

TISES Project Report

BUSINESS PLAN FOR A CLUSTER-BASED ENTERPRISE & SHG FEDERATION ROAD MAP

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22 August 2008

Project 1: Business strategy for bag-making unit



- Project deliverables:
 - Create a business strategy for an established bag-making unit specializing in leather and Rexene products which includes:
 - > Market analysis for the product catalogue
 - > SWOT analysis of the unit
 - > Business goals for the 2008-2009 year
 - > Activity matrices of specific steps to meet goals





5 Business goals 2008-2009

- **Register as a business and brand with the Registrar of Companies, Ahmedabad (November 2008)**
- **Manufacture and sell 2,000 shopping bags per month (August 2009)**
- **Expand into school bag market in Okha and Jamnagar (2009)**
- **Introduce in-house screen printing on shopping bags and mobile covers (February 2009)**
- **Create product brochure and business cards for distribution to suppliers and customers (December 2008)**

Quanta: economic demands facing the 7STAR unit

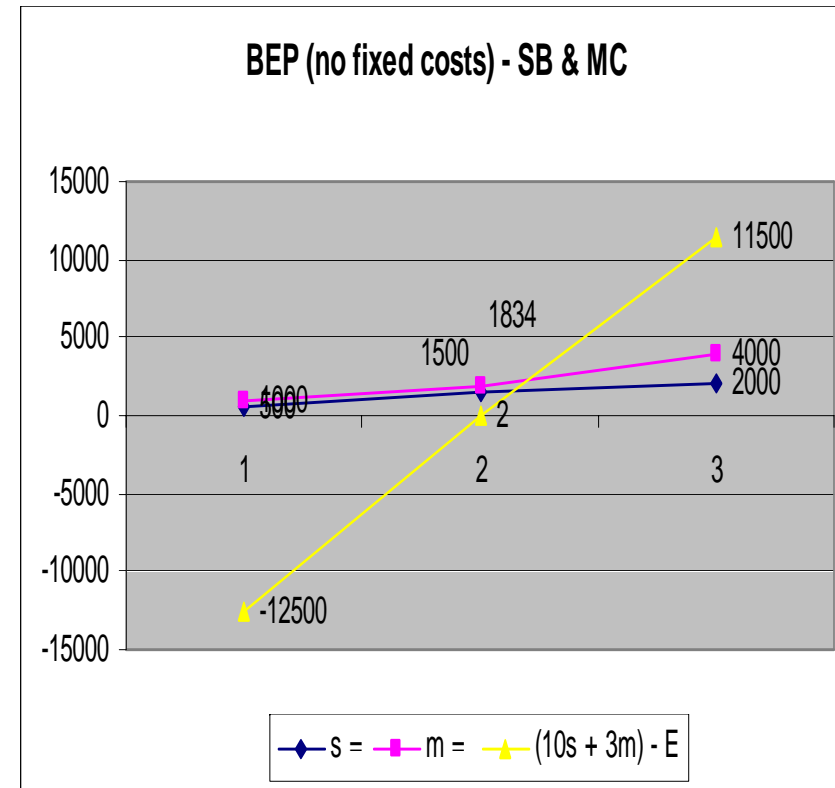


Recurrent cost	Amount/mo (rupees)
Utilities	12,500
Rent	15,000
Machine repair	1,000
Transport	4,000
Salaries (33)	16,500

Product	BEP (mo)	Capacity
Travel bag	456	125
Shop bag	2050	2500
M. Cover	6833	5000
KG bag	820	500
School	820	625
College	342	375
College hb	256	250
Office	178	125
Purse	1367	250
Ely bag	373	200
H purse	1367	250

Recommendations

- **Focus on shopping bags and mobile covers initially**
 - **BEP: $(10s + 3m) - E$**
 - **= 1500 shopping bags and 1834 mobile covers**
 - **Within current production capacity**
- **Expand into school bag market in 2009**
- **Look for cost efficiencies (raw materials, salary)**
- **Permanent production facility**

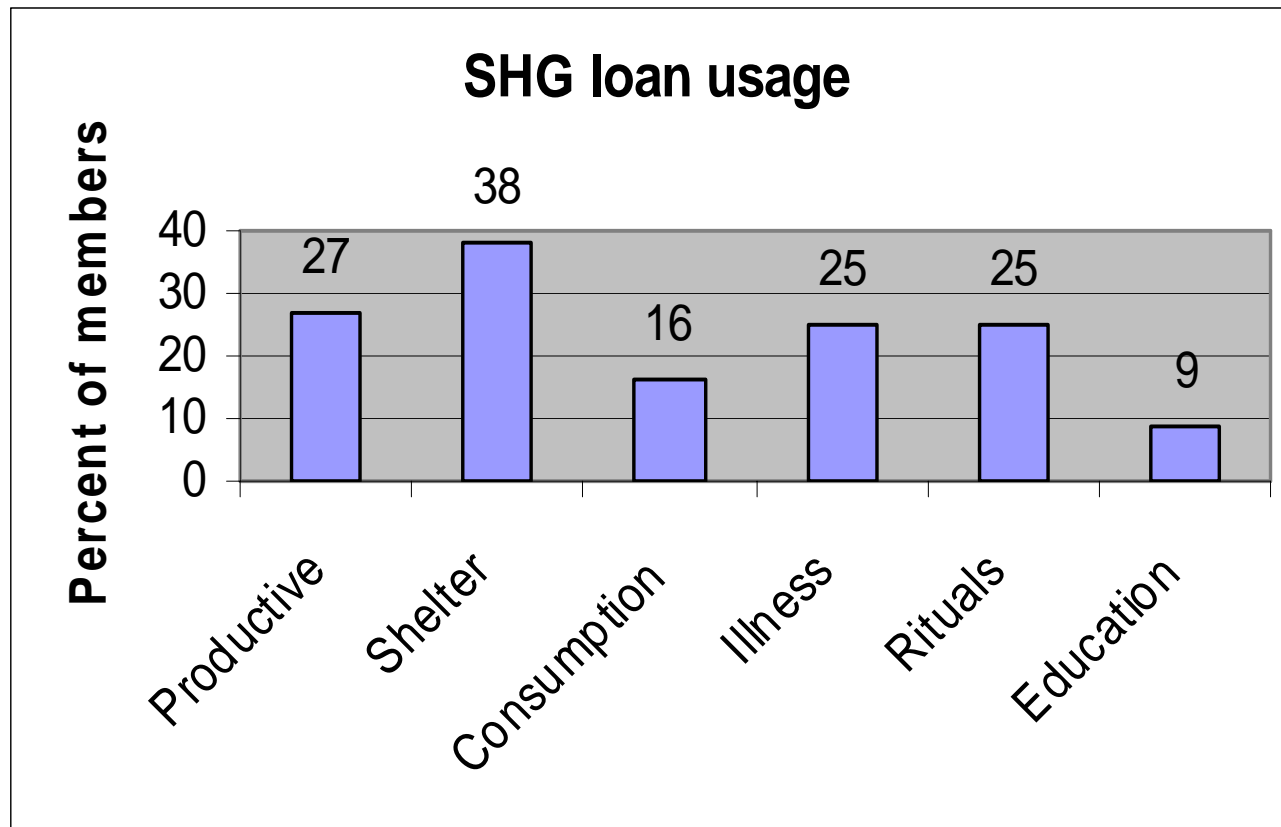


Project 2: SHG Federation



- **Project deliverables:**
 - **Socio-economic assessment of SHGs**
 - > **Focus on sociological impact**
 - **Create long term road map for Federation based on research findings**

SE findings: SHG loan use

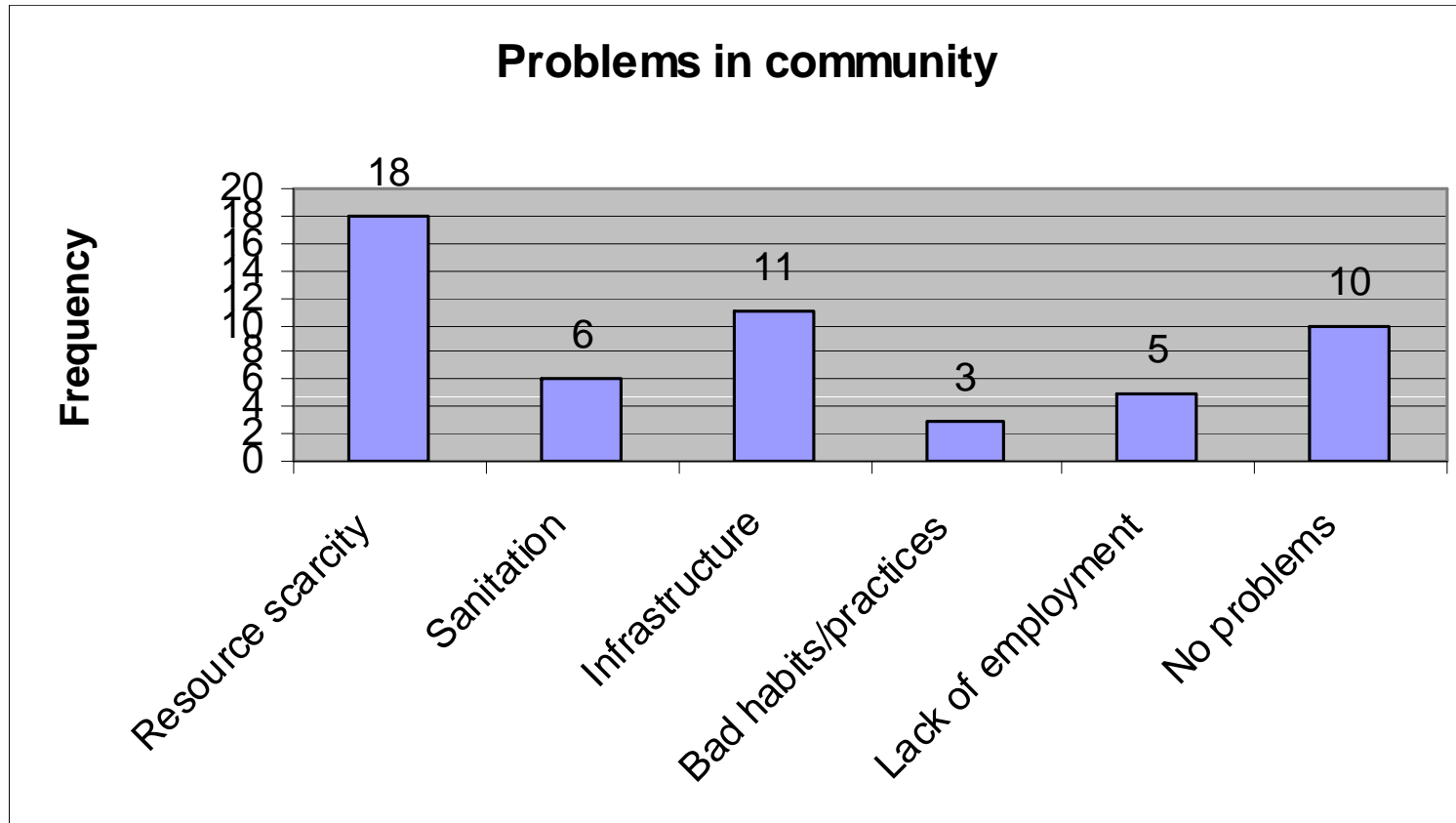




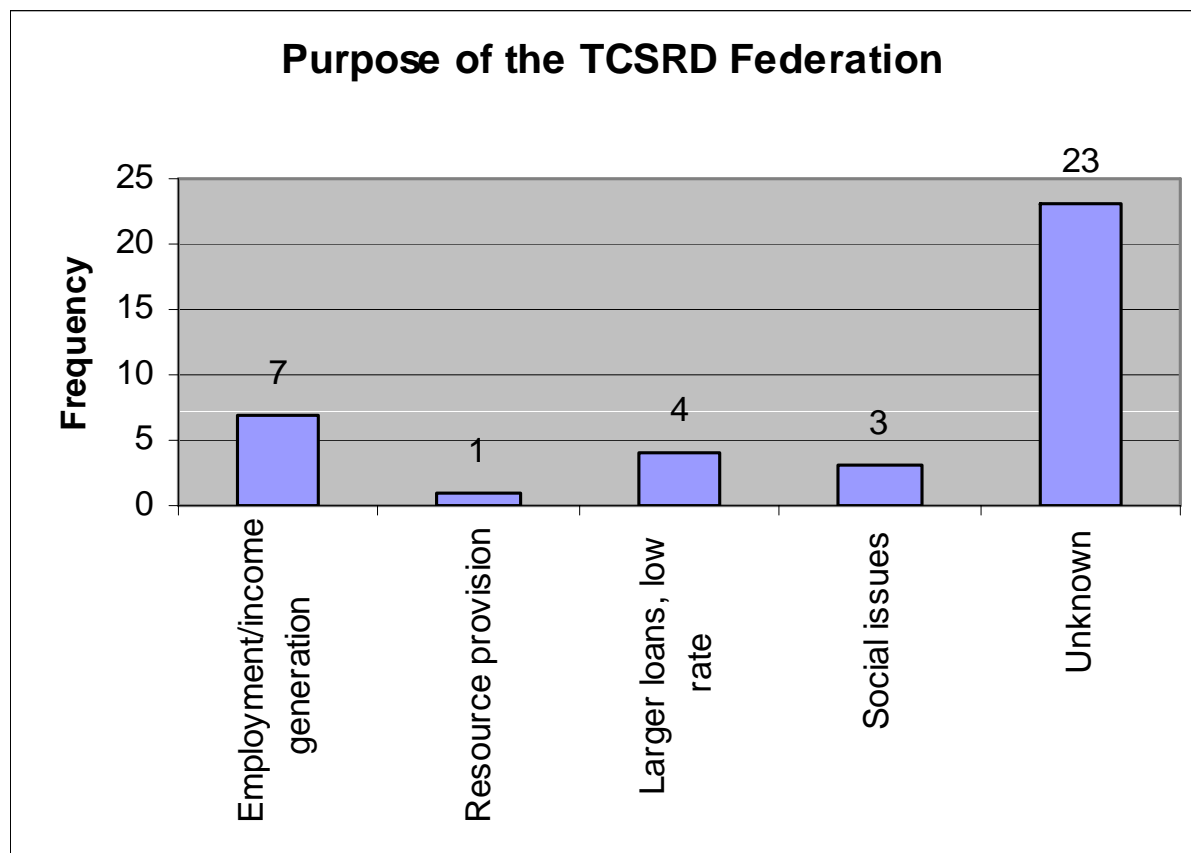
Findings: Education of children

- **Out of 44 male children, 32 were in school (NER = 71%)**
 - > **80% of parents plan on having them continue**
 - > **Expected educational lifespan = finish high school**
- **Out of 34 female children, 21 were in school (NER = 57%)**
 - > **50% of parents plan on having them continue**
 - > **Expected education lifespan = 7th standard**

Potential avenues for the federation?



Communication breakdown



Recommendations for the federation



- **Start a grassroots awareness campaign & evaluate communication ladder from Fed to SHGs**
 - **Already in place ('20 day plan')**
 - **Created 1 year communication plan for federation**
- **Set core competency (financial services) but work on social issues, too**
 - **Don't wait until registration to begin working on social issues that matter to members**
- **Decide whether you will include other community based organizations as members**



My Indian experience in numbers

- 10 villages visited
- 250 (and counting) cups of chai consumed
- 200 liters of mineral water
- 3 motorcycle rides around Mithapur
- 11 people who 'invited' themselves to my house in America
- 3 days on antibiotics
- 1 trip to the hospital
- 1 monkey sighting



Pre-internship conceptions

- **Of TATA**

- **Knew of TATA from presence in S Africa & recent Land Rover/Jaguar deal**
- **'TATA is doing some great things in India' (colleague)**
- **Skeptical of the motives behind CSR (any CSR)**
- **Otherwise not knowledgeable about work going on here**

- **Of India**

- **Country with a strong work ethic**
- **Diverse country of contrasts**
- **Little person space**
- **Knew I would be confronted with poverty on a scale much higher than my home country**
- **Sickness inevitable**



Major summer epiphanies

1. ***“Nothing, arguably, is as important today in the political economy of development as an adequate recognition of political, economic, and social participation and leadership of women.” (Amartya Sen, 1999)***
2. **If there are people living in a perilous and difficult geography, they are not necessarily to be pitied. Rather, we should regard them as intelligent and resourceful, and seek to learn something from them.**
3. **TATA CSR is genuine to the core**
4. **Sickness is inevitable**



A symbiotic relationship

Personal benefits

1. Experience a new culture
2. Internal perspective of development issues on the ground
3. Application of research practices I learned at Cambridge
4. Experience working on a development team

TCSR benefits

1. Real value added to 2 development projects
2. Get to mine the expertise from premier world universities
3. External perspective of development projects
4. Extra human capital on the team can accomplish more

Difficulties – Considerations for next year



- **Clearly define projects and deliverables so that the next intern doesn't end up with 3 projects**
 - **Communicate this at all levels (TCL Mithapur, Mumbai & Cambridge)**
- **Arrange a night village stay (if and where appropriate)**
- **Shorten length of internship to 8 weeks**
- **Pre-internship briefing on Indian culture (such as the 6 day work week!)**

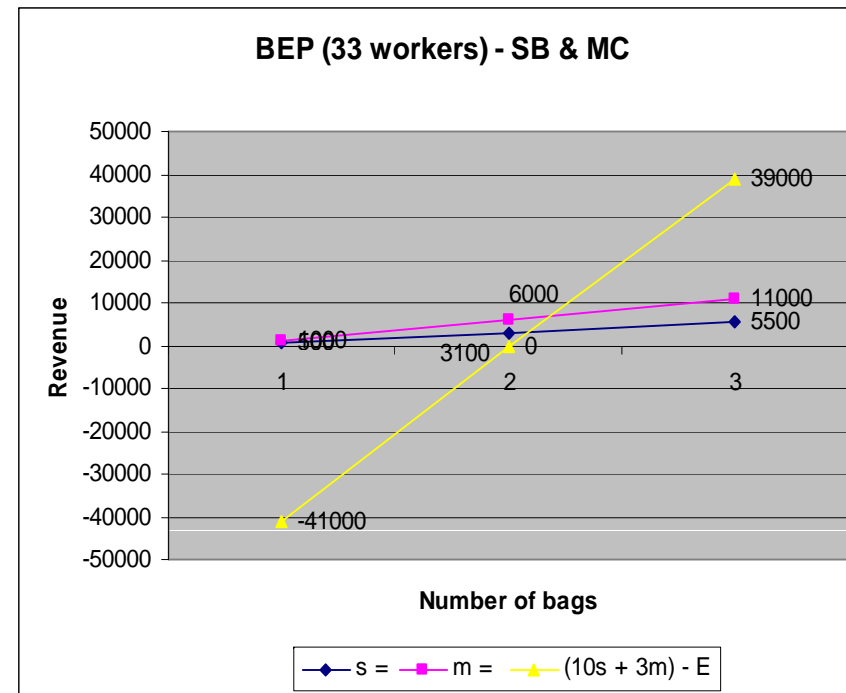
THANK YOU



Annex 1: Looking ahead for the 7STAR unit



- Once all costs are borne by the unit:
 - BEP = 3100 shopping bags and 6000 mobile covers
 - Not within current production capacity



Annex 2: Women's empowerment findings



	Pre SHG	After SHG
Attended community mtg.	13%	76%
Self confidence medium/high	11%	84%
Active in community	5%	55%
Confident to address small gathering	3%	71%

- 56% of HH make decisions together or by females
- 55% prefer female leadership in community
 - 13% prefer equality
- 79% say SHG changes the way she is treated
- Literacy rate = 26% (39% in surrounding community)

Annex 3: 2 recommendations for TCSR



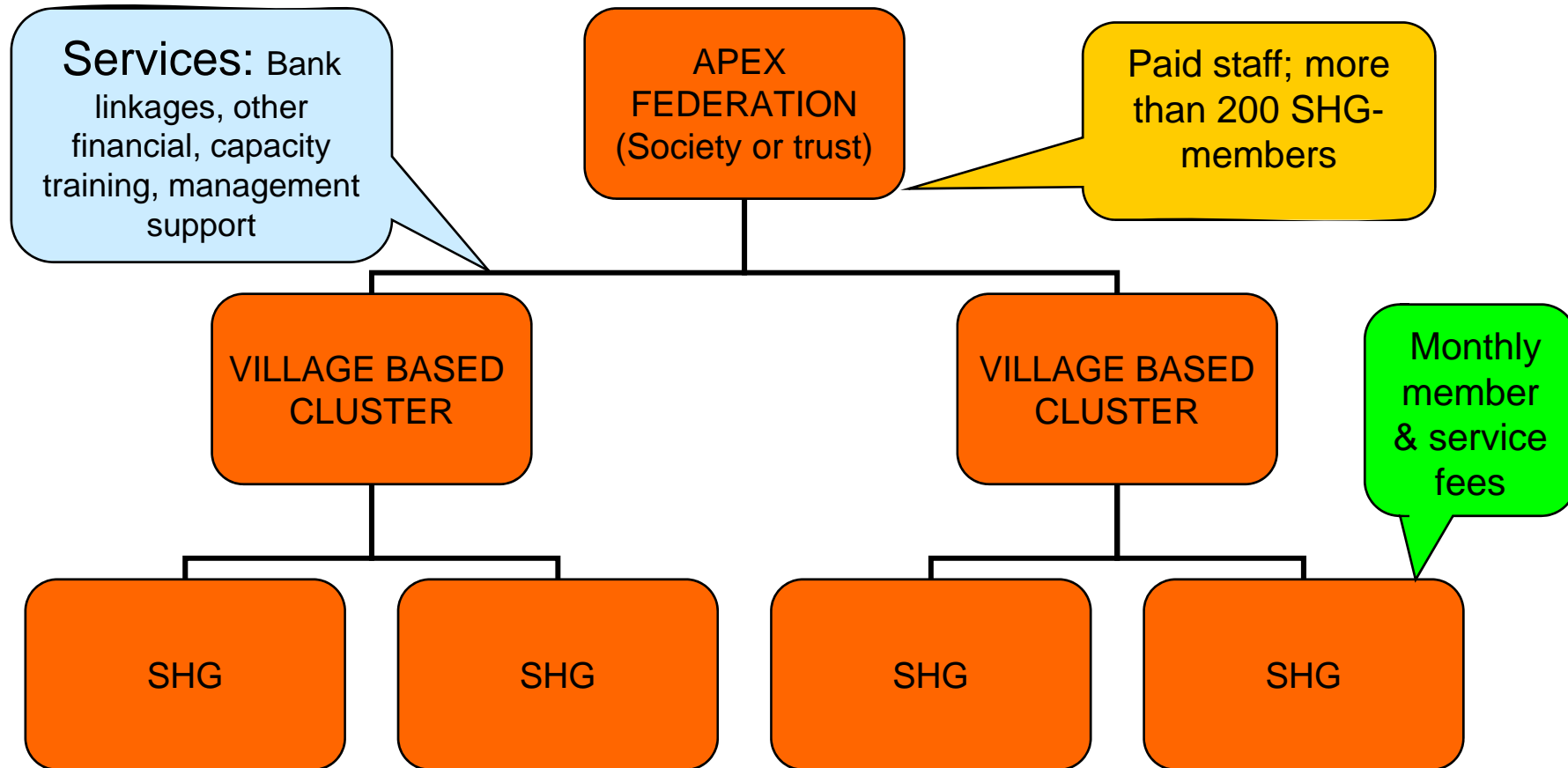
#1

- **Change to bottom-up approach (start small then scale up programs)**

#2

- **3 R's of program evaluation:**
 - **Randomized**
 - **Rigorous**
 - **Regular**

Annex 4: 3-tiered federation model (TCSR)



Annex 5: MYRADA federation model

