



# YATRA SAAR

**SYNTHESIS DOCUMENT**

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## FOREWORD

The Tata Jagriti Yatra aims at promoting “Enterprise led Development” by galvanizing young minds. This Yatra is a 9000 km train journey that gets 20-25 year olds in direct contact with successful entrepreneurs whose efforts have had a significant social impact. By showcasing these role models, the Yatra seeks to demonstrate the power of enterprise in delivering social benefit, in generating new sources of employment and raising standards of living. Moreover, by listening to the personal stories of these role models, Yatris are prompted and inspired to embark on creating their own enterprise early in their careers and learn through experience.

This document is the “Yatra Saar” – the essence of the Yatra - TJY 2010. Clearly it is an ambitious task to capture 18 days across 9000 kms, bursting with all sorts of experiences, in one document. And yet, it is an important task, to try and make sense of it all. This summary seeks to record our key learnings and begins to identify common themes that will remind, inform and guide us in days to come.

These learnings span across the 4 axes of programming - the Role model visits, the panel discussions and the Yatri interactions as well as the special sessions that were organized during the journey.

During the Yatra, 17 groups were assigned to study Role models as well as panel discussions. Each group presented their findings to the rest of the train. In the interactions that followed, many common themes and some contradictions emerged. A smaller group of 17 was assigned to brainstorm on these and a final group of 7 Yatris compiled the final document on behalf of all the 400 Yatris.

The Yatra Saar has been compiled during the last days of the Yatra and it is based on the discussions in the train rather than any detailed research or analysis. It is a spontaneous response of Yatris to what they saw and absorbed during the course of the Yatra.

I would like to thank the energetic synthesis seven team – Anusha Pinto, Durga Prasad, Jyothi Nookula, Yogesh Kansal, Vikramjeet Singh, Uzair Fahmi and Kavya T – for pulling together this synthesis document, Unnati Narang for her piece on ‘Women and Leadership’ and Shweta Trivedi for the article on ‘Youth Enterprise and Middle India’. Finally, thanks to the ever-growing TJY family for their inputs and support.

**Rewati Prabhu**

Board Member  
Tata Jagriti Yatra

## ROLE MODEL VISITS

The role model visits were designed to allow Yatris to interact directly with exceptional change-makers at their place of work - their *karma-bhumi*. Understanding first-hand, the challenges faced by these role models and how they overcame them had a powerful impact on the Yatris. Further, seeing the development brought by them in their communities was also memorable. In each case, the context, the challenges and the solutions were different and yet, common themes did appear.

### Technopark

## G.Vijayraghavan

Creating an enterprise with ethics

Technopark is India's first of its kind IT Park. Spread over nearly 300 acres with 4 million sq. ft. of built-up space available currently, Technopark hosts over 200 IT and ITES companies employing over 28,000 IT professionals, including five PCMM level 5 companies, 6 CMMI level 5 and four CMM Level 3 and over 20 ISO 9001 certified companies.

Mr. G. Vijayraghavan is the Founder - CEO and visionary behind Technopark. He is also a key member of various other organisations like Asian Business School, National Institute of Speech and Hearing, SunTec etc. He is a self-driven individual with very high ethical standards. In his talk, he narrated instances where his values were challenged and how he faced these situations with grace and tact. He is a living example of getting things done by working with the system rather than sitting back and criticising it.

Any change can be brought about with clarity of thought and sticking to one's integrity and principles. Change can be brought about by taking action and leading by example and G. Vijayraghavan has been a true figure in advocating and exemplifying this.

### The Context and Vision

Technopark was set up to take India to the next level in the technology sector, to generate employment and to create a superior work environment at par with the best in the world.

### Building the enterprise

While Technopark was being built and even during its initial days, G. Vijayraghavan faced internal resistance, office politics as well as pressure from the bureaucracy. He put his job at risk to stand for what is right and not yield to political influences. His dedication to his work, uncompromising ethics and a handpicked core team has led Technopark to house today more than 100 companies with strength of more than 28,000 professionals.

### Financial Model

The Technopark project belongs to the Kerala state government which shelled out Rs. 129 crores. Technopark since then has been able to attract Foreign Direct Investment (FDI) of over Rs.1500 crores.



G.Vijayraghavan

### Impact

**Social:** Technopark being India's first exclusive IT park, created new avenues of employment and entrepreneurship. This allowed trained and technically sound individuals to take up lucrative jobs while staying in the country. Technopark also helped promote gender equality by focusing on merit and providing equal opportunities.

By offering well paying jobs to women of merit, Technopark fostered the acceptance of working women. Technopark went beyond its scope of operations and nurtured the concept of working women without being obligated to. Today the same parents, who opposed working daughters look forward to even their travels abroad for work.

**Economic:** Technopark opened the doors for foreign investments in the IT sector and acceptance of India as an emerging power in this space. Its mere existence created direct and indirect jobs around the vicinity and in the state, which led to an improved lifestyle for masses.

**Political:** G. Vijayraghavan has emerged as a leader with stringent principles, fighting at every step, against corruption in the system. He proved that any work can be done successfully without compromising on ethics and values.

### Comparison with similar Role Model Institution

A similar struggle can be seen in the life of R. Elango who transformed the village of Kuthumbakkam facing all odds. He became a part of the Panchayat system and brought about a revolutionary cultural change

### Key points

- An audacious idea and vision - start a first of its kind exclusive IT park
- A clear 'NO' to corruption even though it is a government project.
- To build a large project with honest people and money you have to tactfully work with the government.
- There is no such thing as a small compromise for a bigger purpose. It will only make it easier for you to compromise again and tarnish your reputation forever
- Eventually , even the dirtiest respect the uncorrupt

### Leadership Traits

- Value driven
- Uncompromising ethics
- Risk taker
- Hard working
- Honest

### THANAL

## Usha & Jaykumar

To Gather for all beings

Kerala, a land of verdant greenery, pristine beaches, trees laden with coconuts and the promise of bountiful fruit, the air heavy with moisture and the heady concoction of springtime, the spicy whiff of flowers and the refreshing tang of the sea; a land bustling with activity, with the sound of industry, with the chatter of voices, and the sound of mundane everyday living alongside the gently gurgling river Periyar. Thanal is an organization working tirelessly for the protection and preservation of this natural beauty.

The entrepreneurial journey began in 1979 when Mr. Jayakumar participated in the Silent Valley protests. His passion and commitment towards environment causes runs strong. Thus in 1986 he co-founded Thanal along with Ms. Usha who shared a similar vision.



Usha & Jaykumar addressing the Yatris at Thanal

### Context and Vision

Mission Statement: “To Gather for All Beings”. Thanal's aim is sustainable development. Hence the organisation focuses on sustainable agriculture which includes the concept of food safety, organic farming, seed and crop diversity as well as the stresses on preserving the traditional knowledge of indigenous seeds varieties and cropping practices. Thanal is also working towards chemical safety while paying close attention to the Rotterdam Convention and the Stockholm Convention which laid down rules and standards for controlling toxic chemical wastes and the safe disposal of the same.

Thanal runs the Zero Waste Management Programme which focuses on recycling, reusing and reducing the use of unsustainable materials such as plastic and replacing them with renewable alternatives like paper.

### Challenges while starting Thanal

- Procedural delays, lack of expertise and unrealistic estimates caused by bureaucracy
- Deficiency of technological know-how since waste-management was a relatively new sector for enterprise.
- Powerful lobbyists in favour of manufacture of plastic resisted Thanal's Zero Waste Management Program.
- Agricultural lands were getting converted into wasteland.
- Misconception and lack of awareness about organic farming.

### Financial Model

- The sources of funds are donations, State Government grants and Consultancy fees provided to other social groups and big farmers.
- The funds are used in paying salaries and honorarium, in travelling expenses, in organizing events and cultural exchanges and other administration expenses

### Impact

**Social and Cultural:** The Zero Waste Management Program has positively influenced the re-use of waste materials and reduced waste generation. Thanal has empowered women to become entrepreneurs by promoting SHGs (Self Help Groups). These SHGs creatively reuse waste and naturally available materials to craft coconut shell crockery, bamboo lanterns and containers as well as cloth and paper bags. The ‘Save Our Rice’ Campaign and promotion of organic farming have revived agriculture in a foodgrain-starved Kerala. Farmers are organized and food quality has been improved. Awareness about strategic and organic farming has been actively spread amongst youth through yearly scholarship programs. This program helps create the next generation of well educated, knowledgeable and confident farmers and agriculturists.

**Economic:** The economic impact largely refers to the employment generation for women from low-income families. Thanal has built a revenue model with clear market linkages. The production of vermin-compost from kitchen-waste, for example, is a highly revenue generating activity.

Thanal has engaged with over 300 organizations across India to advocate a variety of agricultural issues that include but are not limited to:-

- Organic Farming
- Reviving the agricultural sector through multi-cropping, diversifications and other

### Innovations

- Campaigning against SEZ construction on fertile agricultural land
- Setting up organic shops in which price is higher than the market price by just 10%
- Creation of seed banks and making farmer the supplier of seeds
- Insurance for crop against errant rainfall

All these measures have resulted in substantial economic and social gain for the key stakeholders of the agricultural ecosystem.

**Political:** The Zero Waste Management initiative of Thanal has become a role model for towns and cities around India. Thanal has also played an instrumental role in getting the National Biological Diversity Act passed. It also helped mobilize communities around issues related to environment and sustainable development. Thanal and its partner advocacy groups have influenced policy makers for a ban on the harmful chemical fertilizer, Endosulfan in Kerala. Thanal has also actively campaigned against Persistent Organic Pollutants (POPs). Thanal launched a campaign against BT Brinjal which has been extremely effective in curbing its introduction and penetration in the Indian market. It has played a key role in making Kerala a GM free state. Ms. Usha and others from Thanal mobilized crowds to participate in the Kisan Swaraj Yatra which paved way for the agonies of Indian farmers to be seriously considered by rest of India. Thanal is also a part of the National Advisory Committee for Food Security.

### Comparison with Similar Role Models Institutions

Mr. Vijay Ram, from Hyderabad, presently heads ‘Let's Save’, an initiative for environmental conservation and protection. He has been instrumental in capturing youth resources for the cause of water conservation and spreading the awareness on eradication of the use of ‘plastic carry bags’. He wanted to leverage his fine arts skills to spread the message of environment consciousness and to turn the initiative into a social enterprise. The organization has approached one of the premier fine arts colleges in the city negotiated with students develop beautiful paintings for sale. The team of fine arts students and Let's Save display the artworks by tying-up with exhibitions. The buyers are provided ‘Rain Water Harvesting Pit’ which costs around Rs. 4,000. Eventually Vijay Ram also initiated a small enterprise to make paper carry bags. He has gathered volunteers who are from morning walkers associations in 3 urban parks and started selling these paper bags every morning. The challenge is to increase the sale to a mass level. Mr. Vijay Ram also started a non-profit initiative to conduct intestinal operations on cows in urban cities suffering from plastic carry bags which are often consumed along with other eatables. So far he has organized 40 such operations.

### Key points:

- Kisan Swaraj Yatra - Food, farmers and freedom are the need of the hour
- An enterprise model is required to protect the environment, reduce waste, reuse materials and fight the anti-agents
- Agriculture needs the involvement of youth
- Organic farming is a long term solution

- Farmers must become the seed suppliers and avoid unnecessary money loss in the supply chain
- Women empowerment takes place through SHGs and business training

### Common Leadership Traits

- Passionate about the environment
- Care for all. Involved in all respects.
- Unceasing determination



## Aravind Eye Care

# Dr. S.Aravind

One vision that became the sight for millions

Dr. Govindappa Venkatswamy, fondly known as Dr. V. had one dream – To eradicate Needless Blindness. Keeping this mission in mind he started Aravind Eye Care in 1976 when he was 58 years old, an age when most people retire from work life. Dr. V. also had a rare disease affecting his fingers but instead of giving up practice and merely supervising he came up with innovative ways of handling surgical instruments. As shared by his co-workers, watching him conduct a surgery was like witnessing a work of art. Dr. V clearly destroyed all scope for excuses. His vision of what was possible was beyond what seemed reasonable. He believed that efficient systems could replace rich human resources and Aravind Eye Care stands as a testimony to that. For Dr. V, intelligence and capability were not enough, there had to be the joy of doing something beautiful.

In 2008, Dr. V. breathed his last breath leaving behind a legacy. His values are ingrained deeply in every individual associated with the hospital. Aravind Eye Care continues to function efficiently and constantly seeks to upgrade its processes and improve the services provided to all patients.

### Context and Vision

Driven not just by passion but by compassion, Dr. V. wanted to reach out to everyone in need. Numbers were and still are critical. This pushed Dr. V to think out of the box and implement efficient systems that reduced costs and time. He took inspiration from the Mc Donald's model of delivering quality to a huge quantity.

Through AuroLab Research Centre Dr. V proved that an imported \$200 lens could be very well replaced by a \$5 lens created in house. Today these lenses are exported to the developed nations.

### Building the Enterprise

What started as an 11 bed hospital in a mortgaged house in Madurai, is now a 3900 bed hospital with 5 branches to its credit. Aravind Eye Care has brought hundreds of people together with a unified goal of working against blindness. It is the largest and most productive eye care system in the world. The growth is best seen in the table below.

SNO	CATEGORY	Year 1977	Year 2010
1	No. of Beds	11	3900
2	Out patients/per year	35	2.5 million
3	Surgeries/per year	3000	3 lakh
4	Branches	Madurai	Madurai, Theni, Tirunelveli, Coimbatore, Pondicherry



**Dr. S.Aravind at Aravind Eye Care**

The Aravind Eye Care system not only serves the people but also involves the community. During the time when women were not allowed to go beyond the confines of their homes, they started providing employment and training to young girls from the villages in Tamil Nadu. These girls serve as nurses in the operation theatres or counselors depending on their capabilities. They have ensured community participation by making the local people head their community and vision centres where regular checkups and pre-treatment procedures are conducted. Again, a highly time saving exercise. While the treatment is free of cost, the patients can often not even afford to commute to the hospital. To counter this, timely transportation services are available for no cost.

Aravind Eye Care trains doctors to not only understand the technicalities but also the system and to imbibe the vision of the organization. The essence of the whole establishment lies in its spiritual consciousness and patient centric existence.

### Financial Model

Aravind eye care is completely self funded. The revenue from the paid patients is used to treat 40% of the free patients. The other sources of revenue are the products developed in AuroLab which not only helps cut costs for the eye centre themselves but at the same time the export of the surgical blades, suture-needles, lenses and the pharma products to about 120 countries provide a huge sum of revenue of which a third is used for the eye care provided to the free and subsidized patients.

### Impact

**Social:** Restoring sight to the impaired or blind provides a new life. Post treatment the patients resume working, take up new jobs, provide for their families and lead a better life. The organization has highly boosted female employment, self reliance and morale.

**Economic:** Aravind Eye Care provides free eye care. This in itself creates a huge economic impact to the community.

**Political:** The brand of Aravind Eye Care System has established itself as the largest and most productive eye care institution in the world.

**Cultural:** The organization creates enough funds through paid patients and Aurolab to run the hospital as well as make profits. This transparency of the organisation has created a positive impact among the staff reaffirming the reliability and trust among them and in the integrity of the human race as a whole.

### Comparison with Similar Role Models Institutions

A similar model is followed by the L.V.Prasad Trust in Hyderabad. They offer free services to the poor but the lack of vision centres and community centres distances them from rural folk. They can use Aravind's model of reaching out to remote places via camps and explain to the people the opportunities and services they can avail of.

### Key points

- Unique financial model based on trust in human integrity.
- Gathered family support
- Focus on efficiency and patient centric model
- Massively large scale of operation - dual operations in one theatre
- Learnt from business models beyond the realm of health care
- Incomparable innovation and improvement in infrastructure and reach
- Effective systems design to cut costs, save time and deliver quality
- Intelligence and capability are not enough, there has to be the joy of doing something beautiful.
- Share your secret sauce

### Leadership Traits

- Driven by compassion, Dr. V anchored his head to his heart.
- Spiritual bent
- Systems mindset
- Destroyed excuses
- Strong belief in the power of cost effective innovation and collaboration

### Kuthambakkam Village

## R.Elango

### Coming back to roots

R.Elango is a native of Kuthambakkam village, 30 Kms away from Chennai city on Chennai - Thiruvallur road near Thirumazhisai. After completing elementary education in Kuthambakkam village he walked 7 Kms every day to get to his high school. He later did a polytechnic course and Chemical Engineering Diploma. He worked for two years in petroleum refining and acquired his Chemical Engineering graduation from the Institution of Chemical Engineers, Calcutta.

Since the age of 18, Elango started working towards finding solutions to the social problems in his village. He ran a tuition centre and coached the village children. He also created a Youth Educational Society and tutored students from Kuthambakkam and surrounding villages. Elango became a full time employee at Central Electro Chemical Research Institute (CECRI), Karaikudi. On returning to his village, Elango was disturbed by the slump in all the developmental initiatives that he had started. He got married in 1986. After his wife



R.Elango at Kuthambakkam village

completed her post graduation in Chemistry she got a job in Oil and Natural Gas Corporation. He then quit his job in 1994 and went back to Kuthambakkam to carry forth what he had left.

### Context and Vision

The growing divide between urban and rural economies, the set back in the Indian agricultural sector, migration from the rural areas to the urban areas are some of the biggest problems India currently faces. The economic system of India could crumble if the issue of rural economy is not addressed now. It is in this context that Elango's work seems appropriate. Elango thought his education would be useless if it didn't help him bring about a transformation in his own village.

Today, Elango has created a model village, a village that's economically independent and does not import goods from urban manufacturers. It raises the question of social consciousness of entrepreneurs and whether or not businesses should internalize social consciousness in their system, involve the community, use their indigenous knowledge and achieve a balance between profit and integrity. Elango says that he did not face resistance from the urban manufacturers because he hasn't taken it up as a movement to stop importing products from the urban market; his aim is only to make his village economically independent. A unique feature of Elango's work is that he got involved in the political system of the village and made the panchayat raj system effective and functional.

### Building the enterprise

Elango stayed in the village for two years and tried to reorganize all the developmental programs. His experience and maturity helped him to work prudently with the village community. He tried to understand the problems attached with the village developmental process. With the support of the local volunteers and well wishers he overcame the problems posed by local politics, corrupt officials, illicit arrack brewers and land grabbers. In 1994 when the Tamilnadu Panchayat Act was passed he started working with groups at various parts of Tamilnadu to spread awareness about the new Panchayat Raj system. Elango contested the 1996 Panchayat elections and became the President of the Kuthambakkam village Panchayat. He constructively used his authority to motivate the members of the village panchayat to work for the total development of Kuthambakkam panchayat. With the participation of the Grama Shaba, Kuthambakkam panchayat prepared the five year plan for the term 1996 to 2001. The village development programs had opened him the opportunities to visit various model villages in India like Raligon sidhi in Maharastra, Chitrakoot in Madhya Pradesh and Alwar district in Rajasthan. He visited the Gandhian models in Wardha and Gujarat and understood the strength of Gandhian works. He went head on against corruption and tried to eradicate the illicit liquor and alcoholism in Kuthambakkam which increased the resistance from the corrupt officials and bootleggers. He faced the odds on the lines of Gandhi and was steadily progressing. Within three years, in October 1996, the Kuthambakkam Panchayat was face lifted to a large extent.

Elango lost his Sarpanchship for two years because he audaciously avoided contractors and middlemen and brought together villagers to build the infrastructure of the village. He cut costs, ensured that all the grant money was utilized for the village and provided employment to his people. He used locally available rubble instead of bearing import costs; he created unbaked bricks by collaborating with IISc. Elango was confident about the righteousness of his decisions. The merit of his work proved in 2001 when R.Elango was reelected as President of Kuthambakkam Panchayat. He planned to provide safe housing to all the poor families who

were living in huts for generations. He had established a registered charitable trust called Trust for Village Self Governance (TVSG) to support the village Panchayat in mobilizing resources other than Government grants. By the end of the first term, in 2001 October, Kuthambakkam Panchayat had reached a state of fulfillment in all the basic needs.

### Financial Model

Elango worked with the government and secured government funds for the development of his village. He ensured that costs were cut down and the funds stayed within the village and were utilized in-house. He encourages local employment and creation of sustainable industries. He believes that if the farmers can grow rice they can very well husk the rice and create market-ready grains, instead of going to the market to buy the very rice they produce. Same is the case with tomatoes and ketchup as well as potatoes and chips. This is a way for villages to become self-reliant and create wealth. The villagers are also involved in the production of Stove Burners, compressed mud blocks and Micro Concrete Tiles, hammocks, TULD (Top Up Lift Draft) Gassifiers, and packaging of First Aid kits.

### Impact

**Social and cultural:** Discrimination based on caste system is being eliminated by creating adjacent houses for dalits and progressive non-dalits. The children go to the same school. The youth come back to the village to work for its development. The housing and living conditions have been enhanced. Women come forward to take part in developmental activities. The sanitation and infrastructure of the village on whole has improved. The problem of alcoholism has been addressed through meaningful employment.

**Economic:** Kuthambakkam is now a self-sustained and economically driven village. It produces all the commodities it consumes and even exports them, thereby making profits. The village has 59 self-help groups in village industries.

**Political:** Villagers have started participating in the democratic process of the village. The Panchayat Raj system has been strengthened and made effective.

### Comparison with Similar Role Models Institutions

Joe Madiath, also a dear friend of R. Elango works in Orissa to create better living conditions for the villagers. His project - "Gram Vikas" is a similar government funded project. While Gram Vikas functions mainly on government funds, Kuthambakkam has created sustainable businesses within the village which have enhanced the standards of living and made villagers self reliant.

### Key points

- It takes passion, courage, a little sacrifice and the goodness of heart to make a change
- Young blood can make a huge difference: Take the first step to better your place with your expertise
- Equality and a caste-free society is possible
- Do the right thing. Innovation borrowed from IISc made an economic impact better than that planned by the government



- A good job might not be the most paying job
- Improvement in infrastructure, technology, education, living, women's livelihood, community all within a comparatively short span of time

#### Leadership Traits

- Passionate
- Courageous
- Trusting in one's decisions
- The drive to improve his own village first
- Open mindedness towards use of innovative technology
- Effective use of professional education
- Collaborative

#### Naandi Foundation

**Leena Joseph**

Feeding the hungry, changing lives



**Leena Joseph showing Naandi kitchen to Yatris**

Naandi Foundation is a non-profit social organization established in 1998. Naandi believes in eradicating poverty through sustainable livelihoods and by providing mid day meals and safe drinking water. It also houses a research wing to study the social models and work on innovations that can bring a positive change in the life of needy people. Leena Joseph is an embodiment of optimism and determination to this project.

#### Context and Vision

- Foster healthy growth and development among the under privileged by providing food, quality education, drinking water and better livelihood opportunities.
- To eradicate hunger and malnutrition in children through the mid day meal scheme
- To create sustainable, affordable solutions to long-pending development problems of the country in the field of hunger, sanitation and children's rights.

### Building the Institution

Naandi began operations in Hyderabad after mulling over the viability of the business for over a year and a half. Having no background in cooking meals, the challenge of building and running a kitchen was humongous. The technical and logistical challenge of delivering hot, nutritious meals at low cost was daunting. Nevertheless, the foundation saw synergies between its vision and values, its existing network in schools and the opportunity to create mass impact via a partnership with the Government. Upon gaining clearance from the concerned ministry, the turnaround happened within 45 days and the kitchen was up and running. Since then the organization has never looked back. Today, that model has been replicated across the country with over 17 kitchens in four states. The institution caters daily to the needs of 1,20,000 hungry children through its kitchen.

- **Naandi Kitchen:** The work of cutting vegetables, making curry and roti starts as early as 2:00 AM. The food is prepared hot, nutritious and healthy. Various machines have been employed to make the sorting of the rice, mixing of the curry, continuous process of making the chapatti's easier. The kitchen staff works tirelessly in the wee morning hours to prepare the food.
- **Distribution:** The food is packed into quality grade steel containers, labeled appropriately and then sent to the loading center. The various transport trucks assemble in order in the loading center. The labeled food containers are loaded into the respective transport trucks to be distributed at the schools. Point mentioning here is that Naandi has out sourced the transportation to another partner.

### Financial Model

Naandi is based on a Public Private Partnership model. It receives grants from the government as well as funds from private donors and corporates like Tata, Dell, and HSBC. Funds are also raised through the community. Thus, the financial model is a convergence model where diversified sources help fund projects. In case of cash flow issues, debt is raised in the form of interest-free loans from the government to fund working capital requirements. It is interesting to note that while the grain is provided free of cost by the Government, the repayment for "convergence costs" does not cover the real operations costs. Therefore, by relying on economies of scale and a high rate of efficiency, Naandi keeps its overheads low and manages to earn profits, even if only marginally. Also worth noting is the cost of food per child is as low as Rs. 4. The additional cost is divided equally between Naandi and the government.

### Impact

**Social:** Providing hot, nutritious meals have demonstrated increased attendance in schools. The impact on girls' attendance is striking. By appointing dalit cooks and encouraging meals to be shared in a common location, the scheme strikes at the heart of the caste system.

**Economic:** Naandi provides direct and indirect employment opportunities for local persons in places where it initiates operations.

**Political:** Naandi's most effective contribution has been its ability to create a stir in political circles with respect to fortification of food. This immensely helps battle anemia and vitamin deficiency in children. Future impact on national level policy is certain.

**Cultural:** Naandi is a spirited Non-profit organisation and demands professionalism and efficiency in operations. It also makes the non-profit sector lucrative by offering salaries that are

at par with salaries in the corporate world. Over 60% of Naandi's management team has a corporate background. This ability to attract and retain top talent has revolutionized the way we look at the non-profit sector.

### Comparison with a Similar Role Model Institution

Like Naandi, Akshayapatra caters to the nutrition needs of children across the country. A significant point to mention is that unlike Naandi, Akshayapatra maintains its own transportation/delivery system. The logistics and operational mechanism is much easier if outsourced and Naandi has moved the right pawn in that front by outsourcing the transportation to another partner. A commitment to ethics and good governance is at the heart of Akshayapatra. This organisation too has eminent board members and stable donors. Regular audits and impact assessments help maintain efficiency and quality at both the institutions. A common disadvantage of the centralized kitchen model followed by both role models is that it is more suitable to urban areas than to inaccessible rural areas. Naandi counteracts this disadvantage by employing a rural transport mechanism available to ship the food. Sometimes its officials carry the food themselves. This though causes a strain on operational efficiencies, nevertheless makes the food reach the inaccessible rural areas. Naandi's penetration into the inaccessible rural market is much higher than Akshayapatra's impact in rural villages.

### Key Points

- Public Private Partnership
- Eradicating poverty through sustainable and innovative solutions
- Outsourced transportation model
- Protecting the dignity of life
- Primarily was operating only in Andhra Pradesh, but now has scaled up to operate in other states
- Operational efficiency - logistic management, scale of food preparation, following Six-Sigma principles
- Automation in the process of preparation of the Mid-day meal food program

### Leadership Traits

- Compassion – putting children and people first
- Effective systems design
- Team building

## Gram Vikas

# Joe Madiath

Bringing about sustainable improvement in the quality of life



## Joe Madiath at Gram Vikas

Joe Madiath was born in Kanjirapally, Kerala. He was a student of Madras University and the President of the Madras University Students Union. Joe also founded the Young Students Movement for Development (YSMD). To fulfil his zeal for adventure and satiate his hunger for experience he embarked upon a year long cycle journey through India, Nepal and Bangladesh. In this phase, Joe witnessed the warmth of friendly people as well as the extent of human cruelty. A bit disturbed but hopeful and determined Joe gathered 400 YSMD volunteers to work in relief camps for Bangladeshi refugees. He then moved to Orissa, a state ravaged by natural calamities and Gram Vikas was set up in 1979.

Joe is the key visionary behind defining the aspects of Gram Vikas. Even as an outsider, his rigour sustains unperturbed support from the population. Gram Vikas however, lacks a regular flow of human resources and the rising rate of attrition within the organisation concerns him. There is a dire need for constant training. Joe is already in the second year of extended

services post retirement, making it critical to find a replacement that can match up to his stature. The susceptibility to conflict in the area is one of the biggest operational challenges.

Joe's foresight in propelling development is extremely inspiring. However, more emphasis could be laid on providing health care services. Also, majority of work on sanitation and health is currently being carried out in only 8 out of 27 districts. It is imperative for Gram Vikas to bring more uniformity in their scope of activities. Also, over the last 1 year, foreign funding for Gram Vikas has come down by 51%. On the other hand, Gram Vikas receives maximum funding from the government. If the government withdraws financial support, the organization will almost cease to function.

## Context and Vision

The vision is to create an equitable and sustainable society where people live in peace and with dignity. To promote processes which are sustainable, socially inclusive, gender equitable and achieve a dignified quality of life among all villagers.

## Building the enterprise

- Work with the people: Joe was an outsider with respect to both region and religion. Despite people's initial apprehension towards Joe's motives, he worked incessantly for the people. He did not instruct them about what should be done; instead he worked with them and became one amongst them.
- Identify the target area according to the people: When people were constantly falling prey to malaria and cholera, instructing them to go to school right away did not make sense. Joe identified that areas of water supply and sanitation had to be targeted first.
- Use the local resources: The idea of working with any rural area is to make them self reliant. When people come together to build something by themselves, they not only learn the methods but take the ownership and responsibility to maintain it.
- Feedback mechanism: Gram Vikas asks the kids in a family to report if the toilets are unclean and levies a fine of Rs. 5-10 on the family if ill-maintained.
- MANTRA principles of 100% inclusiveness, Gender Equity and Social Equity: Joe used health and sanitation as a platform to integrate people of all the castes. These critical masses now participate in the local panchayats and make decisions in favour of the people.

## Financial Model

The working model of Gram Vikas is 100% funds dependant. A major segment of the income comes from foreign grants. But for the year 2009-10 the FG went down to 33% from 58% while the govt funds increased by 50%. Some reasons for it could be the global economic downturn and Government policies restricting foreign grants. Income from investment increased to 116% in 2009-10.

## Impact

**Social:** Merely creating a provision for water in taps has bettered the health and sanitation in the area as well as has decreased the burden women faced in carrying water to the households. This now allows women to find time and energy to focus on work and income generation.

**Economic:** Agriculture for sustenance, introduction of horticultural crops and empowerment through self help groups have resulted in improved economic situations.

**Political:** Gram Vikas has helped enable local people to govern themselves.

**Cultural:** Outsiders are able to get a sense of the village and the increasing rate of development within the country. Also, people are able to interpret the co-existence of tribes and urbanity.

#### Comparison with a Similar Role Model Institution

The team that analysed Gram Vikas had a member who has been a Sarpanch in a village in Chattisgarh. The group hence tried to apply and analyse the model adapted by Joe to his village. The schemes used for maintaining cleanliness within the village were something that the ex-sarpanch would take as a learning and replicate in his village. He was inspired to build toilets in 20 houses within the village. The team discussed means of effectively implementing the water shed development program and adapting the Self help Group model to employ women in chutney making processes in the village.

#### Key points

- Development of the tribes with Self-respect
- An outsider becomes part of the family. worked with them and became one amongst them
- Many years of dedication and involvement have gone into the development of Gram Vikas
- Endorsing positive perspective by naming the lavatory “Dignity House”
- Progress through genuine intentions even in a violence ridden area.

#### Leadership Traits

- Compassion
- Zeal to work for the nation
- Power to bring people together
- Adventurous
- Unceasing work

## The Tata Group

### Leadership with trust

The Tata brand has been built over hundred years. The first two generations lead by Jamshetji Nusserwanji Tata and his two sons Sir Dorabji Tata and Sir Ratan Tata set up trusts for various development causes. The Tata group comprises over 90 operating companies in seven business sectors: communications and information technology, engineering, materials, services, energy, consumer products and chemicals. The group has operations in more than 80 countries across six continents, and its companies export products and services to 85 countries. The Tata way of doing business has remained to be the role model of doing business for many in India and outside India

#### Context and Vision

Founded by Jamsetji Tata in 1868, Tata's early years were inspired by the spirit of nationalism.



Tata Steel Plant



### Building the Enterprise and Financial Model

Tata pioneered several industries of national importance in India: steel, power, hospitality and airlines. In more recent times, its pioneering spirit has been showcased by companies such as TCS, India's first software company, and Tata Motors, which made India's first indigenously developed car, the Indica, in 1998 and recently unveiled the world's lowest-cost car, the Tata Nano. Every Tata company or enterprise operates independently. Each of these companies has its own board of directors and shareholders, to whom it is answerable. There are 28 publicly listed Tata enterprises and they have a combined market capitalization of about \$106.04 billion (as on December 30, 2010), and a shareholder base of 3.5 million.

### Impact

**Social:** Tata companies have always believed in returning the wealth they create to the society they serve. Two-thirds of the equity of Tata Sons, the Tata promoter company, is held by philanthropic trusts that have created national institutions for science and technology, medical research, social studies and the performing arts. The trusts also provide aid and assistance to non-government organizations working in the areas of education, healthcare and livelihoods. Tata companies also extend social welfare activities to communities around their industrial units. The combined development related expenditure of the trusts and the companies amounts to around 4 percent of the net profits of all the Tata companies taken together.

**Economic:** The total revenue of Tata companies, taken together, was \$67.4 billion (around Rs319,534 crore) in 2009-10, with 57 per cent of this coming from business outside India. Tata companies employ around 395,000 people worldwide.

**Political:** The Tata Administrative Services (TAS) has created several leaders who have taken up positions of power and influence in the political system.

**Cultural:** The Tata name has been respected in India for 140 years for its adherence to strong values and business ethics.

### Key points

- One man's vision can enlighten a whole country
- Almost 60% of the profit is given back to the community
- Putting ethical values before all the figures and margins
- An outstanding example of commercial business with social responsibility

### Goonj

## Anshu Gupta

Clothing for dignity



Anshu Gupta at Goonj

While we recognize "Food, clothing and shelter" as basic human needs there are many organizations working mainly towards food and shelter. Anshu Gupta noticed that the issue of clothing was addressed nowhere. Keeping this in mind, he started Goonj in 1998 with a mission to re-emphasize clothing as a basic human necessity and provide clothes to the needy people while engaging them in local developmental issues. The idea is to make rural poor people 'earn their clothes' so that their dignity is maintained. Anshu initiated this movement with just 67 clothes and now Goonj sends over 50 tons of clothes per month across the country through a network of 150 grassroot organizations spread across the length and breadth of country.

### Context and Vision

- To make clothing a matter of concern.
- To reuse and recycle clothes that merely sit in urban wardrobes and convert them



Into something productive

- To engage local people in solving local developmental issues and provide clothing as a dignified earning.
- To provide hygienic sanitary napkins in remote areas where discussions of such topics are taboo.
- To identify grass-root level organizations and coordinate with them to identify the people and locations where the need exists.

### Building the enterprise

Anshu Gupta began the nationwide movement Goonj in 1998 with just 67 clothes. Initially he used to collect the excess and unused clothes from urban households and distribute it to the needy people. The idea, as such, is very simple but requires well orchestrated operational research and logistics. Goonj collaborates with grassroot organisations to understand the real needs of people and likewise prepare a development plan for social and economic development of that area.

- Collection centre - This is the initial point of cloth collection done by various volunteers. Goonj also involves several universities for cloth collection.
- Processing hub - The clothes are sorted here and categorized. Some damaged clothes are tailored and some altered as per the necessities of the people to which they are to be dispatched.
- Packaging and dispatching - After processing, they package the materials into the bags and cartoon and fill the packaging list with the codes G, SG, W, S.
- Distribution among needy - with the help of local organizations Goonj distributes the relevant clothes in the communities.
- Reporting - GOONJ records the impacts of the particular program and projects. This is required for the audit as well as for the assessment of the project team and the projects.
- Vastrasamman - It is a resource mobilization initiative where many urban waste clothes, bags, trinkets etc are collected.
- Hygiene - Providing Sanitary Napkins for rural women in order to promote hygiene during the time of menses and avoid deaths and diseases due to infections.
- School to School Initiative - It is a unique platform for abridging the gap between rural and urban kids by sensitizing the urban people on the harsh realities of the poorer lot and encouraging them to donate various stationery items like pencils, bags, notebooks as well as school clothes.

### Financial Model

Goonj makes handicraft items from unusable clothes and sells it in the market. Goonj also saves on the transportation costs by asking people for Rs. 1 for every item they donate. Goonj's revenue was Rs. 1 crore in 2008-2009. Goonj gets donation from individuals and organizations. Awards are as a good source of funds as well.

### Impact

**Social:** Goonj providing clothes, bags, uniforms, sanitary napkins to the needy people in remote areas. It also makes people more active in volunteering.

**Economic:** Goonj has led to infrastructure development in rural areas like handpump

cleaning in Bihar, wall building, well creation, bridge engineering etc.

**Political:** Goonj has made remote areas self dependent and self sustainable.

**Cultural:** Rural people feel dignified since they are not getting clothes in charity but are actually earning it. Urban people are being sensitized about the harsh realities of the rural areas.

### Comparison with a Similar Role Model Institutions

Goonj's story is unique; it appeals both to the heart and mind. There are some points which are similar to other role models like compassion towards the people and their development just like Aravind eye care; engaging local people to solve local issues so as to make them self reliant which was also seen in Kuthumbakkam village and Barefoot college, Tilonia. Apart from this there is also a parallelism between Goonj and Naandi as both deal efficiently in huge logistics maintenance.

### Key Points

- Operating with sense and understanding plays a prime role in reaching the desperate People during their need
- Recognitions and awards can also aid in sustenance of a Social Enterprise
- Rural Volunteer concept: The number of volunteers from the Rural sectors improving every time they show the development and improve the lifestyle
- Scaling is not the equivalent to opening an office in another City
- Sanitary concerns for a poor women - Never before thought of
- Wants people to replicate the model rather than expand.

### Leadership Traits

- Compassion
- Passion to leave a lucrative job and work for the people
- Effective system design
- Observant of cultures and respective clothing patterns
- Thinker and doer

## Tiloniya

# Barefoot College

Education beyond literacy, profession beyond degrees



## Tiloniya people interacting with Yatris

Barefoot college was founded by Bunker Roy in 1972. It is a solar-powered school that teaches illiterate men and women from impoverished villages to become doctors, solar engineers, architects, and other such professions. The school is located at Tilonia village, Rajasthan, India. It serves a population of over 125,000 people.

### Context and Vision

Mahatma Gandhi's central belief was that the knowledge, skills and wisdom found in villages should be used for development before getting skills from outside. He also believed that sophisticated technology should be used in rural India, but it should be in the hands and in control of the poor communities so that they are not dependent or exploited as it leads to replacement- Barefoot College has internalized and implemented this message of Gandhi's since its inception. The organization was established to solve grave problems like drinking water quality, female education, health and sanitation, rural unemployment, income generation, electricity and power, as well as social awareness and the conservation of ecological systems in rural

India

### Financial Model

Barefoot College is primarily a grant based organisation with around 90% of the annual expenditure of Rs.10 crore coming from grants and the rest 10% from the sale of handicrafts and other products. Out of the grants, more than 60% comes from the government, around 30% from other institutions.

### Impact

**Social:** Working for upliftment and education of women particularly illiterate middle-aged women from neighboring villages and internal villages of Africa.

**Economic:** The Barefoot approach of rural solar electrification has been replicated across 751 villages in 17 countries and 16 states of India. As of December 2009, 461 people have been trained as Barefoot solar engineers (BSEs), of whom 211 are women. These BSEs have fabricated, installed, repaired and maintained more than 14,800 fixed solar units and 8,585 solar lanterns. Their collective efforts have benefited at least 8,96,000 men, women and children.

**Political:** The collective decision making procedure of the Barefoot College is challenging traditional court and authoritative and top-down approach to decision making. Bunker Roy also is trying to shackle the government over issues like corruption and red-tapism.

**Cultural:** Training of African women in the Barefoot College is leading to mingling of greater understanding of cultures in all the people involved.

### Comparison with a Similar Role Model Institutions

Barefoot College, Tilonia was modeled after Mao Zedong's Barefoot Doctors in China. Mao Zedong and Barefoot Doctors trained farmers in minimal basic medical and paramedical training and worked in rural villages in the People's Republic of China. Although based on the same model, these two institutions are very different.

Barefoot Doctors trained secondary school graduates in epidemic disease prevention and curing simple ailments that were common in the specific area for the elementary healthcare in rural parts of China whereas Barefoot College in Tilonia trains illiterate middle aged women in tasks ranging from water harvesting to solar electrification. Barefoot Doctors were financed mostly by the village in which they worked whereas Barefoot College is funded partly by the government and partly by selling the produce. Barefoot College has taken an international dimension by launching cooperation with many African countries to train some selected villagers at Tilonia.

### Key points

- Applying classroom learning is more important than obtaining a degree
- State of the art Infrastructure, medical facilities, education, Indian Post office and wifi facility
- Solar Power source supplies electricity to the entire village
- Contacts and the power of a man

matters - Bunker Roy

- Architect of the campus has never been to college

### Common Leadership Traits

- Drive for progress
- No excuses for growth
- Challenge the system – Education vs. literacy

## Mithapur

# Okhai

## Tales of empowerment in a drought prone area

The Okhais are people from the Okhamandal region in Mithapur, Gujarat. The Okhamandal region in Gujarat is a drought prone area. With an average annual rainfall of 8-10 inches, the region is declared a drought zone every third year. With 70% of the village population dependent on agriculture, it becomes imperative that an alternate source of livelihood be promoted to reduce the dependence on agriculture. The Okhai group visited by the Yatris was into the handicrafts and apparel sector. Their designer clothing work involves appliqué and patch work. The project was initiated as a Corporate Social Responsibility (CSR) activity of the TCSRSD (Tata Chemicals Society Rural Development). It aims to enable women of the region to earn their own livelihood, build self confidence and support their families monetarily. It was noticed that the additional income to the woman of a home enabled better support to children's education, health, hygiene and improved the standards of living. Context and VisionThe project started with the aim to empower women and improve the lifestyle of the region by creating additional sources of income. Okhai now aspires to become a Rs. 4-5 Crore brand within the next five years. They want to scale-up and replicate the model in Babrala where there is another Tata Chemicals plant.

### Building the enterprise

- Women in the Okhamandal region have the gift of handicraft in their blood. As tradition, young girls would create handicrafts and other artwork in their spare time. These works are given as part of the dowry. As a result, the Okhai women in general know how to sew and have an aesthetic sense.
- TCSRSD noticed this common talent of the woman and leveraged it to bring them together resulting in the form of Self-help Groups (SHGs)
- The SHGs professionalized, organized and structured themselves with the help of the TCSRSD and the Tata's trust boards.
- The SHGs were started by collecting Rs. 10 from every member. This would create liquid savings that could be lent to a woman in her time of need.
- The evolution of the enterprise can be studied also with the observation that the women in the region, who initially were struggling to open a bank account, now with TCSRSD's guidance have separate accounts and repay their loans on-time.
- Initially it was a struggle to convince certain male members of the families, however the results of steady income were plain to see and changed their attitudes.
- Today, the Okhai is known to have raised the standards of livings and enhanced the self-respect of many women in the region
- Okhai hires professional designers from NID and NIFT. The products created are sold to brands like Pantaloons and Fab India.

- They have two models of functioning. One where the women come to the workshops and another is the Milkman operations model where the Raw materials are exchanged with the finished ones every 15 days.

### Financial Model

- The Okhai women worked with an initial capital of Rs. 5000. With TCSRSD's intervention the capital was raised to Rs. 25,000 and through a subsequent Bank loan a rotational fund of Rs.50,000 was gathered. The women invested this amount in creating local businesses and broke even in their first year itself.
- An Okhai part-timer as part of the SHG earns an average of Rs. 500-1,500 per month. A full-time worker earns Rs. 3000-5000 a month. These amounts are sufficient to support the families as well set aside savings.
- The amount earned by a woman depends upon the work completed. This is tracked using a Card system.
- The Okhai makes a low margin of 5-10% while the larger retailers make about 30-40%
- Today, the entire amount for buying the raw material is taken care by the Ratan Tata Trust. Thus making Okhai highly dependent upon external organizations for funding.



Okhai Group at work

### Impact

**Social:** Woman empowerment via education, employment and regular training in sales, marketing and finance as well as improved exposure to the rest of the world. Girls who left their education halfway are encouraged to work and complete their education irrespective of the time gap. The women come together to address dowry issues as well.

**Economic:** Increase in income of the family has positively impacted living standards and children's education. In a low rainfall area like Mithapur the dependence on agriculture as the only source of income has been reduced.

**Political:** The administration is structured and monitored due to the TCSR's intervention.

**Cultural:** The culture of collaboration and pride in one's roots are evident in Okhai. Women sing songs as they work together to make traditional handicrafts. Here the revival of traditional crafts has helped the women make a living based on inherent talent.

### Comparison with a Similar Role Model Institutions

The Okhai project by TCSR can be closely compared to that of the Barefoot College's handicraft sector. However, the introduction of branding and marketing into the exercise is unique to Okhai. Barefoot College has a uniform payment model, whereas the Okhai pays equivalent to the work done. Okhai's rotational amount and the market-size are larger.

### Key emerging themes

- The CSR activity of TCSR has aided in Okhai's professional and systematic development.
- Effective use of the Milkman operations model.
- The aspirations of the Okhai women and their aim to develop the Okhai brand as an established market player in the Urban regions is noteworthy.

### Common Leadership Traits

- Spirit of progress
- Limitless aspirations
- Strong understanding of the power of togetherness
- Motivation to start where they left off - Resuming education.

## PANEL DISCUSSIONS

The panel discussions were positioned to stimulate thinking around certain topics. Relevant thought-leaders were invited as panelists in free flowing discussions from which interesting insights emerged.

### Kanyakumari

## Starting an Enterprise, Making a Difference

The discussion centred around starting an enterprise with a strong social impact - the inspiration, the problems, the highs and lows and what keeps the panelists motivated.



Panel Discussion at Kanyakumari



## Panelists and their Ventures

**Vishal Talreja**, Co- Founder and Director, Dream-A-Dream

Dream-A-Dream was founded in 1998 with the idea of providing education in life skills to vulnerable children. Dream-A-Dream currently works with 1500 volunteers spread across India.

**Shaffi Mather**, Founder, Dial 1298 for Ambulance

A medical crisis in his life led him to start Dial 1298 for Ambulance. This is a for profit venture that has had a huge impact on the medical transport service industry in Mumbai and Kerala.

**Vijay Pratap Singh Aditya**, Co-Founder and CEO, Ek Gaon Technologies

Ek Gaon Technologies provides cell phone based services in under-served markets. These include value added services like weather reports, crop and commodity prices and process reminders for farmers and small entrepreneurs.

## How to go about starting a venture once inspired

First of all, it is important to note that social enterprise is not as much about running an enterprise as it is about solving the problem. Secondly, everything that could go wrong, will go wrong.

While the basis of any entrepreneurial venture is the idea, it is important to share this idea with passion and persistence. Validating the business idea on various parameters is a prerequisite. Foremost among these parameters are the need of the product or service, the problem it addresses and the potential target market.

Develop a business and revenue model, find a mentor and build a team of people with complementary skills and who believe in your vision. Share the gain and glory with your team. Vishal has created a volunteer lifecycle which empowers them to run projects. He believes that when people engage they transform themselves. Shaffi backs that up by stating that a founder's ideas, values and vision have to percolate in the enterprise in such a way, that even if he/she steps out, the enterprise continues to function.

That said, handling technical details like patents and copyright are crucial especially in case of intellectual property and software solutions. Develop future plans and create financial projections. Start tapping available sources for funds instead of just looking for VCs. Ask for things free of cost since you are doing a good cause, look for sponsorship when you are running an event. Engage in strategic partnerships.

Limitations will coax you to come up with innovative solutions. For example, the "Help Uncrush a Dream" campaign by Dream-A-Dream. They put up waste bins on corporate receptions, which caught the corporate employees' attention. Inside the bin was a crushed piece of paper. When opened, it had a child's dream and name. At the bottom it read "Help uncrush a child's dream. Volunteer for us". They got a tremendous response and people wanted to volunteer in ways the organization had not imagined.

Dial 1298 for Ambulance, in their free time, did mock drills on busy streets to increase their visibility when they had just started. They also partnered with events and literally scared the organizers while stressing on the importance of ensuring a ready ambulance in case of an emergency. That was the best way to convince them.

There will also be times when a core team faces internal conflict caused due to premature success, unforeseen failure or too much pressure. It is important to just stick together in such times and keep going. Every hurdle crossed only makes the organization stronger.

## Highlights of the Q&A

### How to source funds?

The main concern of most budding entrepreneurs seemed to be sourcing funds to begin the enterprise. However, this worry was misplaced as all role models agreed that it was first essential to have a solid idea and build a sturdy, loyal team who shared the vision of the enterprise. These would enable them to carry out essential ground work initially, which would later help secure more funds.

### Can Entrepreneurship be taught?

Some argued that it can and should be taught in schools and colleges to encourage budding entrepreneurs. However, others argued that it was a skill that you were 'born' with and could not really be cultivated.

### When is the right time?

If you have an idea when you are in college, should you wait till you graduate, then do an MBA and then implement the idea? The panelist unanimously asserted that only you know when the right time is. If there is a need to be addressed now, there is no point delaying for years because you think you lack expertise. If you are passionate about the idea, you will begin the ground work. They also gave examples of the world's richest entrepreneurs - Steve Jobs and Bill Gates, both of whom are college drop outs. Vijay from Ek Gaon mentioned that he barely used his bookish knowledge to run his enterprise. While Vijay and Shaffi started their enterprises in their 30s, Vishal was merely 21 which banished any doubts about the right age to begin.

### How to keep the passion fueled?

The panelists agreed that everyone burns out. There are also times when you feel what you are doing is insignificant. What helps them go on is to see the fruit of their labour. When a farmer tells Vijay about how his crops are growing manifold or when a former street child shows Vishal his 12<sup>th</sup> pass certificate and is on his way to college it provides them enough motivation to keep them going for the next couple of years.

### Overview of Main Challenges faced

Dream-A- Dream:

- Fragmentation of the core team
- Losing a child to police abuse

Dial 1298 for Ambulance:

- Lack of Government support.
- Breaking out of existing nepotism within
- Ensuring effective use of ambulances during off-times

Ek Gaon:

- Had to start over from scratch twice since the previous models failed.

### Common Leadership Traits

- Value driven
- Compassionate
- Sound Business sense
- Creative - Innovative Marketing techniques



## Hyderabad

# Funding India's Entrepreneurs

### Panelists and their Ventures

**Prof. Nandini Vaidyanathan**, Professor and Mentor

**Mr. Alok Kejriwal**, CEO and Founder Contests2Win

**Mr. Dewal Sanghvi**, CEO, Dasra

The session began with an anecdote about how Shyam Benegal was rejected by many producers when he wanted to make a film about farmers. Undaunted, he turned to the very people he was making a film on. With the contribution of Rs. 2 each from 5,00,000 farmers, he funded his movie, Manthan. The rest is history.

### VCs invest in the entrepreneur not in the idea

The panelists had a unanimous opinion that funding should not be the primary concern for a startup; rather it is the idea, the entrepreneur's capability, execution plan and team that are more critical. An exceptional entrepreneur will take a mediocre idea to the zenith whereas a mediocre entrepreneur will fail to execute a brilliant idea. An investor focuses more on the execution strategy than just the uniqueness of the concept. A venture capitalist essentially funds you, not your idea. Hence it is essential for the entrepreneur to have the right attitude - to "be the brand". If you can start and run a company without external funding, it just proves your passion, dedication and belief in your idea and your go-getter attitude. There is a much better chance that VCs will invest once you have already begun.

### Find a mentor not just funding

The entrepreneur should identify a mentor at an early stage of a startup. It is advisable to seek angel investment at the seed funding stage as well explore alternate sources of funding - friends, family and other individuals who have faith in the idea. Finally addressing the issue of VCs, the panelists de-emphasized the importance of valuations i.e. the stake they are going to have in the startup. The investors' alignment with the entrepreneur's vision is more crucial. The entrepreneur should be able to seek guidance, advice and look up to the mentor. The value addition the investor would bring is beyond just signing a cheque.

### Be conscious of your eco system

They encouraged us to look around at our ecosystem for funding solutions rather than getting obsessed with the idea of venture capital. Prof. Nandini also pointed out that for college students wanting to startup their own enterprise they should seek funds from university incubators or take the initiative to have a corpus fund set up by college alumni.

### Post the panel discussion

The team analyzing the panel discussion felt that several questions regarding funding remained un-answered. They hence conducted an on-board survey of the Yatris in order to analyse the various source of funds and commonalities in challenges faced by them in starting



**Panel Discussion at Hyderabad**

their own enterprises. The panelists also did not delve deeply into funding in the context of social enterprises. Various sources of funding such as National and International Foundations, VCs, Social Venture funds, University Incubators, Companies (through their CSR corpus), the Government (Public Private Partnerships) and even business plan competitions were discussed. In conclusion, the need for a comprehensive database of various funding sources and their suitability for different kinds of enterprises was felt. This would be a valuable resource for the entire Yatri network.

### Common Leadership Traits

- Confidence
- Out of the box thinking
- Trust in people
- Team players

## Hyderabad

# Enabling successful Agro Enterprise

## Our Agricultural Challenge

### Panelists and their Ventures

**Kaushalendra Kumar**, Founder, Samridhi  
An organization for self-employment opportunities to agricultural families

**Gijs Spoor**, Co-Founder, Zameen Organics  
A pioneering farmer-owned marketing company for fairtrade, organic and pesticide-free cotton.

**Professor Madhukar Shukla**, XLRI, Jamshedpur.

### Objectives

- To understand the challenges agro based industries face
- To identify the strategies to overcome these challenges
- To understand the opportunities in India's agricultural sector

### Below discussed are the myths related to agriculture and their counters

**Myth:** No need of educated people

**Counter:** Agriculture needs intellectual skills for research, leveraging weather patterns, effective handling of manure, best use of waste, developing the business of agriculture as well as to be updated and involved in policy making.

**Myth:** Not as lucrative as other businesses

**Counter:** Food will never vanish as a human need. There are 400+ million farmers. We export food grains and we have many who go hungry in our country. Clearly there is a gap, which can be filled by understanding the market and providing effective solutions.

**Myth:** Less opportunities for growth and has no future

**Counter:** There is potential to increase production by creating innovative solutions through traditional knowledge

**Myth:** Requires 100% time commitment and focus only on agricultural processes

**Counter:** Farmers need to have a holistic view of the agricultural business. Information about other sectors like health, education, policies are interlinked with agriculture which

which makes it a challenging and wide spread out domain.

**Myth:** It is meant for the rural people, who are supposedly not as intelligent as the urban crowd

**Counter:** Rural farmers have rich traditional and indigenous knowledge about soils, climate, water and an all round understanding of agriculture.

**Myth:** Getting rid of the middleman can solve all problems.

**Counter:** Middlemen, if effectively managed, can be an asset to the value chain and help enhance the business of agriculture by sharing knowledge about new products and prices with the farmers.



Panel Discussion at Jamshedpur

## Challenges faced by agricultural and agro based enterprises

### Challenges

Low productivity

Small farm lands

No Market linkage

Lack of Market knowledge

Dependency on system faced by incubators and agro based enterprises

Building trust among farmers

### Strategies to overcome

Experts and researchers must collaborate with farmers and identify the problems at the grass root level. Due guidance and spread of awareness with respect to new technologies can help increase productivity

Share examples and learnings of model villages where farmers have come together and increased the yield of the land on the whole by coming together

Once farmers start understanding and analysing market demands they can adjust as well as benefit from market trends

Creation of knowledge channels  
e.g. ITC E-Choupal

Implement solutions, prove the results so that the system will follow

Need to spend time with farmers and learn their farming techniques, live with them, understand their lifestyle. Then figure the need together and create a solution. Listen to farmers not professors.

### How consumers can contribute

- Ask vendors where the produce comes from. Find the right platform and like minded people in local areas. Organise consumer markets.
- Be informed of government policies and schemes
- Stay updated about food subsidies and policies related to food procurement
- Change perspectives. Replace the term subsidies with incentives

## Mithapur

# The Power of One

People who are crazy enough to think that they can change the world are the ones that really do

### Panelists and their Ventures

**R. Elango**, Kuthambakkam Village  
**Anshu Gupta**, Goonj

**Anand Kumar**, Super30

Mathematician and Founder, Super 30, Bihar. It is an intensive training academy for ambitious students who wish to get into IITs but cannot afford the training. In the last seven years he has produced hundreds of IITians from extremely poor background and provided them absolutely free coaching, lodging and food during training.



Panel Discussion at Mithapur

**Consistency of thought process and ideation: (Multiple ideas, conflicting choice)**

- If you see someone doing something important, it no way makes what you do unimportant especially when everything goes wrong and you question if you are doing right
- You do something and this gives you back inspiration to do further. The feedback which fortifies you to keep going on.

**Points brought up**

- Any kind of social change fundamentally needs a change in the mindset.
- Challenges are always there and once they stop coming your way, it's time to check if something is wrong.
- Leaders are doers and not talkers.
- Poverty is not the problem. It is the outcome of our problems.
- We need a change in perspective. Focus on PROSPERITY GENERATION instead of POVERTY ERADICATION.
- If you are passionate about an idea, be ready to share it. Exploit all the ways of accomplishing the aim, no matter who does it. We should start similar models in areas within our reach instead of suggesting expansion plans
- If you do something for the society glamour will come to you automatically- says Mr. Anand of Super30. In his revolutionary journey, his life and the lives of his helpers were threatened and under attack. He rejected offers luring him with very high sums to use the name of Super30. This shows his conviction in the purpose he chose.

**Dealing with family members and well wishers**

As expressed by Anshu Gupta, there are three phases of how your social circle will react to your start-up:

- *Stage 1:* They doubt your Integrity and intentions and reject you. You keep going.
- *Stage 2:* They keep silent when things start happening. You keep going.
- *Stage 3:* They follow you because they see people following you. You keep going.

**On Initial Rejection:** Rejection is part of life and provides for immense learnings. Hence they are to be seen as opportunities. When Goonj approached organizations for partnerships they were rejected on the basis that their work does not fall under considerable parameters but today Goonj's success speaks for itself.

**Working with the government**

It is very important to make use of the Government machinery. First take the initiative, prove something, then the Government can't help but support you.

**Incentives**

- Once you are started, salaries do not matter. The inner voice keeps guiding you.
- Most challenges are emotional. Listen to the 10 who support you rather than the 100 that are pulling you down. Make your skin thick and ignore useless people and baseless thoughts.
- If you see a dream, keep working to fulfill it. And that satisfaction is the best incentive

in the world.

- You never sacrifice when you are following your dreams. *If I dream that every person in our country must be clothed, I really don't care for a Mercedes. So how am I sacrificing?* – says Mr. Anshu of Goonj.

**Other Lessons**

- There are no failures, only learnings.
- Don't be afraid to fail.
- Think big and start small. No problem is too big.



# Do we have what it takes?

## An analysis of Role Model leadership traits

Within merely 18 days we traveled across the country, met several role models, witnessed their work and experienced being in their presence. Our schedules were packed with sessions, presentations, compartment discussions. Blogging, reflections, making notes and conversations made way into little gaps of free time. Half way through our journey, we start noticing certain similarities in the journeys of our role models. They face different situations, work in diverse sectors, have unique approaches yet what brings them all together are some core values and the mettle to do what they believe in. As aspiring social and business entrepreneurs, this is an attempt to pen down the role model traits that kept resurfacing in Tata Jagriti Yatra 2010.

### Compassion

Every role model felt deeply for the cause and the people they were working for. It disturbed Dr. V. to see people rendered jobless and unhappy by needless blindness that could be easily prevented or cured. Naandi's aim is to ensure that children don't go to bed hungry. Anand Kumar wants deserving underprivileged students to realize their dreams. Joe wanted to create dignified living in a calamity stuck region. Anshu was troubled by the increasing number of deaths in winters due to lack of basic warm clothing. These issues stirred our role models; they couldn't ignore the poignant irony of our society.

### Passion

A burning desire to bring about change serves as a motivating factor through the difficult phases of setting up an enterprise. Irrespective of qualifications you learn to battle all aspects of enterprise - finance, human resources, operations, legalities. The passion keeps you going even without funding. It gives you the foresight to start small. Anshu Gupta started with 67 clothes, Dr. V had 11 beds in a mortgaged house, Anand kumar coached 18 kids, Elango started with Tuition classes. You will make ends meet.

### Systems Design

Every successful enterprise is backed by an effective systems design. Systems can replace rich human resources, cut costs, save time and deliver quality. Dr. V didn't let people decide to be compassionate; he simply designed a system - dual operations in one theatre, counseling for the patients, village camps and transport facilities. Naandi, has exemplary operational efficiency following Six-Sigma principles - logistic management, scale of food preparation, assembly line automation in preparation of the Mid-day meals and distribution.

### Courage and Perseverance

Persistence is key to the sustenance of any idea. Vijay Pratap started over from scratch twice since the previous models for Ek Gaon failed. Elango continued his work irrespective of losing his Sarpanj position. Joe is already in the second year of extended services post retirement.



**R.Elango & Joe Madiath at Gram Vikas**

Usha and Jaykumar incessantly work for the welfare of farmers. Naandi works tirelessly to deliver hot, nutritious food to schools everyday. Anand Kumar continues tutoring knowing that his life is at risk. In Joe Madiath's words we need Marathon runners rather than sprinters. This is what makes outsiders like Bunker Roy and Joe Madiath intrinsic members of the communities they strive to transform.

### Confidence and Faith

It's amazing how you start something, doors open, and people offer equipment, space and help. Vijayraghavan had an audacious vision to start a first of its kind exclusive IT Park. Dr. V. believed that he can deliver quality to quantity. Anand Kumar guarantees the success of his students. Then there are leaders who change tracks due to their unwavering faith in what they envision. R. Elango moved out of a promising engineering career to becoming a sarpanch. Anshu Gupta quit his lucrative corporate communications job to become a "kabadi".

### Trust People

People need people and people help people. Aravind Eye Care has a unique financial model based on trust in human integrity. Panelists kept emphasizing on trusting mentors. Trust is the basis on which education is passed on in Barefoot College beyond language barriers.



### Team building

Leaders accept their own limitations, develop others with complementary skills to become leaders in their own capacity and encourage unconditional sharing of their ideas. Leena completely depends on her team at Naandi chosen on the basis of dedication and not qualification. Vishal created a volunteer life cycle to empower his volunteers to lead projects. Aravind Eye Care functions with the same integrity and efficiency even after Dr. V has passed away. The team is the organization.

The Team also functions as a support system to the leaders. Meenaxi, Anshu's wife says, "Only one of us could be a dreamer and we agreed that Anshu would be the one." Usha and Jaykumar are a successful team as they both saw the same dream. Dr V had his family's complete support. We have seen how the second tier leaders epitomised the success of Tilonia without Bunker Roy.

### Ethics

There is no such thing as a small compromise for a bigger purpose Vijayraghavan said a clear 'NO' to corruption at every stage even though Technopark was a government project. Elango's confidence in his work comes from knowing that he is doing the right thing. Shaffi did not bribe any officials and instead got all paperwork done by paying more than what was demanded as bribe.

### Long Term Vision and Thinking Big

Aravind caters to millions of patients every year and is the most productive eye care facility in the world. Naandi feeds lakhs of school going children, it is the largest kitchen in Asia. Technopark is a world class IT Park, Kuthambakkum is now a model village, Kerala is a GM free state. Tilonia teaches people from India and abroad beyond language, professionals beyond degrees. Kuthambakkam has turned into a model village. All this has been possible due to the long term vision of the respective leaders.

### Applying Education to Social Enterprise

Elango came back to his village after his professional education and work experience. Usha is an agriculture graduate, but realized there is dissonance in what she learnt and what she felt was right and started working for the welfare of farmers. Dr. V started his own eye care hospital. These are leaders who have leveraged their education, analysed their learnings and applied them in their initiatives.

### Creativity

Leaders are able to look beyond the obvious. They see an opportunity in every difficulty. Lack of funds gave rise to innovate marketing campaigns like Help Uncrush a Dream. Dial 1298 for Ambulance did mock drills in spare time to increase visibility. Aurolab Research Centre replaced imported \$200 lens with \$5 lens created in house. Anshu brought about a perspective change - *Vastrasammaan* (clothing with dignity), rather than *Vastradaan* (donation of clothing), prosperity generation instead of poverty eradication. Joe named the lavatory "Dignity House" to promote what it stood for. In all cases empathy drives innovation and limitations bring out creativity.

### Destroy Excuses

Dr V. started Aravind at a retiring age of 58 with crippled hands. Vishal and his team were a bunch of 21 year olds. Barefoot college put education before illiteracy. Joe brought about a change even though he was an outsider to Orissa. Technopark is an ethical run government project. Challenge the possible, destroy excuses.

### Find Joy in Work

"My work is no sacrifice - I am here because I love it!" exclaims Joe Madiath. For Dr. V, intelligence and capability were not enough, there had to be the joy of doing something beautiful. You never sacrifice when you are following your dreams. "You never sacrifice when you are following your dreams. If I dream that every person in our country must be clothed, I really don't care for a Mercedes. So how am I sacrificing?" says Mr. Anshu of Goonj.

We wish that we all may look within ourselves, cultivate these values and go for it!



Yatris at Rock Memorial, Kanyakumari

## Deoria

# Biz Gyan Tree

Before we went to Deoria, the place where Jagriti Seva Sansthan is based out of, we were divided into groups according to our interests. We then created social business plans keeping Deoria's progress and employment generation in mind. Below are the plans that have been selected for their feasibility, inclusion and innovation.

### Interest Group: Manufacturing

#### UNNATI CORPORATION

##### 'Mithas unnati ki...'

Sugarcane Tetra Pack Juice is a product that would be produced through aseptic technology giving a shelf period of six months. The juice being seasonal, wheat aata (flour) and laddu (sweet) will be produced for sustainability. A reverse development process model will be initiated through which Self Help Groups (SHGs) will take up a stake in the business and share profits. This provides for employment and revenue generation. Distribution of products will be facilitated through tie-ups with retail chains and subsequent independent distribution channels after establishing the brand. This socio-business model will give a genuine price for crop cultivation and generate employment opportunity. Through this model Rs. 45 lakhs profit is possible in the first year.

### Interest Group: Education

#### TEACH BY EXAMPLE!

##### 'Practice what we preach'

The venture would provide agri-education to the farmers of Deoria. It would be executed by renting 10 acres of farm land from a big farmer on a seasonal basis and developing a model farm, where using the best agricultural practices an increase in the yield is seen from 90Kg/kattha (1 kattha=0.08 acres) to 140 Kg/kattha in every season. It would also involve training local farmers to use drip irrigation and canal system, hence helping reduce their irrigation costs from Rs 90/hr to Rs 10/hr. Another aspect would be to involve more youth from the village to generate employment, increase productivity and faster replication of model farms. Increased productivity would lead to increased wages and standards of living in the village!

### Interest Group: Energy

#### OORJA MANTHAN

##### 'Energy that will live forever!!!'

The project involved setting up and generating biogas as a rich energy source! It would begin by spreading awareness on what biogas is and how easily the community can set one up themselves. Then, start a pilot plant in the village. Since the setting up of a biogas unit from a company costs more than Rs 10,000, the units will be manufactured at a district level using an approximate financial breakdown as given below: Capital Cost: Rs 2.5 lakh, Variable Cost: Rs. 3 lakh/year, Cost Price: Rs 5000/unit, Selling Price: Rs.6500/unit, Sales Commission: 5%, Assuming units sold for the first year: 500, Net Profit: Rs. 2.8 lakhs/year, Break-even: 11 months!

### Interest Group: Agriculture

#### DEORIA DAIRY

##### 'Doodh ki yeh dhaara, bane sabhi ka sahara '

Create a dairy co-operative society in which the members are the villagers who own cows in Barpar and neighbouring villages, where the milk will be collected, processed into high value dairy product milk-khoa, marketed and sold in the nearby cities. Local people will be employed, thereby create jobs and empower the community. Milk will be collected at Rs. 18/litre from villagers (2000 litres collected at an average/day). Milk is processed into khoa (2000 litres milk = 400Kg khoa). The khoa is sold to halwais/mithaiwalas @ Rs. 140/ kg. After including all other operational costs, a total profit per year of about 13 lakhs is expected!

### Interest Group: Information and Communication Technology

#### BPO Solutions

##### 'There is a solution to every problem!'

Build a call centre that offers services to Banks, Insurance companies, Telecom companies, U.P Government and district offices. The USP is low cost services and employment to the graduates within the districts thus reducing the attrition rate. Investment in this project will include basic infrastructure, IT support and training costs. The major challenge would be the acceptance of this industry among the villagers and also acceptance of the quality and establishment of this brand of service in the industry.



One of the groups at Biz Gyan Tree exercise at Deoria



### Interest Group: Health

#### SUPER DAI

##### ‘Hamari apni hai’

In rural India where maternal and infant health is often neglected, the Super Dai concept will enable local dais to help the women in their villages with safer deliveries, better health and hygiene to improve the quality of their life. The dais are selected on the basis of their record of safe deliveries (70-80% preferably), willingness to work full time, speak fluent Hindi and be at least 21 years of age. They will be trained with basic obstetric care and also encouraged to refer the complicated cases to the doctor who will be present to train them. Each set of 20 Super Dais will be supported by 1 back office coordinator and 2 Mobile vans. The price of a standard delivery will be fixed at Rs. 600 based on an assessment of existing rates. The profit margin for these deliveries is kept at Rs. 1500 to help balance out the costs of standard deliveries.

### Interest Group: Tourism

#### DESI DEORIA

##### “An insight into the rich cultural and spiritual heritage of U.P”

This project involves six day tourism packages including a 2 day stay in Deoria village, 2 days in Kushinagar and 2 days in Gaya/Lumbini. The package can be booked through the travel offices which will include pick up and travel from Delhi to the destination. The idea is to involve and train people from the local community as the guides, involve the women to take care of the hospitality and house-keeping responsibilities for the guests in order to generate employment and add the local flavor. The idea will be marketed via mainstream media and internet. A total Investment of Rs. 4.6 lakhs is estimated and with the package being priced between Rs.10,000-Rs 15,000/- for a family of four, the business is expected to break even in 7 months.

## Yatri Interactions

Yatri interactions are the least organized of the axes of learning. They are happening all the time during the 18 days through informal chats, compartment discussions, or collaborative projects.

The diversity of experience, perspectives and backgrounds represented by the 400 Yatris leads to a constant exchange of ideas.

Yatris are divided in groups of 6-10 under a single facilitator. These cohorts live in the same compartment. Groups are formed by combining 2-3 cohorts for collaborative projects. Similarly, special interest groups are created for the Biz-Gyan tree where Yatris with similar passions can get together under the themes of Energy, Rural Development, Water, IT Health, etc. These projects along with the experience of simply living and travelling together, offer great opportunities to share experiences and learn from one another.



An intense discussion going on in one of the compartments

## Bridging the Gap

Tata Jagriti Yatra offered a plethora of experiences, a richness of diversity and a fruition of inspired learning. One such aspect was the combination of people coming from diverse cultural, intellectual and economic backgrounds. Tata Jagriti Yatra represented a microcosm of Indian society; from students to professionals, people from well off backgrounds to those who managed to make ends meet, from urban to rural areas and a 40:60 female to male ratio; all united by one common purpose - NATION BUILDING.

Both, urban and rural people have certain stereotypes and misgivings about each other. Sometimes the urban crowd tends to have a slightly overbearing attitude as well. The 18 day national journey on the train helped dissolve these differences through promotion of dialogue between Yatris of different hues. Groups were pre-determined to foster knowledge exchange through a common platform between the diverse demographics. This resulted in increased dialogue between rural and urban Yatris along with a better understanding of different lifestyles. Some were shy, but soon opened up, spoke on various areas and were receptive to new ideas. The resolve of the rural Yatris to achieve success in life was remarkable and inspiring for the rest of us. A fine example is Nikhil Kumar, a resident of Deoria, who trains students in Deoria in English speaking through his own English academy. He states, "English speaking is very important and respectable in my town and I am trying to bring about a change in perspective in the minds of people through a change in language they speak".

The group activities and discussions on role models engaged everyone in analysing the personal and professional traits of the role models, their success routes and brought to light diverse methods of replicating these inspiring ideas in different social environments. The collaboration during group activities and business plans and the ardour that both urban and they speak".

The group activities and discussions on role models engaged everyone in analysing the personal and professional traits of the role models, their success routes and brought to light diverse methods of replicating these inspiring ideas in different social environments. The collaboration during group activities and business plans and the ardour that both urban and rural Yatris got into the activity was invigorating.

The different experiences the Yatra offers sands mental rigidity and facilitates learning from fellow Yatris surpassing cultural, social and economic discrepancies. The rural Yatris exposed the urban Yatris to another realm of problems that obstruct our nation's progress. The urban Yatris demonstrated willingness to move out of their comfort zones and explore the real middle India. Overall the Yatra was beneficial in understanding different cultural perspectives and helped sensitize the urban class of rural problems and vice versa. We hope to see urban-rural collaboration enterprises coming up from the Yatris.

**UZAIR FAHMI**

## FOCUS SESSIONS

# Women and Leadership

A session by Jude Kelly

In a country like India where 'the 'typical' Indian woman, representing about 75 percent of the four hundred million women and female children in India, lives in a village', entrepreneurship does not come as the first, natural choice to women. In fact, not only entrepreneurship but education and employment are also real privileges for women, who often have no option but to become housewives under social and family influences. In such a situation, having 40% of the Tata Jagriti Yatris as women this time has been a big achievement. Congratulating them for their participation and throwing more light on the status of women in India, Jude Kelly addressed the Yatris onboard. Jude herself is a theatre director and producer from Liverpool, England. She is currently the Artistic Director of the Southbank Centre in London. Outside of her theatre life she is the chair of the arts, education and culture committee for the 2012 London Olympics. Sharing her family life, Jude expressed, "My father was a Catholic from Liverpool while my mother was a protestant. Such a marriage was not approved by the society.



**Jude Kelly, Artistic Director, Southbank Centre, London**

All through my childhood, I witnessed a battle against discrimination. It was not racial discrimination, but religious. I have four sisters. I grew up with women.”

Describing her views against all forms of discrimination, she expressed the need for people to get inspired by art as it teaches you so much. Jude also talked about the caste system, “Caste system is a tradition that suggests how some people can be beneath certain others. It is a ceiling on top of people’s dreams.”

### Alarming statistics

Today, women own only 1% of the world’s land property. 780 million people are literate. Low levels of literacy in women are alarming. Jude feels, “If you educate a woman, their children face 40% less chance of dying. Every 90 seconds, a woman dies in childbirth. Globally, 52% people are women. Despite the overwhelming statistic, 70% victims in war are women. How can we be okay when half of the world has lesser rights than the other half?”

Jude Kelly also discussed the need for equality. She expressed her distress over victimization of women through rapes, genocide and other evils. Motivating today’s women, she spoke to the Yatris and ended on an inspirational note, “My message to women today is that you should not be a coward. Fight for equality. My own son believes that he is superior to women. We can’t stop the way people think, but we can stand up for our rights. Power is very toxic. It is between the two sexes to sort out the age old battle. You have to be a parent to yourself, a mentor to yourself. Don’t be a victim. A victim is powerless, pathetic. Some say you are not feminine if you are ambitious. Disregard such comments. Don’t invest in someone else’s dreams if you are not prepared to invest in your own.”

The Yatris, even though taken aback by the sad global statistic mentioned by Jude Kelly, maintained a positive outlook. For the youngsters, abilities and skills definitely seem to matter more than gender differences. This points towards a positive change and inclusion of many more women in not just the Yatra but in entrepreneurial pursuits in general

### UNNATI NARANG

## Exploring “Middle India” in light of “Youth Enterprise”

The session was designed with the following principles in mind:

1. To promote interaction and discussion
2. To help Yatris define the concepts of Youth Enterprise (YE) & Middle India (MI)
3. To ensure Yatris began to think along the lines of YE and MI

As this was the first content session of the Yatra the facilitators aimed to keep the discussions interactive and bring together the various different definitions/understanding that people had of *Youth Enterprise* and *Middle India*. The diverse backgrounds that were coming together on the train had all been subject to different lifestyles and experiences, thus the session hoped to align some of these thoughts yet allow people to define them in their own terms. Not all the Yatris would be starting a social or business enterprise post the Yatra, so this session also aimed at having some freedom of thought around the term *Youth Enterprise*, allowing discussions around classifying Youth Enterprise to be as specific as defining age groups, to as free as associating it with Bollywood movies.

In the same sense, the term Middle India (although defined in pre-reading supplied to Yatris) would symbolize different people/lifestyle/standards of living for the Yatris depending on their own experiences. MI for a yatri from a big city like Mumbai or an IT hub like Hyderabad or a small rural village like Deoria would be very different. This session promoted dialogue in these 2 areas and encouraged yatris to begin to identify with the terms in their own way – and continue to develop and do this throughout the Yatra.

Finally a workshop was conducted with 400 Yatris on the train with the following objectives.

**Objective:** To help Yatris to bring alive their vision and help them to better define their ideas and concepts within the realms of Youth Enterprise & Middle India

- For each individual to get a better grasp of the concepts of “Youth Enterprise” and “Middle India”
- Discuss the challenges and opportunities related to “Youth Enterprise” and “Middle India”
- Get participants to link the above concepts and provide examples and anecdotes of enterprises that they are currently undertaking, have undertaken or aspire to startup

Based on the workshop, opportunities and challenges for ‘Youth Enterprise’ were listed out and an attempt was made to define ‘Middle India’. What you see next are the outcomes of the session on the train.



## Challenges for Youth Enterprise

Society & Culture	<ul style="list-style-type: none"> <li>•Lack of entrepreneurial culture in India</li> <li>•Lack of psychological &amp; moral support from family &amp; friends</li> <li>•Fear of failure due to pressure from families &amp; society</li> <li>•Sexual starvation leading to lack of focus</li> </ul>
Age	<ul style="list-style-type: none"> <li>•Psychological barrier related to age to start-up, volatile state of mind</li> <li>•Lack of experience, qualifications or network at young age</li> <li>•Perceived / actual difficulty to build trust with stakeholders / funding bodies</li> <li>•Experimentation with lack of focus</li> </ul>
Income	<ul style="list-style-type: none"> <li>•Opportunity cost of leaving a lucrative job / lifestyle</li> <li>•Start-up may not offer enough salary / income to start with for quite some time</li> </ul>
Business Environment	<ul style="list-style-type: none"> <li>•High bureaucracy &amp; corruption prove hindrance while dealing with the government</li> <li>•Lack of mentorship leading to inability for streamlined implementation, lack of focus &amp; clarity, concrete business plan, and inputs to ensure scalability &amp; viability</li> <li>•Unorganized sector leads to a lot of competition</li> </ul>
Education & Training	<ul style="list-style-type: none"> <li>•Conventional &amp; non-creative educational system does not promote entrepreneurship</li> <li>•Lack of communication skills (may have lots of technical skills)</li> </ul>

## Opportunities for Youth Enterprise

Network	<ul style="list-style-type: none"> <li>•Inclination for online collaboration through social networking, discussion forums</li> <li>•Increasing prevalence of offline forums like College clubs &amp; interest groups, TJY</li> <li>•Role models willing to support &amp; mentor</li> </ul>
Technology	<ul style="list-style-type: none"> <li>•Greater inclination of youth toward technology, and its use to fill current gaps</li> <li>•Greater comfort of consumers towards ICT &amp; automation</li> </ul>
Mindset	<ul style="list-style-type: none"> <li>•Youth don't always have direct family / financial liability, enabling them to have greater risk appetite</li> <li>•Youth typically may not have biases &amp; prejudice while entering any market</li> <li>•High energy levels, full of fresh ideas &amp; perspectives</li> </ul>
Market	<ul style="list-style-type: none"> <li>•Growing market with rising income &amp; aspiration levels</li> <li>•Large unorganized market in certain sectors leaves scope for adding value</li> </ul>



## Middle India: Definition

### Urban Middle India

- Income: INR 60-100 per day per capita
- Education: 12th pass or basic graduates
- Occupation: Small shop owners, clerks, rickshaw pullers, private guards, government officers (typically 9-5 jobs)
- Skills: Typically have vocational / basic professional skills
- Expenditure: Rent, food, entertainment & other basic needs
- Lifestyle: Budget; EMI dependent; rental house; unwilling to take risks
- Comments: Seek job security; basic needs are met but still struggle for a more comfortable life

### Common Themes

- Education: Is not passion based, but based on parent's aspirations
- Skills: Don't know how to convert skills into assets; look at children as earning members
- Goals: High aspirations, aims; price & brand conscious
- Society: Conscious of society around them; religion/caste key behavior drivers; male dominated
- Resources: Limited resources (connections, awareness, means, exposure, experience)
- Banking: No access to finance; save for daughter's wedding
- Outlook: In dilemma (modernism & traditionalism); risk averse; driven by emotions than rational
- Business Outlook: Lots of middlemen
- Support: Historically neglected by government & society
- Mindset: Unstable; confused of place in society between rich & destitute

### Rural Middle India

- Income: INR 40-60 per day per capita; seasonal; typically dual
- Education: High school
- Occupation: Landless laborers, construction workers, small farmers
- Skills: Agri based, basic vocational, semi/un-skilled
- Expenditure: Food, housing
- Lifestyle: Hand to mouth; lots of rural to urban migration
- Comments: Lack of awareness of educational opportunities; location restricts access

## Unleashing Creativity

The Creativity workshop was organised by Edward Murray, an artist from Creative Connections, London, to help the Yatris get past the analytical approach to problems that was used for the Role Models and Panel Discussions and use their emotions to create and have fun.

Despite being set up towards the last days of the Yatra, this session was extremely well attended. The brief to the Yatris grouped in small sets of 6-10 was simple – Design, build and make a creative sales pitch for a product designed for your mother, that will make her life easier. The materials to be used were the waste plastic bottles, boxes, tea cups and paper available on the train and glue and tape. The designs were judged based on innovation (the idea, the name and pitch) and construction.

Vibha Joshi from the core team, was nominated as the “mother” for the purpose of the session.

Because the aim was to design for a mother, the responses were emotional rather than analytical. The products ranged from a “pet pati”- a perfect husband, to twin digital wrist bands worn by child and mother that gave a pulse to indicate the emotion they felt when they were apart, to the winning Bre-Lax a breakfast maker that allowed the mother that extra half hour of sleep in the morning.

The session was enormously successful and each product pitched with great humour and creativity. Building something using waste materials rather than digital technology reminded the Yatris of the fun of getting “their hands dirty”. It also unified them with the strong bond they all feel towards a mother figure.



Edward Murray conducting creativity workshop

## Jagriti Sewa Sansthan



Jagriti Sewa Sansthan is a charitable organization working towards skill and enterprise based development since 2001. Its skill based training program is focused in eastern Uttar Pradesh. Nationally Jagriti's belief is in empowering young people particularly women and underprivileged youth to find purpose and employment through Enterprise Led Development. The Banyan tree which is Jagriti's logo and its roots denote the numerous individuals and enterprises that can be nurtured under its shade while connected with the real India.

Jagriti's focus is on those 500 million Indians living between Rs 40 - Rs 120 per day. In this target audience Jagriti focuses on human resource development through skill and enterprise. Jagriti trains approximately 2000 participants every year in basic skills like welding, tool cutting, toy making, scooter repair and similar trades in Deoria. Its skill based training is funded by the HRD ministry under the Jan Shikshan Sansthan programme, and it has shown a strong and consistent track record in delivering against this program over the years.

The Tata Jagriti Yatra is a flagship project of Jagriti Sewa Sansthan. The program was initiated when Jagriti recognized that a number of participants in its skill based programs were leaving the local area in search of employment. Since 2007 Jagriti is focusing on promoting Enterprise Led Development as the next step in its evolution. Jagriti has recently formulated Jagriti Enterprise Network which is community of like-minded individuals who are bound by their belief in Enterprise Led Development and nation building. As part of this network, Jagriti is now laying the foundation of a series of Jagriti Enterprise Institutes that will form part of the Jagriti Enterprise Network.

## Tata



Founded by Jamsetji Tata in 1868, Tata's early years were inspired by the spirit of nationalism. It pioneered several industries of national importance in India: steel, power, hospitality and airlines. In more recent times, its pioneering spirit has been showcased by companies such as TCS, India's first software company, and Tata Motors, which made India's first indigenously developed car, the Indica, in 1998 and recently unveiled the world's lowest-cost car, the Tata Nano.

Tata companies have always believed in returning wealth to the society they serve. Two-thirds of the equity of Tata Sons, the Tata promoter company, is held by philanthropic trusts that have created national institutions for science and technology, medical research, social studies and the performing arts. The trusts also provide aid and assistance to non-government organisations working in the areas of education, health-care and livelihoods. Tata companies also extend social welfare activities to communities around their industrial units. The combined development-related expenditure of the trusts and the companies amounts to around 4 per cent of the net profits of all the Tata companies taken together.

Tata companies operate in seven business sectors: communications and information technology, engineering, materials, services, energy, consumer products and chemicals. They are, by and large, based in India and have significant international operations. The total revenue of Tata companies, taken together, was \$70.8 billion (around Rs325,334 crore) in 2008-09, with 64.7 per cent of this coming from business outside India, and they employ around 357,000 people worldwide. The Tata name has been respected in India for 140 years for its adherence to strong values and business ethics. The major Tata companies are Tata Steel, Tata Motors, Tata Consultancy Services (TCS), Tata Power, Tata Chemicals, Tata Tea, Indian Hotels and Tata Communications.