cashless recurring payment and transparent billing system)
- Scale to negotiate and create appropriate products and services (e.g. central production of low cost high quality uniforms, potential for working as intermediary for new health insurance plans)

Opportunities already in model
- Uniform Sales - will grow to 15% of revenue
- Lunch Program - potential for 10% revenue share

Opportunities ahead
- Incremental sales of textbook and learning materials
- Creation and brokering of low-cost health insurance
- Usage of existing data for credit scoring and brokering to financial loan and other products
- Sales point for important community commodities (water, electricity charging, etc)

It’s not just revenue
- It’s creating an incredibly sticky central point for the true mass market customer in our markets
- The more Bridge becomes a core provider of key services, the stickier it becomes
Existing Investor Base

CDC
Zuckerberg Education Ventures
Bill Gates
NEA
khosla ventures
LearnCapital
OMIDYAR NETWORK
OPIC