

BUSINESS GYM

Program Report





INDEX



Management profiles

04

Background

05

Program details

07

Demographic details

09

Scoring parameters

11

Overview of E-members

13

Areas of assistance

17

Profiles of E-members

19

Learnings

43

Way forward

44

Partners

45



Rajendra Joshi

Director, SAATH Livelihood Services

Rajendra Joshi is a social entrepreneur and has been working for the development of rural and urban poor since 1989, when he founded SAATH. He is an Ashoka and Schwab Fellow. He is actively engaged with social enterprises that extend vocational training and employment to communities at the Bottom of the Pyramid (BoP). He has also facilitated substantial interventions in public health and education, livelihood, infrastructure and basic services, micro-credit, natural resource management, institution building, organization development, public policy, conflict resolution and disaster management.

Professor S. Ram Kumar

CEO, Last Resort Consulting

Professor Kumar is the CEO of Last Resort, a consulting company that specializes in reversing information entropy gradients. With a M.Sc in Nuclear Physics from M.S. University, Baroda and a PGDM from IIM Ahmedabad, he specializes in marketing – specifically brand management, marketing of services, technology and creativity, entrepreneurship and innovation. He has worked extensively with MNCs, Government, NGOs and private enterprises. He has been on the Board of Trustees of SAATH Charitable Trust.

Niraj Jani

Executive Director, SAATH Charitable Trust

Niraj Jani is Executive Director of SAATH Charitable Trust. He has nine years of work experience in the development sector and two years of experience with research and teaching. He holds a M.Tech in Planning from Centre for Environmental Planning and Technology (CEPT), Ahmedabad and B.Arch from SCET Surat. In the past he has worked with Gujarat Maritime Board, All India Institute of Local Self Government and CEPT Research and Development Unit.

Bharat Baria

Project Co-ordinator, Business Gym

Bharat Baria has been working in SAATH's Business Gym project, supporting micro-entrepreneurs for their business expansion and management, since March 2016. He was also a part of SAATH's Rehabilitation and Resettlement project, specifically in counseling individuals and families affected due to the construction of the Ahmedabad-Gandhinagar Metro. Mr. Baria has a Post Graduate Diploma in Rural Management. In the past he has worked with International Centre for Entrepreneurship and Career Development.



BACKGROUND

In a developing country like India, small scale entrepreneurship plays a significant role in the economic development of the country. Small scale industries, because of their unique economic and organisational characteristics, play an important role in local employment creation, balanced resource utilisation, income generation and promoting social change.

While the benefits of micro-entrepreneurship are widely recognised, several problems are attached to forming, running and sustaining these enterprises in India.

Individual micro entrepreneurs (IMEs) operate on a small scale with daily transactions and small to non-existent profit margins. Their businesses are precarious, at constant risk of stagnation or complete failure. In recent years, various micro-finance programs have offered more possibilities for financial assistance than ever before. However, the other essential component for developing their business is knowledge of the product, the business, the market and strategies for effectively administering their business and increasing their competitiveness and productivity.

Based on this understanding, SAATH Livelihood Services established the 'Business Gym', to encourage setting up new enterprises, and provide support to existing entrepreneurs. The gym offers education on theoretical concepts and practical learning to new and existing entrepreneurs. Mentors of the gym help enrolled participants to understand various facets of entrepreneurship, apply the learning and constantly assess the impact the program has had on them.

SAATH Business Gym

The Business Gym serves entrepreneurs who cannot access the simplest and basic advice on setting up, running or sustaining small scale enterprises.

Mission

Arm informal, marginal and unorganised businesses for the 21st century market.

Rationale

- Self Employed, nano, micro, mini businesses are legitimate forms of entrepreneurship.
- The 'unorganised', 'informal' and 'marginal' sectors constitute a vast percentage of employment.
- Micro-entrepreneurship is a viable option for those not able to acquire 'job'.

Key Activities

Education and training on entrepreneurship, management skills, financial inclusion and soft skills.

Support in various dimensions of business operations.

Advocacy and communication on the benefits of micro-entrepreneurship.

Financial assistance and consultancy services.

Target segment

Individuals with the potential to become entrepreneurs

Existing businesses that have high value propositions



AIMS

Motivate, equip and moderate those wishing to become 'nano' entrepreneurs

Catalyse 'nano' businesses already in operation, to be more mainstream

Forecast and model new businesses

Help micro-enterprises achieve higher productivity and profitability

Make micro-entrepreneurs productive, proud and confident individuals

Selection of participants

179 micro-entrepreneurs were identified through different SAATH programs. These included programs of financial inclusion, Udaan, Nirman and Youth Force. A few were also identified individually from areas where SAATH undertakes programs and through informal discussions.

The SAATH Business Gym was introduced to participants in group meetings in six geographical locations in Ahmedabad. 15 such introduction meetings were organised.

A baseline survey of 94 participants who showed interest in the program was carried out in March 2016.

A detailed baseline survey of 67 short-listed participants was conducted between March and July 2016. Details were collected on demographics, type of business, turnover, monthly profits, family support, record keeping and accounts, credit facilities, existing marketing strategies, expansion plans, knowledge, access and use of technology, competition, personal and enterprise documentation, communication and negotiation skills, ability to handle challenging situations and the readiness to accept mentorship.

49 entrepreneurs were then finalised to be Entrepreneur-Members (E-Members) of the program.



To introduce the program to participants, an initial session was organised to give participants details on the social mission of SAATH and the Business Gym project.

A training program

was conducted for participants on the following modules:

Communication Skills

Teamwork

Business Simulation

Growth Scenarios

Entrepreneurial
Motivation/Filtration

Generating Business Plans

Financial Inclusion



Direct interventional inputs were designed and devised. **Pilot interventions were initiated with E-members to help them understand important business aspects**, such as finding and keeping customers, hiring and keeping good employees at reasonable wages, finding partners financing, developing a business strategy and updating it, manufacturing efficiency, setting up accounts and keeping records, getting materials and inputs at reasonable costs, marketing, sourcing, accounting, finance, inventory, operations, networking, etc.

All participants were aided in understanding the importance of **financial and identity proof documents**. This included health insurance, accident Insurance, life insurance, IT returns, PAN card, ration card, Aadhar card, voter ID, bank accounts, recurring deposits and fixed deposits.

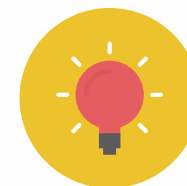
Continuous follow-up and hand holding was offered to participants. On a monthly basis, each E-Member was mentored and received inputs as per individual requirements. This included ideal timings for maximizing sales, finding and retaining staff, displaying rates to attract customers, identifying new business locations, adding new products, labelling products, sourcing documents, financial inclusion by opening bank accounts, wholesale marketing linkages, technical training and linkages with appropriate regulatory agencies.



'Apprentice' Camps were organised to give participants a practical understanding of business gym initiatives. For example, beauticians in the Juhapura locality of Ahmedabad, though technically competent were not confident about running their micro-enterprises. The apprentice camp enhanced their confidence through a simulation of customer interaction, marketing, account keeping, resource maximization and communication. Similar a knife sharpener and a cobbler were accompanied to new locations for increased market penetration.

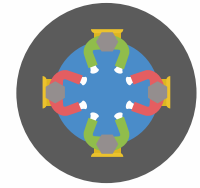
Research and Development (R&D) activities were a constant function at the program. Surveys were undertaken to determine scope and focus of enterprises, detailed participant profiles were developed on the basis of baseline data, field visits and walk-throughs helped to understand participant businesses thoroughly and meetings were organised with competitors of some members and government department officials.

Participants were helped to access **new credit linkages like Saath Savings and Credit Cooperative Society (SSCCS), and extend their networks through SAATH programs** like Youth Force, Nirmaan, Woman Network, UDAAN and URC.

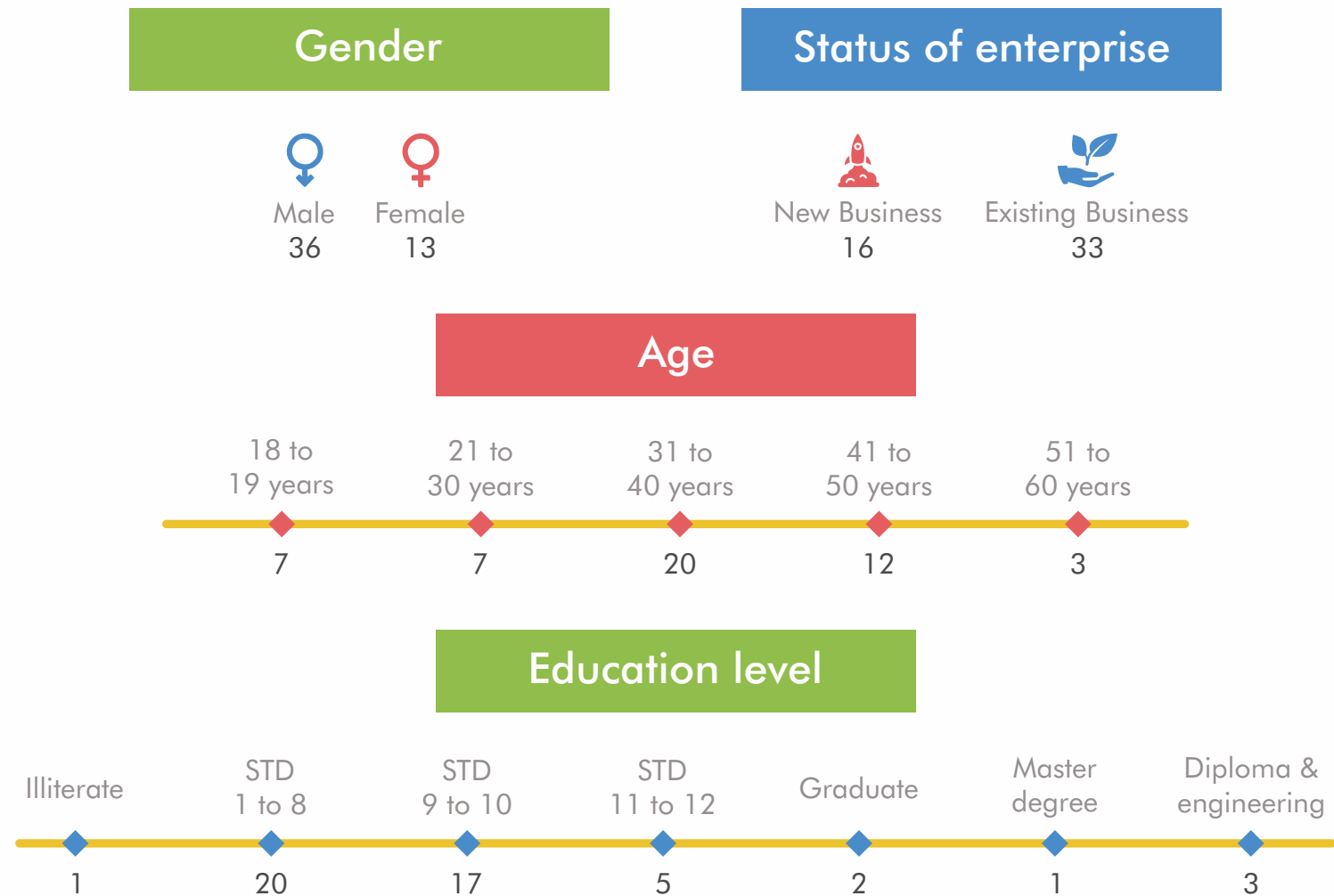


SOCIAL IMPACT

The social impacts of this are expected to be direct as well as subtle. It will enable micro-entrepreneurs to gain business stability and profitability. Access to new markets in terms of segments, application and value will be possible. New-age technologies and managerial prowess among these micro-entrepreneurs will improve their products/services, associated costs and improve the venture's branding and social image. Eventually, their profitability will add value to the 'main-stream' economy and society at large.



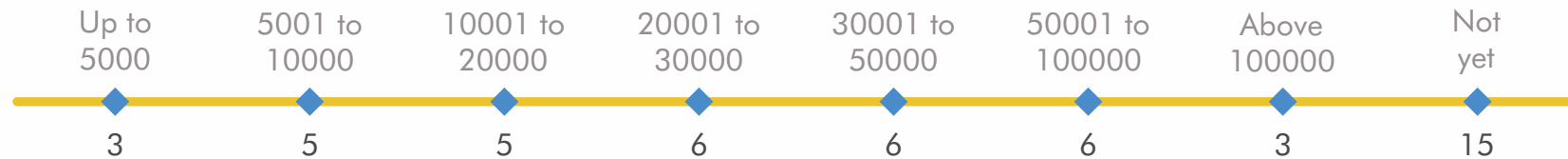
DEMOGRAPHIC DETAILS OF E-MEMBERS



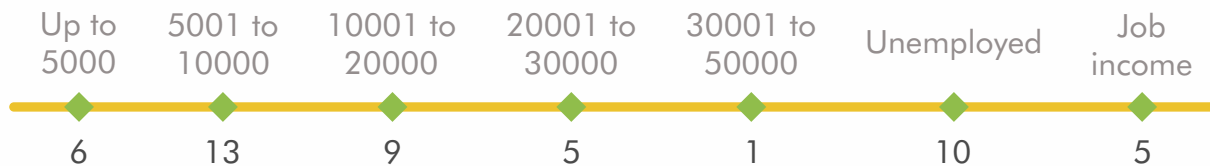
Enterprise operational since



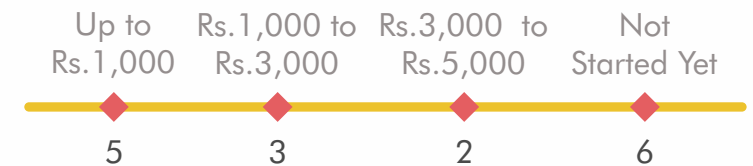
Monthly turnover (Rs.)



Monthly profit (Rs.)



Income of new entrepreneurs



SCORING PARAMETERS



A scoring mechanism for members has been designed to evaluate the assistance needed by the entrepreneur and the enterprise's sustainability. Ten different parameters were identified, to be scored on a scale of 1-10, with 1 representing a poor score while 10 represents an excellent score.

The parameters for scoring include -

1. Level of interaction

This parameter assesses the frequency with which the entrepreneurs keep in touch with their assigned mentor. Frequent interactions get higher scores in terms of this parameter.

2. Regulation

This parameter is based on the regulatory permissions that are required for the enterprise to run its business. Higher scores are accorded to those enterprises that do not require any official permissions to be undertaken.

3. Type of infrastructural set-up

This indicator grades the existing operational premises of the entrepreneur. This has been broken down into owned, rented or mobile premises. Higher scores are given to entrepreneurs who own their operational premises.

4. Required capital

This parameter gauges the working capital requirement of the entrepreneur, which ranges from Rs.0 - Rs 5 Lakh. Lower capital requirements are given a higher score.

5. Confidence and soft skills

The entrepreneur's self-confidence and ability to communicate and negotiate with customers, who in many cases belong to a higher social category, are scored under this parameter. The score of 1 signifies a poor score whereas as 10 signifies an excellent score.

6. Impact of the training

The level of impact on the entrepreneur's ability and skill from the mentoring and training is rated under this parameter. It also assesses the amount of further training the entrepreneur needs. Well-trained and skilled entrepreneurs get high scores.

7. Skill Levels

This parameter is based on the skills of the entrepreneur in running his enterprise. These skills include marketing, accounting, and ability to access credit, inventory management and networking in business. Entrepreneurs with good knowledge on the topics receive high scores.

8. Knowledge on branding

This parameter rates the entrepreneur's ability to create a brand for her/his product or services. The score of 1 signifies a poor score whereas as 10 signifies an excellent score.

9. Risks associated with Product/Service

The nature of the product or service of the entrepreneur and risks associated with the same, are scored under this parameter. This looks at aspects of risks like internal consumption, human touch, and others. High-risk enterprises get lower scores as against low risk products or services which get high scores.

10. Marketing skills

This parameter is based on the entrepreneur's ability to explain the uniqueness, qualities or benefits of the product or service. The score of 1 signifies a poor score whereas as 10 signifies an excellent score.

Marketing, accounting, finance, inventory, networking were additional parameters gauged of members. In addition, class comfort was also assessed in terms of personal and business.



OVERVIEW OF E-MEMBERS



Services



Name



Gender



Business



Score

Ganpatbhai Babubhai Makwana

Male

Cleaning services

106

Kiranbhai Bhanubhai Bhathi

Male

Sofa cleaning

118

Laxmanbhai Nemaji Parmar

Male

Furniture repair and trade

100

Bhagwandas Fojaji Borana

Male

Decorator service

117

Ranjitsinh Trikmaji Sargara

Male

Carpentry

106

Shree Dayal Rajput

Male

Construction work

106

Natvarbhai Revabhai Parmar

Male

Shoe polish

111

Shureshbhai Devjibhai Chavda

Male

Shoe repair

103



Beautician Services



Name



Gender



Business



Score

Tehsinbanu Mehmudbhai Shaikh

Female

Beauty parlour

111

Rehanabanu Firozkhan Rathod

Female

Beauty parlour

113

Sayra Mohammad Sarif Shaikh

Female

Beauty parlour

117

Muskan Ashrafbhai Dhandhukiya

Female

Beauty parlour

111

Sahista shahjaha Jilani Shaiyad

Female

Beauty parlour

113

Rizwana Mohammad Yusuf Sheikh

Female

Beauty parlour

115

Saminabanu Samirbhai Sanghariyat

Female

Beauty parlour

113

Tabsumbanu Iqbal Hussain Kazi

Female

Beauty parlour

115

● New Business ● Existing Business



Food Related Services

 Name	 Gender	 Business	 Score
Ganeshgiri Maheshgiri Goswami	Male	Tea stall	101
Amrutbhai Nemaji Asarsa	Male	Flour mill	102
Rameshbhai Kasturji Parmar	Male	Vegetable stall	110
Komal Rohitkumar Padhiyar	Male	South Indian food stall	110
Kiranbhai Babubhai Chauhan	Male	Savoury snack sale	111
Vijaybhai Chinubhai Raval	Male	Savoury snack stall	114
Kamleshbhai Hakaji Asarsa	Male	Tea stall	111
Bhavnaben Shureshbhai Parekh	Female	Food and beverage stall	114
Sundarben Nareshbhai Sargara	Female	Savoury snack manufacture and sale	119
Kailashben Navinbhai Panchal	Female	Savoury snack sale	119
Vinodbhai Raval	Male	Tea stall	121
Monaben Bhati	Female	Tiffin service	108
Shantilal Kachruji Yadav	Male	Pickle sale	114

● New Business ● Existing Business



Technical Services



Name



Gender



Business



Score

Hakimbhai Imambhai Shama	Male	Mobile repairing	103
Baljeetsingh Gurjeetsingh Multani	Male	Two-wheeler repair workshop	111
Jagdishbhai Chunaji Sargara	Male	Electrician	118
Ganpatbhai Dahyabhai Solanki	Male	Plumbing services	106
Girishkumar Shankarlal Sonara	Male	TV repairing	118
Mohammad Ashraf	Male	Photography	105
Mohammad Aarif Abdul Rahim Shaikh	Male	Bullet motorcycle specialist	117
Ajaybhai Govabhai Saraniya	Male	Knife sharpening and repair	101
Jayprakash N.Rupala	Male	Electrical repair shop	115



Trading



Name



Gender



Business



Score

Nileshbhai Pannalal Shah	Male	Grocery shop	110
Kirit Chandrakantbhai Parmar	Male	Foot-ware sale	111
Babubhai Manilal Dantani	Male	Used tyre sale	107
Rameshbhai Bholaram Kumavat	Male	Scrap traders	106



Ready-made Garment Trading



Name



Gender



Business



Score

Pravinkumar Jayantilal Parmar
Nikulbhai Rameshbhai Vaghela
Hitul Chandubhai Darji
Vasantiben Himmatlal Borana
Chirag Vinodbhai Solanki

Male
Male
Male
Female
Male

Ready-made garment sale
Ready-made garment sale
Ready-made garment sale
Ready-made garment sale
Ready-made garment sale

108
123
121
122
117



Manufacturing



Name



Gender



Business



Score

Vijaybhai Kanjibhai Solanki
Dineshbhai Motibhai Makwana

Male
Male

Tube light choke manufacture
Phenol manufacture and sale

108
121

● New Business ● Existing Business

AREAS OF ASSISTANCE



The 49 E-members who participated in the Business Gym training program were given constant guidance and hand-holding support with the nuances of either setting up their own micro-enterprise or scaling-up the operations and customer outreach of already existing enterprises.

Assistance was extended specifically in the following areas –

Business operations

Funding

Marketing and sales

Accessing the business environment

Business operations



New Business

E-members who proposed to set up new enterprises were supported by the Business Gym trainers and mentors with key processes required for establishing formal mechanisms in business operations. They were trained on concepts like developing broad budgets, maintaining sales and purchase records and methods of calculating profit and loss.



Existing Business

For the E-members with existing enterprises, Business Gym trainers and mentors assisted them with streamlining, scaling-up and making more concrete the existing practices for managing and tracking sales, purchases, finances and other operational aspects. They were equipped to develop detailed itemized budgets and balance sheets. E-members were also encouraged to use Microsoft excel and other computer programs rather than written ledgers/account books.

Funding



New Business

The trainers and mentors oriented the E-members to the procedure for availing loans (from banks or micro-finance institutes) to fund their business initiatives. With reference and guidance from SAATH, majority of the E-members received loans, either from banks, micro-finance institutes or SAATH Savings and Co-operative Credit Society, that have helped meet a part of their business investments. To develop in the E-members a sense of ownership to their business initiatives, SAATH encouraged them to also contribute a part of the business investment from their personal savings.



Existing Business

The E-members who had existing business enterprises would generally meet the business investment through profits generated from their operations. However, very often, unstable profits and earnings made self-financing of business a challenge for the entrepreneurs. Moreover, it was difficult for them to avail of loans due to no guarantor to back their loan applications. Post their association with Business Gym, through a reference from SAATH most of the E-members have received loans, either from banks, micro-finance institutes or SAATH Savings and Co-operative Credit Society, to meet a major part of their business investment. Only a small part now depends on the profits from the business.

Marketing and sales



New Business

The E-members who set up new enterprises were primarily supported by Business Gym to build up a strong client base. They were supported to identify target customers and accordingly adopt strategies like tapping on personal networks, word of mouth communication, using material like pamphlets and banners etc.



Existing Business

The E-members who had existing enterprises were supported by Business Gym to increase customer outreach and sales. Along with more proactive networking and communication, they were equipped to use technology and social media platforms to scale-up their operations and reach. E-members were also encouraged to engage in branding techniques like creating product labels, standardized packaging etc. which would increase product credibility.

Accessing the business environment



New Business

The E-members were assisted to conduct an in-depth analysis of their operational area – specifically competitors, potential clients and other threats as well opportunities. All of the E-members successfully assessed the threats and opportunities in their business environments. This enabled them to clearly define operational and outreach strategies.



Existing Business

As the E-members who had existing enterprises were operating in their environment prior to their association with Business Gym, they were primarily aware of competitors, clients, suppliers and other aspects of their operational environment. However, they did not utilize this knowledge to efficiently plan activities and other operations. Business Gym trainers and mentors guided the E-members to assess their business environment and develop well thought out and comprehensive business plans.

SECTOR-WISE IMPACT AND PROFILES

SERVICE



SAATH's Business Gym training program extended micro-entrepreneurship knowledge and support to eight E-members in the sector of services. One E-member was supported to set-up a new enterprise and seven were supported to scale-up their existing enterprises. The E-members ranged between 32 and 58 years of age. Due to low educational qualifications and lack of formal skills it was difficult for them to professionally manage their business enterprises. Through the Business Gym program they were equipped in the nuances of micro-enterprise management.

Impact on E-members

One E-member was supported to set-up a new enterprise and seven were supported to scale-up their existing enterprises

The E-members who scaled-up existing enterprises, saw a 10-20% increase in income post their association with Business Gym

With support from Business Gym they possess bank accounts and also have in place identity proof documents like ration card, election card, PAN card and Aadhar card

E-member Profiles



New Enterprises



Ganpatbhai Babubhai Makwana
(Male, 40 years)



Godhavi, Ahmedabad



Cleaning Services



4-member family


Monthly household income: Rs. 35,000

Educational qualification:
Secondary school

Is preparing to initiate his
business initiative

Business Gym score: 106

Existing Enterprises

 Kiranbhai Bhanubhai Bhathi
(Male, 33 years)



 Behrampura, Ahmedabad

 Sofa Cleaning

 2-member family

Monthly household income: Rs. 11,000

Employment status: Private sector job

Additional monthly income of Rs. 4000 post the program

Business Gym score: 118

 Laxmanbhai Nemaji Parmar
(Male, 32 years)



 Behrampura, Ahmedabad


 Furniture Repair and Trade

 8-member family

Monthly household income: Rs. 15,000

14% increase in monthly income post the program

Business Gym score: 100

 Bhagwandas Fojaji Borana
(Male, 58 years)



 Behrampura, Ahmedabad


 Decorator Service

 3-member family

Monthly household income: Rs. 10,000

Monthly income of Rs. 12,000 post the program

Business Gym score: 117

 **Ranjitsinh Trikmaji Sargara**
(Male, 32 years)



 Vasna, Ahmedabad


 Carpentry

 4-member family

Monthly household income: Rs. 20,000

20% increase in monthly income post the program

Business Gym score: 106

 **Shree Dayal Rajput**
(Male, 46 years)



 Meghaninagar, Ahmedabad

 Construction Work


 6-member family

Monthly household income: Rs. 18,000

Educational qualification: Lower secondary

20% increase in monthly income post the program

Business Gym score: 106

 **Natvarbhai Revabhai Parmar**
(Male, 47 years)



 Gomtipur, Ahmedabad

 Shoe Polish

 4-member family

Monthly household income: Rs. 17,000

Educational qualification: Graduate

Monthly income: Rs. 6000

Monthly income of Rs. 7000 post the program

Business Gym score: 111

 Sureshbhai Devjibhai Chavda
(Male, 42 years)



 Vejalpur, Ahmedabad

 Shoe Repair

 3-member family

Monthly household income: Rs. 13,500

Educational qualification:
Secondary school

Monthly income: Rs. 3500

Monthly income of Rs. 4500 post
the program

Business Gym score: 103



BEAUTICIAN SERVICES



SAATH identified 8 girls and women for their technical training on beautician services. They ranged between 18 and 35 years of age and belonged to families with monthly incomes ranging between Rs. 8000 and Rs. 20,000. Their educational qualification ranged between secondary and higher secondary school. Low educational status made it difficult for them to secure employment. The Business Gym training program provided them an opportunity to learn skills that would enable them to have an income and contribute to better their family's economic situation.


Impact on E-members

After undergoing the Business Gym technical training on facial and bridal make-up, they started their own home-based beauty parlors in September 2016.

The monthly income from the new business initiative ranges between Rs. 1000 and Rs. 4500. All of them did not earn any income before the program.

With support from Business Gym they possess bank accounts and also have identity proof documents like ration card, election card, PAN card and Aadhar card.

E-member Profiles

 **Tehsinbanu Mehmudbhai Shaikh**
(Female, 20 years)



 **Juhapura, Ahmedabad**

 **4-member family**

Monthly household income: Rs. 8,300

Monthly income of Rs. 1000 post the program

Business Gym Score: 111



Rehanabanu Ferozkhan Rathod
(Female, 35 years)



Juhapura, Ahmedabad



7-member family

Monthly household income: Rs. 9000

Monthly income of Rs. 1000 post the program

Business Gym score: 113



Sayra Mohammad Hanif
(Female, 20 years)



Juhapura, Ahmedabad



4-member family

Monthly household income: Rs. 9000

Monthly income of Rs. 1800 post the program

Business Gym score: 117



Muskan Ashrafbhai Dhandhukiya
(Female, 19 years)



Juhapura, Ahmedabad



4-member family

Monthly household income: Rs. 10,000

Educational qualification: Higher Secondary School

Monthly income of Rs. 1200 post the program

Business Gym score: 111



Sahista Shahjaha Jilani Shaiyad
(Female, 19 years)



Juhapura, Ahmedabad



5-member family

Monthly household income: Rs. 9,000

Educational qualification:
Secondary School

Monthly income of Rs. 700 post
the program

Business Gym score: 113



Saminabanu Samirbhai Sanghariyat
(Female, 31 years)



Juhapura, Ahmedabad



4-member family

Monthly household income: Rs. 20,000

Educational qualification:
Secondary School

Monthly income of Rs. 600 post
the program

Business Gym score: 113



Rizwana Mohammad Yusuf Shaikh
(Female, 35 years)



Juhapura, Ahmedabad



4-member family

No stable family income

Educational qualification:
Secondary School

Monthly income of Rs. 4500 post
the program

Business Gym score: 115



Tabasumbanu Iqbal Hussain Kazi
(Female, 18 years)



Juhapura, Ahmedabad



6-member family

Monthly family income: Rs. 12,000

Educational qualification:
Secondary School

Monthly income not specified. Has
proposed to work commercially in
the next 3 months

Business Gym score: 115





FOOD RELATED SERVICE

SAATH Business Gym training program supported thirteen E-members in the sector of food related services. Out of the thirteen E-members, three set up new enterprises and ten were capacitated to scale-up their existing enterprises. The E-members ranged between 21 and 55 years of age and had a monthly household incomes between Rs. 9500 and Rs. 55,000. The E-members had no formal skills to formally and efficiently manage business enterprises. The training provided by Business Gym was an opportunity for them to hone their micro-entrepreneurship skills.

Impact on E-members

Three E-members set up new business enterprises and ten successfully scaled-up their existing enterprises

Two out of the three E-members setting up new business enterprises have successfully planned their business operations and activities and one of them is earning a monthly income of Rs. 4500 from the new initiative

For the ten E-members who scaled up existing business enterprises, they saw a monthly income growth ranging between Rs. 1000 and Rs. 10,000

With support from Business Gym they possess bank accounts and also have in place identity proof documents like ration card, election card, PAN card and Aadhar card

E-member Profiles



New Enterprises



Ganeshgiri Maheshgiri Goswami
(Male, 21 years)



Naroda, Ahmedabad



Tea Stall



4-member family

Monthly household income: Rs. 15,000

Employment status: Job in the printing industry with a monthly income of Rs. 7,500

Is preparing to initiate his business initiative

Business Gym score: 101

 Amrutbhai Nemaji Asarsa
(Male, 25 years)



 Behrampura, Ahmedabad


 Flour Mill

 8-member family

Monthly household income: Rs. 15,000

Is preparing to initiate his business initiative

Business Gym score: 102

 Rameshkumar Kasturji Parmar
(Male, 42 years)



 Behrampura, Ahmedabad

 Vegetable Stall

 5-member family


Monthly household income: Rs. 12,000

Employment status: Contract labourer with a monthly income of Rs. 12,000

Additional monthly income of Rs. 4500

Business Gym score: 110

Existing Enterprises

 Komal Rohitkumar Padhiyar
(Female, 26 years)



 Behrampura, Ahmedabad


 South Indian Food Stall

 4-member family

Monthly household income: Not stable

Monthly income of Rs. 1,100 post the program

Business Gym score: 110

 **Kiranbhai Babubhai Chauhan**
(Male, 31 years)



 **Jamalpur, Ahmedabad**

 **Savoury Snack Sale**

 **6-member family**

Monthly household income: Rs.
16,000

20% increase in monthly income
post the program

Business Gym score: 111

 **Vijaybhai Chunibhai Raval**
(Male, 37 years)



 **Vasna, Ahmedabad**

 **Savoury Snack Stall**


 **4-member family**

Monthly household income: Rs.
24,000

Educational qualification:
Secondary school

25% increase in monthly income
post the program

Business Gym score: 114

 **Kamleshbhai Hakaji Asarsa**
(Male, 35 years)



 **Behrampura, Ahmedabad**


 **Tea Stall**

 **5-member family**

Monthly household income: Rs.
25,000

Monthly income of Rs. 31,000
post the program

Business Gym score: 111

 **Bhavanaben Shureshbhai Parekh**
(Female, 42 years)



 **Naroda, Ahmedabad**

 **Food and Beverage Stall**

 **4-member family**

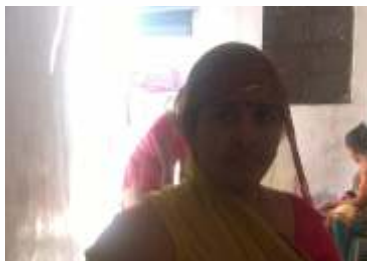
Monthly household income: Rs. 22,500

Monthly income: Rs. 4500


Monthly income of Rs.6500 post the program

Business Gym score: 114

 **Sundarben Nareshbhai Sargara**
(Female, 32 years)



 **Vasna, Ahmedabad**

 **Savoury Snack Manufacture and Sale**


 **6-member family**

Monthly household income: Rs. 15,000

Educational qualification: Standard 8 (secondary school)

Monthly income of Rs. 19,000 post the program

Business Gym score: 119

 **Kailashben Nainbhai Panchal**
(Female, 45 years)



 **Chandlodiya, Ahmedabad**

 **Savoury Snack Sale**

 **4-member family**


Monthly household income: Rs. 28,000

Educational qualification: Standard 10 (secondary school)

Monthly income: Rs. 9000

Monthly income of Rs. 11,000 post the program

Business Gym score: 119

 **Vinodbhai Raval**
(Male, 55 years)



 **Paldi, Ahmedabad**

 **Tea Stall**

 **5-member family**


Monthly household income: Rs. 55,000

Educational qualification: Secondary school

Monthly income: Rs. 30,000

Monthly income of Rs. 40,000 post the program

Business Gym score: 121

 **Monaben Bhati**
(Female, 45 years)



 **Vejalpur, Ahmedabad**

 **Tiffin Service**

 **4-member family**

Monthly household income: Rs. 9,500

Educational qualification: Lower secondary school

Monthly income: Rs. 3,500

Monthly income of Rs. 4,500 post the program

Business Gym score: 108

 **Shantilal Kachruji Yadav**
(Male, 54 years)



 **Ghatlodiya, Ahmedabad**

 **4-member family**

Monthly household income: Rs. 27,500

Educational qualification: Secondary school

Monthly income: Rs. 3,500

10% increase in monthly income post the program

Business Gym score: 114



SAATH's Business Gym training program supported eight E-members who had existing enterprises providing a range of technical services. The E-members ranged between 25 and 42 years of age. Majority had low educational qualifications. This made it difficult for them to bring formal and strategic mechanisms in business management and consequently increase outreach, earnings and profit. Business Gym training program provided them with the opportunity to learn the nuances of efficiently and professionally managing as well expanding business operations.

Impact on E-members

The E-members were able to develop concrete business plans, increase customer outreach and earnings.

Majority of the E-members saw an increase in monthly income post the training program. The income increase ranged between Rs. 1500 and Rs. 5000

With support from Business Gym they possess bank accounts and also have in place identity proof documents like ration card, election card, PAN card and Aadhar card

E-member Profiles



Existing Enterprises



Hakimbhai Imambhai Shama
(Male, 38 years)



Fatehwadi, Ahmedabad



Mobile Repairing



5-member family

The monthly household income: Rs. 22,000

Employed in a private job along with managing his own business enterprise

20% increase in monthly income post the program

Business Gym score: 103



Baljeetsingh Gurjeetsingh Multani
(Male, 25 years)



Gota, Ahmedabad



Two-wheeler Repair Workshop



5-member family

Monthly household income: Rs. 50,000

Educational qualification:
Mechanical engineer

Monthly income from business: Rs. 25,000

Monthly income of Rs. 30,000
post the program

Business Gym score: 111



Jagdishbhai Chunaji Sargara
(Male, 32 years)



Behrampura, Ahmedabad



Electrician



4-member family

Monthly household income: Rs. 12,000

Educational qualification:
Secondary school

Monthly income of Rs. 16,000
post the program

Business Gym score: 118



Ganpatbhai Dahyabhai Solanki
(Male, 32 years)



Naroda, Ahmedabad



Plumbing Services



4-member family

Monthly household income: Rs. 40,000

Educational qualification:
Secondary school

Monthly income from business: Rs. 6000

Monthly income of Rs. 7,500 post
the program

Business Gym score: 106



Girishkumar Shankarlal Sonara
(Male, 42 years)



Vejalpur, Ahmedabad



TV Repairing



4-member family

Monthly household income: Rs.
32,000

Monthly income from business: Rs.
10,000

**20% increase in monthly income
post the program**

Business Gym score: 118



Mohammad Ashraf
(Male, 39 years)



Juhapura, Ahmedabad



Photography



4-member family

Monthly household income: Rs.
10,000

Educational qualification:
Secondary school

**Monthly income of Rs. 12,000
post the program**

Business Gym score: 105



Mohammad Aarif Abdul Rahim Shaikh
(Male, 39 years)



Mirzapur, Ahmedabad



Bullet Motorcycle Specialist



6-member family

Monthly household income: Rs.
40,000

Educational qualification:
Secondary school

**Monthly income of Rs. 45,000
post the program**

Business Gym score: 117



Ajaybhai Govabhai Saraniya
(Male, 35 years)



Narol, Ahmedabad



Knife Sharpening and Repair



4-member family

Monthly household income: Rs.
3,500

Educational qualification: Illiterate

Monthly income of Rs. 4,100 post
the program

Business Gym score: 101



Jayprakash N. Rupala
(Male, 39 years)



Meghaninagar, Ahmedabad



Electrical shop



5-member family

Monthly household income: Rs.
11,000

Educational qualification:
Secondary school

Monthly income of Rs. 13,000
(15% increase)

Business Gym score: 115



TRADING



SAATH's Business Gym training program supported four E-members to enhance their micro-entrepreneurship skills in the trading sector. The E-members fell between 32 and 50 years of age. Their monthly income ranged between Rs. 8000 and Rs. 15,000. All of them were the only earning members of their families and managing the financial requirements of the household with their income alone was a challenge. With all of them being existing entrepreneurs, the Business Gym training program provided them with technical knowledge to enhance their businesses and eventually increase earnings.

Impact on E-members

The E-members were capacitated to scale-up and formalize their existing business operations and increase customer outreach

Majority of the E-members saw an average increase of Rs. 3000 in their monthly earning post their association with Business Gym

With support from Business Gym they possess bank accounts and also have in place identity proof documents like ration card, election card, PAN card and Aadhar card

E-member Profiles



Existing Enterprises



Nileshbhai Pannalal Shah
(Male, 32 years)



Vasna, Ahmedabad



Grocery Shop



5-member family

Monthly household income: Rs. 15,000

Educational qualification:
Secondary school

Monthly income of Rs. 18,000
post the program (20% increase)

Business Gym score: 110

 **Kirit Chandrakantbhai Parmar**
(Male, 50 years)



 Kalupur, Ahmedabad

 Foot-ware Sale

 4-member family

Monthly household income: Rs. 10,000

Educational qualification:
Secondary school

Monthly income of Rs. 13,000
post the program

Business Gym score: 111

 **Rameshbhai Bholaram Kumavat**
(Male, 38 years)



 Paldi, Ahmedabad

 Scrap Traders


 7-member family

Monthly household income: Rs. 15,000

Educational qualification:
Secondary school

10% increase in monthly income
post the program

Business Gym score: 106

 **Babubhai Manilal Dantani**
(Male, 35 years)



 Shahpur, Ahmedabad

 Used Tyre Sale

 5-member family

Monthly household income: Rs. 8,000

Educational qualification:
Secondary school

10% increase in monthly income
post the program

Business Gym score: 107



READY-MADE GARMENT TRADING

SAATH's Business Gym program assisted six E-members in the sector of ready-made garment trading. Three E-members were supported to set up new micro-enterprises and the remaining three were provided guidance on how to scale-up their already existing trades. The E-members ranged between 21 and 48 years of age, with only one out of the six being female. Their educational qualification ranged between secondary school and graduation. Their monthly household incomes ranged between Rs. 15,000 and Rs. 26,000. This level of income often made meeting all financial requirements of the household a challenge. The Business Gym training program provided the E-members with the entrepreneurship skills, which could bring financial stability for themselves and their families.

Impact on E-members

Three E-members initiated their own ready-made garment sale business and the other three E-members successfully scaled up their existing operations and increased customer outreach.

For E-members who newly initiated their business, one has a monthly income of Rs. 3000 and two are still preparing to start the business.

E-members who scaled-up their existing enterprises saw a 15-25% increase in monthly incomes compared to before.

With support from Business Gym they possess bank accounts and also have in place identity proof documents like ration card, election card, PAN card and Aadhar card.

E-member Profiles



New Enterprises



Pravinkumar Jayantilal Parmar
(Male, 27 years)



Saraspura, Ahmedabad



4-member family

Monthly household income: Rs. 15,000

Employed in a private job with a monthly income of Rs. 7000

Additional monthly income of Rs. 3000

Business Gym score: 108



Nikulbhai Rameshbhai Vaghela
(Male, 21 years)



Saraspur, Ahmedabad



4-member family

Monthly household income: Rs. 26,000

Employment status: Private job with a monthly income of Rs. 10,000

Is preparing to initiate a home-based business

Business Gym score: 123



Hitul Chandubhai Darji
(Male, 21 years)



Odhav, Ahmedabad



5-member family

Monthly household income: Rs. 25,000

Educational qualification: Diploma in mechanical engineering

Is preparing to initiate his business in December 2016

Business Gym score: 121



Existing Enterprises



Vasantiben Himmatlal Borana
(Female, 48 years)



Vasna, Ahmedabad



6-member family

Monthly household income: Rs. 16,000

Educational qualification: Lower Secondary School

Monthly income of Rs. 12,500 (25% increase)

Business Gym score: 122



Chirag Vinodbhai Solanki
(Male, 25 years)



Asarva, Ahmedabad



7-member family

Monthly household income: Rs.
18,000

Educational qualification: Graduate

Monthly income of Rs. 9500 (20%
increase)

Business Gym score: 117



MANUFACTURING



SAATH's Business Gym training program extended micro-entrepreneurship knowledge and support to two E-members in the sector of manufacturing. One E-member was supported to set up a new micro-enterprise and one was supported to scale up his existing enterprise. With their household incomes ranging between Rs. 16,000 and Rs. 22,000, the E-members saw the Business Gym program as an opportunity to increase their incomes and thus ensure a better financial status for themselves and their families.

Impact on E-members

One E-member initiated his own tube-light choke manufacturing business and the other E-member successfully enhanced the operation and management of his phenol manufacturing business

The E-member who initiated a new business has started earning a monthly income of Rs. 1500

The E-member who was helped with developing the efficiency of his existing business enterprise saw an income increase of Rs. 3500

With support from Business Gym they possess bank accounts and also have in place identity proof documents like ration card, election card, PAN card and Aadhar card

E-member Profiles



New Enterprises



Vijaybhai Kanjibhai Solanki
(Male, 21 years)



Narol Gam, Ahmedabad



Tube-light Choke Manufacture



Four-member family

Monthly household income: Rs. 16,000

Educational qualification: Higher secondary

Monthly income of Rs. 1500 post the program

Business Gym score: 108



Existing Enterprises



Dineshbhai Motibhai Makwana
(Male, 45 years)



Vasna, Ahmedabad



Phenol Manufacture and Sale



Eight -member family

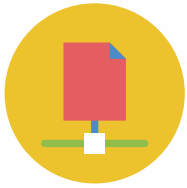
Monthly household income: Rs.
22,000

Educational qualification: Higher
secondary

Increase in monthly income from
Rs. 15,000 to Rs. 18,000 post the
program

Business Gym score: 121





LEARNINGS

1. Existing and new Micro-Entrepreneurs require different inputs.
2. New Micro-Entrepreneurs are willing to attend formal training and camps. Existing entrepreneurs prefer mentoring and counselling at the site of business.
3. Record keeping of sales, inventory, expenses and income is far from satisfactory. These aspects had to be strengthened in all participants.
4. Cash flow management and not being able to calculate profit correctly is a prevailing weakness.
5. A sense of fatalism prevailed regarding regulatory approvals. It was assumed that they will not be able to obtain approvals and thus preferred bribes as a regular solution. Similarly regulatory authorities do not grant approvals because it is not seen as a priority.
6. A majority of participants were not financially literate. This is a major reason for not being able to access credit for expansion of enterprises.
7. New marketing strategies were not readily accepted as they were seen as an expense, which may not result in increased business. This was especially true for e-marketing.
8. Awareness of new technologies was limited. At the same time, the willingness to learn about new technologies was absent, unless proved to be useful by others.
9. On the job and direct coaching is required to demonstrate the effectiveness of a new strategy.
10. Short, medium and long term budgeting is a major challenge. This results in crisis situations because resources are often utilized for social events which are not foreseen or budgeted for.
11. Sourcing of inventory from wholesale merchants is a challenge. Participants are either not aware of wholesalers or are not able to close their enterprises to go to wholesalers.
12. There was a lack of willingness among participants to employ more people out of a fear of theft and under-reporting.
13. Levels of education were mainly up-to primary or secondary school, which was an obstacle in program implementation.
14. Premises and investment are major determinants. Those who have a family backing or family tradition have an advantage.
15. New Micro-Entrepreneurs require market linkages and financial assistance. Formal training program had a high impact on knowledge levels.
16. An absolute absence of formal financing is the biggest hurdle for new MEs.



WAY FORWARD

Our program promotes and supports micro-entrepreneurship in challenging contexts, to build sustainable businesses that provide products, services and livelihood opportunities for low-income communities.

We establish and select ventures that can deliver a clear social impact, while being commercially viable. The program helps entrepreneurs to understand, measure and improve their social impact, while connecting them with relevant mentors and experts who will enable them to thrive and establish strong businesses.

The successes of business gym and its members, will illustrate the benefits of micro- entrepreneurship. We are certain participants will be good examples of the potential of small-scale businesses, with the right kind of support.

In the near future, our focus shall be on developing a cadre of personnel, who will facilitate expansion of the reach and effectiveness of the program. Strengthening the documentation and monitoring processes of the program is of utmost importance in the program. We also intend to include more types of businesses and lay emphasis on R&D to innovate new services and products to offer to youth interested in micro-entrepreneurship.

The program shall be strengthened if it is integrated with existing SAATH programs, such as Nirman which trains electricians, plumbers and masons who want to become entrepreneurs., and Saath Savings and Credit Cooperative Society which can offer financial products and has a large membership of micro-entrepreneurs.

We look forward to partnering with organisations who share a similar vision and increase our networks with NGOs and Government initiatives that support micro-entrepreneurs.

Sustainability of the business gym initiative is also targeted, and charging minimal fees to participants is being considered. Finally, we are developing specific units which aid in marketing support and financial literacy for participants.

We hope that this report will help illuminate strategies and examples for providing support to micro level entrepreneurs in challenging environments, offering practical advice to them, and ultimately, building an equitable and sustainable future.



PARTNERS

Implementing Agency



SAATH Livelihood Services (SLS)

SAATH Livelihood Services (SLS) is a not-for-profit organization that works to improve the quality of life of vulnerable rural and urban communities. It envisions to enhance livelihood skills and increase livelihood opportunities, especially through training and facilitation modules.

Our Partners



Geneva Global

Geneva Global is a philanthropic consulting company that works actively with philanthropists, charitable organizations and corporations. Their emphasis is on enabling organizations to go beyond the limits of traditional philanthropy to create remarkable impact around the world.



The Legatum Foundation

The Legatum Foundation is the development arm of the Legatum Group. They engage with community-based organizations in developing countries to ensure sustainable development of vulnerable groups and communities. They work in the sectors of health, education, disaster recovery, human liberty, economic empowerment and environment.







Saath Livelihoods

O/102 Nandanvan V,
Nr. Prernatirth Derasar,
Jodhpur Charasta,
Ahmedabad 380 015.



T: +91-79-26929827
W: www.saathlivelihoods.org