

Business Development (Marketing)

ANNUAL PLAN 2018-2019



KUDUMBASHREE
STATE POVERTY ERADICATION MISSION, GOVT. OF KERALA

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I. Introduction

Micro Enterprises Development is an important strategy of Kudumbashree towards economic empowerment of women. Members of Kudumbashree are encouraged to start 'Micro Enterprises' using local recourses, and financial aid, skill training, handholding and marketing support provided by the Mission. Today, there are around 15,000 Micro Enterprises within Kudumbashree. Though the Micro and Small Enterprises Sector in Kerala is still facing infrastructural and logistical problems, lack of proper market linkages, and challenges in terms of flow of institutional credit, they not only play a major role in the household income of poor strata, but also have a significant influence in the economy.

An understanding of the market, competitors, technology, marketing tools and business environment are the determinants of success of the Micro or Small Enterprises Sector. Hence, marketing is critical for the survival of Kudumbashree Micro Enterprises. Large private or public enterprises have enough resources at their command to hire manpower to take care of marketing of their products and services and for intensive promotion strategies. Kudumbashree Micro Enterprises do not have these resources at their command and thus needs institutional support from Kudumbashree Mission. The Challenges of Women Micro Enterprises of Kudumbashree are voluminous.

- Most of the MEs are unregistered, operating with obsolete technology, have limited access to institutional finance, and resort to seasonal production. The number of women who have taken up entrepreneurship as a serious vocation is less.
- Low market penetration/tough competition from products and sales or marketing strategies of large scale enterprises.
- Lack of quality assurance/certification, Standardization of products and proper marketing channels to penetrate new markets.
- Lack of sufficient Market Places, Unaware of customer base/segmentation,
- Absence of Distribution Network as dependence on external agencies increases the cost.
- Unaware of the modern marketing and business strategies, Unable to cope quickly with changing market scenarios though the products has market potential, Unable to opt for efficient marketing techniques.
- Lack of effective sales promotion, market research, advertising etc. because of insufficient resources.

- Difficulty to sell the output at a profit because of higher cost of production due to low, unindustrialized production and non-standardized quality of products.

Fast changing national and global economic and trade scenario has thrown up various opportunities and challenges to the Micro Enterprises of Kudumbashree. While on the one hand, many opportunities have been opened up for the ME sector to enhance productivity and look for new markets at national and international level, it has also, on the other hand, put an obligation to upgrade their competencies to meet the competition, as similar products are being launched at an astonishing pace everyday and competitive products enjoy major market share and brand loyalty among consumers. In the present competitive age, marketing is the Achilles heel in Kudumbashree, wherein Women Micro Enterprises face many challenges in marketing their products.

II. Action Plan Overview and Philosophy

Considering the challenges of Micro Enterprises, the scarce resources with Kudumbashree and its limitations to function as any other corporate or public sector company, and at the same time the need for interventions in the area of marketing of Kudumbasheeproducts, the 'Business Development (Marketing) Section' of Kudumbashree Mission have set the following objectives for the year 2018-19. Being the first year after the formation of a vertical for Marketing, it has been seemed logical to build on what exists and to focus on providing more and more marketplaces for women entrepreneurs in order to not only facilitate sustainability, but also to indirectly force them to increase their production to reach scalability and mark market presence, rather than getting in to hard core marketing activities. Apart from creating more market places, creating a B2C ecosystem, retaining the existing customers and creating a customer base in the State, strengthening the entrepreneurs and piloting certain alternative institutional mechanisms are the overall aim of Kudumbashree Marketing Team in 2018-19.

- To enhance the marketing capabilities and competitiveness of Kudumbashree ME products.
- To enrich the marketing skills of the micro entrepreneurs, support teams and Kudumbashree Mission.
- To showcase the competencies of MEs and variety of products at state, national and international platforms, and provide platforms to MEs for interaction with direct consumers, intermediaries and large institutional buyers.
- To facilitate the formation of consortia of MEs, exclusive alternative distribution channel or other appropriate institutional mechanisms for marketing of ME products and services

Apart from the above, developing appropriate platforms for Kudumbashree for going beyond the generic marketing applications, creating greater acceptance for Kudumbashree products, strengthening the brand or developing a corporate brand image for Kudumbashree, devising a focused approach and competing nationally is the need of the hour. Creating a strong alternative distribution system for demand creation and building word-of-mouth advocates and then pivoting to general trade once a sizeable consumer base is generated will be an ideal strategy for Kudumbashree. As most of the efforts had been historically directed towards 'Place' and duplicating the products and not to 'Product', 'Prices' or 'Promotion', and yet, sales have been recognized as the most important of all business activities and essential for the survival, branding became more difficult or totally nonexistent.A

shift in interest from line or product branding to 'Corporate Branding' will be essential for Kudumbashree.

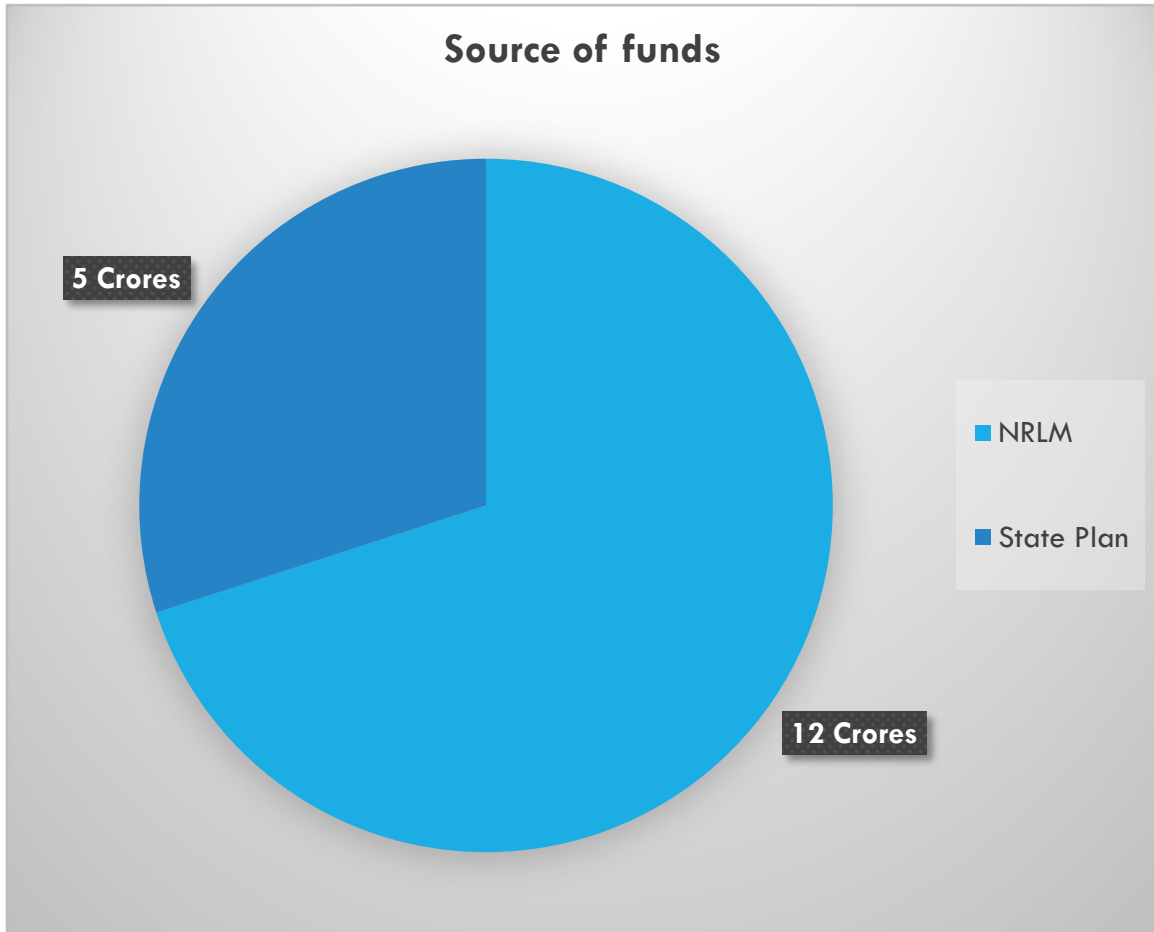
To achieve these set objectives, the Business Development (Marketing) Division will undertake the following activities in the year 2018-19.

1. Trade Fairs
2. Setting up of Nano Markets
3. Online Marketing
4. Setting up of Kudumbashree Basar
5. Development of a Distribution Network
6. Branding of a product line
7. Inception of Community Marketing Facilitators
8. Introduction of a Marketing Information System

While evolving the schemes or activities, the five stage small business growth model (Scott & Bruce 1987, Churchill & Lewis 1983) is taken in to consideration and different interventions are envisaged for Enterprises in different growth stages such as inception, survival, success, expansion and maturity.

III. Source of Funds

The Fund Sources in 2018-19 and Scheme wise allocation of funds for each activity along with physical target is given below.



IV. Scheme wise allocation of funds

Unique No.	Name of Scheme	Physical Target	Financial Allocation (Rs. in Lakhs)		Remarks/Reference
			State Plan	NRLM	
BD01	Monthly Markets	2450	96.20	60.80	2450 Markets in 14 districts/See Page 11
BD02	Special Trade Fairs	61	NA	100	5 Major Fairs at state level & 56 Minor Fairs in districts/See Page 15
BD03	SARAS Fair	27	100.00	84.00	2 Fairs in Kerala/25 Fairs in outside Kerala /See Page 18
BD04	Food Fests	80	NA	215.00	70 District level & 10 State/National level Fests/See Page 23
BD05	Onam Fair	1065	18.6	121.4	1065 Fairs in 14 districts/See Page 26
BD06	Nano Market	500	NA	250.00	500 units in 14 districts/See Page 31
BD07	Online Marketing	1000	NA	25.00	1000 Products & 5000 orders/See Page 34
BD08	Kudumbashree Basar	14	280.00	280.00	1 unit in each district/See Page 38
BD09	District Distribution Network	14	NA	90.00	14 teams in 14 districts/See Page 43
BD10	Branding	500	NA	80.00	500 Products/See Page 48
BD11	Capacity Building	449	NA	50.00	245 CMFs, 152 BCs, 42 DMMU team & 10 SMMU

	Programmes				team/See Page 52
BD12	Marketing Information System	1	NA	10.00	MIS & Mobile App/See Page 55
BD13	Community Marketing Facilitators	245	30.69	54.31	152 rural CMFs &93 urban CMFs /See Page 57
BD14	Review Meetings	10	NA	5	10 reviews/See Page60
TOTAL			525.5	1420.5	(Rs. in Lakhs)
GRAND TOTAL			1946.00		
Funds Allocated			1700.00		State Plan and NRLM
Other funds expected			246.00		NRLM

V

**ROLL OUT DETAILS OF
DISTRICT/STATE LEVEL PROGRAMMES**

V.1. TRADE FAIRS

Even though Sales through Trade Fairs is possible only due to the low volume of production commensurate to the local demand, direct selling of goods has its own advantage like non-payment of commission to intermediaries. Organisational support of Kudumbashree Mission in marketing was mainly in the form of organizing Trade fairs historically. Even though Trade Fairs provide better opportunities to the MEs to exhibit and sell their products, the level of participation of MEs in these Fairs was not very encouraging in the last many years. The quantity of production of majority of MEs is too low to attend Trade Fairs regularly. Due to low volume and seasonality of production, the goods are not accumulated for want of market. It could be seen that only 20% of the MEs habitually participate in Trade Fairs due to lack of facilities to take the goods to the point of Trade Fairs, additional transportation cost, personal inconvenience of entrepreneurs in attending the fairs and absence of ensured sales. But it is evident that considerable portion of the sales of MEs that attend the fairs regularly are through such fairs, especially in the case of MES that are in inception and survival stages. This highlights the necessity of regular Trade Fairs and the importance of encouraging the entrepreneurs to attend all possible fairs, along with addressing the challenges mentioned above. It calls for expansion of Trade Fairs and hence, Kudumbashree proposes to conduct or participate in more Trade Fairs in 2018-19 than ever before. Kudumbashree will conduct or participate in the following different types of Trade Fairs in 2018-19.

- a) Monthly Markets (intended for MEs in inception and survival stages)
- b) Special Trade Fairs (intended for MEs in survival and success stages)
- c) SARAS Fairs (intended for MEs in survival and success stages)
- d) Major Food Fests (intended for Units in success stage), Minor Food Fests (intended for Units in survival stages)
- e) Onam Market (intended for MEs in inception and survival stages)

BD01/MONTHLY MARKETS/2450/157 Lakhs

a) Aim/Overall Objective :-

To conduct 2450 monthly markets in 2018-19 at Block/Municipality/Corporation levels across Kerala and generate a profit of Rs. 15 crores benefiting 5000 Micro Enterprises in the inception and survival stages.

b) Programme Description :-

Kudumbashree initiated Monthly Markets in the initial years of 2010s in every Panchayath, Block and at District levels. But the number of Monthly Markets have steadily come down in the last 4-5 years from more than 700 to less than 50, and from 14 Districts to 2 or 3 Districts. Hence, an attempt to revive these Monthly Markets have been made in year 2017-18 by delegating the responsibility of conducting the Monthly Markets to the Community network (CDS) and provided the CDSs with necessary infrastructure cost. 152 Monthly Markets, i.e. one in each Block have been reinstated in the month of August/September, 2017. An amount of Rs. 1.5 Lakhs have been provided to each CDS for procuring basic infrastructure facilities. Even though the outcome of these efforts is yet to be realized, the primary responses from various quarters are pointing towards a promising endeavor. Hence it is proposed to uphold the existing Monthly Markets in 152 Panchayaths and to expand the reach of Monthly Markets to urban areas in 2018-19. It is proposed to conduct Monthly Markets in every Municipality and Municipal Corporation in 2018-19, in addition to the existing Monthly Markets at Block level. Since it is found that the major handicap in the sustainable conduct of Monthly Markets in 2017-18 was the lack of assistance towards running cost of the Markets, it is concluded that meeting such expenses from the fees or commission deducted from the participating entrepreneurs is not practical.

In the year 2018-19, Monthly Markets will be conducted in 152 CDS (representing 152 Blocks), 87 Municipalities and 6 Municipal Corporations. The District Missions shall ensure pooling of all entrepreneurs at inception and survival stages within a Block to the Monthly Market to be held in one of the CDSs within that Block. Monthly markets need to be conducted at Block, Municipality, Corporation levels on fixed dates of each month preferably in the first week in the premises of the respective Block/Municipality/Corporation for a duration of not less than three

consecutive days or at any location identified by the District Mission. To ensure the conduct of monthly markets, Kudumbashree mission would support the CDSs taking lead roles with a monthly assistance to meet the expenditure of conduct of these markets in this financial year. This assistance shall be utilized to meet the Honorarium of Community Marketing Facilitators, Setup Cost of Market, rentals if any and any other cost that would compute to the total running cost of the market. Rs.4000/- will be granted to a monthly market at Block level, Rs. 10,000 at Municipality level and Rs. 15,000/- at Corporation level, limited to 10 Monthly Markets in an year. The CDS in consultation with the District Mission may on their discretion could charge commission from the entrepreneurs of the total sales turnover and utilize it for the running cost of the fairs.

c) Implementation Timeline and Responsibility :

Monthly Markets 2018-19														
No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Revised Guidelines													State Mission
2	Identification of locations													District/Block Mission
3	Mobilisation of entrepreneurs / special awareness meetings of entrepreneurs at Block, Municipality, corporation level													BCs/CMFs/CDSs
4	Conduct of monthly markets / Monitoring													District Mission/CDSs

d) Roll Out Details :

Sl No	District/State	Physical Target	Financial allotment
1	Thiruvananthapuram	160	990000
2	Kollam	160	990000
3	Pathanamthitta	130	760000
4	Alappuzha	180	1080000
5	Kottayam	170	1040000
6	Idukki	100	520000
7	Ernakulam	280	2010000
8	Thrissur	240	1490000
9	Palakkad	200	1220000
10	Malappuram	270	1800000
11	Wayanad	60	420000
12	Kozhikode	200	1330000
13	Kannur	210	1490000
14	Kasargod	90	540000
15	State		20000
	Total	2450	157,00,000

e) Policy Decisions :

Sl. No.	Policy Decisions	Target date for issuing orders	Target date for roll out
1	Revised Guideline on conduct of Monthly Markets	20 th April, 2018	25 th April, 2018

f) Web Monitoring Table :

District	No of Blocks/C DS selected for Markets	No of Markets Conducted (cumulative)	Cumulative Sales	No of Markets in current month	Current month Sales	No of MEs participated (cumulative)	No of MEs participated in current month
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g) Additional Monthly Reporting Format by DPM/BC/CMF :

Name of GP / Location :					Month/Year :	
No of MEs participated in current month*	No of MEs – Food Products / Sales	No of MEs – Handicrafts / Sales	No of MEs – Kitchen Utensils / Sales	No of MEs – Personal Care / Sales	No of MEs – Apparels / Sales	Expenditure

* Names of units/Sector to be enclosed

BD02/SPECIAL TRADE FAIRS/61/100 Lakhs

a) Aim/Overall Objective :-

To participate in at least 61 Special State/District/Local Trade Fairs and thereby provide platforms for 2000 micro entrepreneurs to display and sale their products and earn an income of Rs. 1.5 crores

b) Programme Description :-

Trade Fairs has its own advantage like non-payment of commission to intermediaries. Trade Fairs are being conducted by various agencies such as LSGs, District Administration, Government Departments/Agencies, and renowned religious organisations or private agencies as part of festival seasons or religious festivals or on other special occasions at a large scale in almost all Districts. As the entire locality get in to a festive mood during the conduct of these Fairs, participating in such Trade Fairs is found to be very beneficial for Kudumbashree entrepreneurs. Hence, participation in such local or district Fairs will be continued in 2018-19 as it not only ensures considerable market but also an enthusiasm and team work among entrepreneurs and Community Development Societies who naturally own these fairs due to political and apolitical reasons. Participation in such fairs not only aim at generating income for its entrepreneurs by leveraging from the festive mood, but also an attempt to create customer base and local acceptance and trust. Districts will be given Rs. 2 to 15 Lakhs depending upon the number of MEs in the District and each District is expected to participate in at least 4-5 such local or district fairs, provided the cost of participation of one fair should not exceed Rs. 1.5 Lakhs. (Approval from State Mission will be required if the funds required for a fair exceeds Rs. 1.5 Lakhs). The fund may be utilized to meet the Honorarium of Community Marketing Facilitators, Setup Cost of Stalls or rentals, transportation of products and any other facilitation cost that would compute to the total running and operation cost of the fair. Kudumbashree State Mission will also participate in 5major Fairs in association with selected branded consumer festivals being organized by media or other event management teams in and outside the State or outside the country and will participate in selected national fairs such as IITF, AajeevikaMela and BharathParv, and in fairs organized by I&PRD of Kerala in other States.

c) Implementation Timeline and Responsibility :

Special Trade Fairs 2018-19														
Sl No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Development of Event Calender / Approval by State Mission / Guidelines on participation of Trade Fairs													State/ District Mission
2	Participation in fairs / Reporting / Web updation													District Mission
3	Monitoring & Evaluation													State Mission

d) Roll Out Details :

Sl No	District / State	Physical Target (minimum)	Financial allotment
1	Thiruvananthapuram	4	600,000
2	Kollam	4	400,000
3	Pathanamthitta	4	400,000
4	Alappuzha	4	500,000
5	Kottayam	4	400,000
6	Idukki	4	400,000
7	Ernakulam	4	1,500,000
8	Thrissur	4	300,000
9	Palakkad	4	600,000
10	Malappuram	4	600,000
11	Wayanad	4	200,000
12	Kozhikode	4	500,000
13	Kannur	4	400,000
14	Kasargod	4	200,000
	State	5	3,000,000
	Total	61	10,000,000

e) Policy Decisions :

Sl. No.	Policy Decisions	Target date for issuing orders	Target date for roll out
1	Guideline on conduct of Special Trade Fairs	25 th April, 2018	30 th April, 2018

f) Web Monitoring Table :

District	No of Special Trade Fairs Conducted (cumulative)	Cumulative Sales	No of MEs participated (cumulative)	No of Special Trade Fairs in current month	Current month Sales	No of MEs participated in current month

g) Additional Reporting Format by DPM/BC/CMF :

Name of District/Location :				Dates/Month/Year :		
No of MEs participated in current month*	No of MEs – Food Products / Sales	No of MEs – Handicrafts / Sales	No of MEs – Kitchen Utensils / Sales	No of MEs – Personal Care / Sales	No of MEs – Apparels / Sales	Expenditure (to be included by DPM)

* Names of Units/Sector to be enclosed

BD03/SARAS FAIRS/2/28/184 Lakhs

a) Aim/Overall Objective :-

a) To conduct two Saras Fairs in the State to create awareness about rural products among the urban population and to develop new business opportunities for the rural Micro Entrepreneurs across the country.

b) To facilitate the interested entrepreneurs and/or Community Marketing Facilitators with training in direct sales and exposure in outside State markets to enhance their marketing skills by participating in at least 28 outside State Saras Fairs and generate an income of Rs. 2 crores.

b) Programme Description :-

Markets are of fundamental importance in the business strategy of rural enterprises. Marketing of rural products is a developing concept and its full potential is still untapped. Government have recently realised the scope of rural markets as it would increase the income of rural society and provide them with better livelihood opportunities. SarasMela is a landmark initiative of the Ministry of Rural Development, Government of India for promoting rural products and building capacities of rural artisans and entrepreneurs. SARAS Fair initiative is to market rural products thereby providing an opportunity for income generation to the rural artisans. The title Saras has originated from the scheme Sale of Articles of Rural Artisans Society (SARAS). SARAS Fairs are now major national events attracting both national and international interests. Last financial year onwards, every state across India hosts two Saras fairs in one fiscal year.

In 2018-19, Kudumbashree would hold two Saras Fairs in the State and facilitate participation of Kudumbashree in at least 25 States/UTs to provide the entrepreneurs with training in direct sales and exposure in outside State markets, which will enhance their marketing skills and will impact the product quality in future. The events organized in the State would provide a platform to the rural artisans across the country to showcase their skills and products. The Fair would not only display the products of the rural artisans and craftsmen but would also enable them to interact and learn from the other participants from different states. The ten-day event will not only display and sell rural products, but will have interactive sessions and workshops related to entrepreneurship Development and livestock

management. An All-India Food Court and Cultural programmes will also be held during the Fair.

An amount of Rs. 70 Lakhs is earmarked for conducting two Saras Fairs in the State in 2018-19 under NRLM. Additionally, an amount of Rs. 100 Lakhs will be allocated for two fairs from the State Plan Fund for the Saras Fairs conducted in the State. Apart from it, an amount of Rs. 1 Lakh each is allocated for Districts for participation in outside State Saras Fairs. The transportation cost of products, daily sustenance allowance to entrepreneurs, honorarium and travel cost of CMFs and other branding (Banners, notices etc.) activities may be supported under this fund.

c) Implementation Timeline and Responsibility :

SarasMela 2018-19														
Sl No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Release of a Saras Guide													State Mission
2	Preparations for first Saras													State/District Mission
3	Conduct of first Saras													District Mission
4	Preparations for second Saras													State/District Mission
5	Conduct of second Saras													District Mission
6	Empanelment of units / CMFs for outside State Saras Fairs													District Mission
7	Participation in Saras Fairs outside State													District Mission

d) Roll Out Details :

Saras Fairs within State			
Sl No	District	Physical Target	Financial allotment
1	District 1	1	85,00,000
2	District 2	1	85,00,000
	Total	2	170,00,000

Saras Fairs outside the State			
Sl No	District	Physical Target	Financial allotment
1	Thiruvananthapuram	2	1,00,000
2	Kollam	2	1,00,000
3	Pathanamthitta	2	1,00,000
4	Alappuzha	2	1,00,000
5	Kottayam	2	1,00,000
6	Idukki	2	1,00,000
7	Ernakulam	2	1,00,000
8	Thrissur	2	1,00,000
9	Palakkad	2	1,00,000
10	Malappuram	2	1,00,000
11	Wayanad	2	1,00,000
12	Kozhikode	2	1,00,000
13	Kannur	2	1,00,000
14	Kasargod	2	1,00,000
	Total	28	14,00,000

e) Policy Decisions :

Sl. No.	Policy Decisions	Target date for issuing orders	Target date for roll out
1	Guide Book on conduct of Saras Fairs	15 th June, 2018	20 th June, 2018
2	Revised Guidelines on participation of outside Saras	30 th April, 2018	1 st May, 2018

f) Web Monitoring Table :

Saras Fair within the State										
Stall No.	State/ District	Name of Unit	Major Products	Day 1 Sales	Day 2 Sales	Day 3 Sales	Day 4 Sales	Day 5 Sales	Day 6 Sales	Total Sales

Saras Fair outside the State										
Stall No.	District	Name of Unit/ CMF	Major Products	Day 1 Sales	Day 2 Sales	Day 3 Sales	Day 4 Sales	Day 5 Sales	Day 6 Sales	Total Sales

g) Additional Reporting Format by DPM/BC/CMF attending outside State SarasFair :

Name of State/District/Location of Saras:						
Dates/Month/Year :						
No of MEs participated *	No of MEs – Food Products / Sales	No of MEs – Handicrafts / Sales	No of MEs – Kitchen Utensils / Sales	No of MEs – Personal Care / Sales	No of MEs – Apparels / Sales	Expenditure (to be included by DPM)

* Names of Units/Sector to be enclosed

Names of CMF attended/District :

No of MEs whose products exhibited *	No of MEs – Food Products / Sales	No of MEs – Handicrafts / Sales	No of MEs – Kitchen Utensils / Sales	No of MEs – Personal Care / Sales	No of MEs – Apparels / Sales	Expenditure (to be included by DPM)

* Names of Units/Sector to be enclosed

BD04/FOOD FESTS/80/215 Lakhs

a) Aim/Overall Objective :-

To capacitate and handhold at least 300 Café Kudumbashree Catering Units by providing hands on experience through participation in 80 Food Festivals in year 2018-19 and generate a sales turnover of Rs. 5 Crores.

b) Programme Description :-

Kudumbashree has more than 1000 catering units. Even though Kudumabshree Mission provides training to the women groups, providing hands-on experience in managing large crowd and huge volume of food production is essential for increasing the confidence of each group. Kudumbashree Food Fests offer a platform to enterprising women in the field of catering (ready to eat food production) as well as offer the public a taste of homely unadulterated food. 'Café Kudumbashree', the food and hospitality brand of Kudumbashree which caters the ethnic cuisine of Keralite taste has reached its epitome of being the best food festival brand in the State offering quality, tasty and ethnic varieties of Keralite food at affordable prices for the public. The set norms for setting up café Kudumbashree food courts facilitates brand identity and put out any scenarios of competition. Kudumbashree's Food Fests are always strategically structured not only to provide appropriate avenue for its entrepreneurs to market their products, but also to provide hands own training for entrepreneurs on facilitating services and thereby generating income. In the year 2017-18, Districts were allotted with Rs. 5 Lakhs to conduct at least 3 food festivals in the districts. More than 60 food festivals were conducted by Kudumbashree in 2017 – 18 in order to support the catering units and registered a total sales of more than Rs. 5 crores. Kudumbashree Food Fests created the impression of homeliness, ethnicity, taste and variety of the dishes of Kerala cuisine, displayed a variety of products from snacks to biriyani and juices to payasam that would titillate any foodie.

Kudumbashree focusses on the conduct of more district/state level food festivals in this financial year to provide sustainable livelihoods to its Catering Groups and in the process, to create district level food court brands of district's food ethnicity and promote self sustainability of the Café Units in the catering sector. Standard operating procedures, uniformity in the look and feel of Cafe Kudumbashree Food Fests and maintaining the quality of food will be ensured in this

financial year. Each District will be given an amount of Rs. 10 Lakhs in 2018-19 for conducting and participating in at least 5 Food fests. Apart from it, Kudumbashree State Mission will also participate in 10 – 12 major Food Festivals in association with selected branded consumer festivals being organized by media or other event management teams in and outside the State or outside the country and will participate in selected national fairs such as IITF, AajeevikaMela and BharathParv, and in fairs organized by I&PRD of Kerala in other States.

c) Implementation Timeline and Responsibility :

Food Fests 2018-19														
Sl No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Development of SOP for Food Fests / Empanelment of Catering Units													State/ District Missions
2	Release of Revised Guidelines/Proceedings / Development of Event Calender													State Mission
3	Conduct/Participation Food Fests													State/ District Missions

d) Roll Out Details :

Sl No	District / State	Physical Target	Financial allotment
1	Thiruvananthapuram	5	10,00,000
2	Kollam	5	10,00,000
3	Pathanamthitta	5	10,00,000
4	Alappuzha	5	10,00,000
5	Kottayam	5	10,00,000
6	Idukki	5	10,00,000
7	Ernakulam	5	10,00,000
8	Thrissur	5	10,00,000

9	Palakkad	5	10,00,000
10	Malappuram	5	10,00,000
11	Wayanad	5	10,00,000
12	Kozhikode	5	10,00,000
13	Kannur	5	10,00,000
14	Kasargod	5	10,00,000
15	State	10	75,00,000
	Total	80	2,15,00,000

e) Policy Decisions :

Sl. No.	Policy Decisions	Target date for issuing orders	Target date for roll out
1	Revised Guidelines on Conducting/participating in Food Fests	5 th May, April, 2018	10 th May, 2018

f) Web Monitoring Table :

District	No of Food Fests Conducted (cumulative)	Cumulative Sales	No of Units participated (cumulative)	No of Food Fests in current month	No of Units participated in current month	Current month Sales	Expenditure (cumulative)	Expenditure current month

g) Additional Reporting Format by DPM/BC/CMF :

Name of District/Location :					Dates/Month/Year :	
Name of Unit/District	Major Food Items	Day 1 Sales	Day 2 Sales	Day 3 Sales	Total Sales	Commission deducted*

* Detailed Statement of Expenses to be included. (Trade Fair Account Pass Book copy to be enclosed showing crediting of Commission)

BD05/ONAM MARKET/1065/140 Lakhs

a) Aim/Overall Objective :-

To conduct 1065 Onam Markets across Kerala at CDS Level and achieve a sales turnover of Rs. 40 Crores, by facilitating market intervention for a safe-to-eat Onam

b) Programme Description :-

Festival Fairs are being conducted by Kudumbashree during Onam or other special occasions at a large scale in almost all Panchayaths/ Municipalities/ Corporations. As the entire State slip in to a shopping mood during Onam, Trade Fairs during onam is found to be very successful. The Kudumbashree Onam Markets is one of the major marketing interventions that records one of the highest sales turnover for Kudumbashree products. Last year, Kudumbashree Onam Markets recorded a sales turnover of 26 Crores. Hence, Onam Fairs will be continued in 2018-19 also as it not only ensures considerable market but also an enthusiasm and team work among all Kudumbashree stakeholders. Kudumbashree Onam Markets not only aim at generating income for its entrepreneurs by leveraging from the festive mood of Keralites, but also an attempt to check price rise in the festival season and to render quality products and safe-to-eat products to the consumers.

In 2018-19, Funds will be earmarked for activities such as promotion of Onam Fairs including publicity and participation in Government sponsored events such as Onam Pageantry conducted in Trivandrum by Tourism Department. This year Onam markets will be held at all 1065 CDS of Kudumbashree and these CDS will be provided with financial assistance to organize the same. Each rural CDS will be supported with Rs.12000/- and Urban CDS will be given 15000/- to host Onam Markets. The fund can be utilized to setup Onam Trade Fairs, Venue arrangements, rentals, honorarium for Community Marketing Facilitators or members of CDS. Since, the funds allocated will not be sufficient for the successful conduct of the fairs, District Mission and CDSs are encouraged to obtain funding assistance or sponsorships from LSGs or public/private enterprises.

c) Implementation Timeline and Responsibility :

Onam Markets 2018-19													
Sl No	Activity/Tasks	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Release of Guidelines / Procedures												State Mission
2	Promotional activities / Preparations at District level –PRM, ME Meet etc												District Mission / CDSs
3	Conduct of Onam Markets												District Mission / CDSs

d) Roll Out Details :

Sl No	District / State	Physical Target	Financial allotment
1	Thiruvananthapuram	83	1026000
2	Kollam	74	906000
3	Pathanamthitta	58	711000
4	Alappuzha	80	984000
5	Kottayam	78	957000
6	Idukki	54	654000
7	Ernakulam	101	1269000
8	Thrissur	100	1242000
9	Palakkad	96	1176000
10	Malappuram	110	1368000
11	Wayanad	26	321000
12	Kozhikode	82	1020000
13	Kannur	81	1002000
14	Kasargod	42	516000
15	State		8,48,000

	Total	1065	140,00,000
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e) Policy Decisions :

Sl. No.	Policy Decisions	Target date for issuing orders	Target date for roll out
1	Guidelines on Conducting Onam Markets	30 th May, April, 2018	15 th June, 2018

f) Web Monitoring Table :

District	No of Markets to be conducted	No of Markets planned to be conducted at GP level	No of Markets planned to be conducted at Municipal/ Corporation level	Date of Special PRM on Onam Market conducted	Date of CDS ME Meet on Onam Market	No of CDS conducted ME Meet	No of expected MEs to be participated in Onam Market

District	No of GP level Markets	No of MEs attended	Sales	No of Municipal/ Corporation level Markets	No of MEs attended	Sales	Total Markets	Total No of MEs	Total Sales

g) Additional Reporting Format by DPM/BC/CMF :

Name of District :				Dates/Month/Year :		
No of MEs participated	No of MEs – Food Products / Sales	No of MEs – Handicrafts / Sales	No of MEs – Kitchen Utensils / Sales	No of MEs – Personal Care / Sales	No of MEs – Apparels / Sales	Total District Expenditure (to be included by DPM)

* Names of Units/Sector to be enclosed

V.2. Permanent Market Places

The successful experience of substantial number of Micro Enterprises that sell their products mainly through Trade Fairs shows that the customers are attracted to Kudumbashree products and there is scope for climbing up in the marketing ladder from trade fairs to permanent or retail markets. Since, Kudumbashree has its limitations in supplying products to all existing super markets or to retailers, it necessitates establishment of Kudumbashree's own market space or shelf space at conventional selling points. Getting into supermarket aisles significantly widens Kudumbashree brand's potential, consumer base and exponentially increases its potential revenue haul. But as far as Kudumbashree is concerned, there is more to earning that coveted shelf space as general trading leaves many woefully unprepared when it comes time to make a pitch to super stores about their product. A collection of homemade products in a common platform, be it physical (nano markets/basras) or virtual (online), will definitely satisfy the customers who value quality, ethnicity and purity. As E-commerce is fast gaining ground as an accepted and used business paradigm in the State and elsewhere in the country, Kudumbashree's 'E-Commerce portal will provide functionality for performing commercial transactions over the web. Kudumbashree portal not only provide consumers with a variety of products of small scale producers at their doorstep, but also empower the women entrepreneurs by linking them with higher markets and institutional buyers, and by facilitating them to compete in the national market. Hence Kudumbashree is strategically planning to build its business first by securing a customer base through its strategies given below.

- a) 'Nano Markets'
- b) Online Marketing
- c) 'Kudumbashree Basar'

Considering the fact that rural markets generates more sales, Kudumbashree's weak presence in conventional retail reach will be increased in rural areas for deeper distribution through Nano Markets. It is also expected that selling through branded outlets – Kudumbashree Basar and online portal instead of selling to the retail trade through distributors will yield more savings in distribution margins and will facilitate lower overheads. These Markets will be positioned as culturally indigenous in the light of Swadeshi Campaign and will leverage the advantage of being associated with Women Producers and Homely, Ethnic and Pure Products. Moreover, in a new

market, Kudumbashree can first drive trials and consumption using these dedicated shelves/stores, and these stores will also serve the function of product introductions.

BD06/NANO MARKETS/500/250 Lakhs

a) Aim/Overall Objective :-

Set up 500 exclusive shelf space for Kudumbashree products in leading super markets or place marketing kiosks in public places/offices for sales of Kudumbashree products and generate an income Rs. 3 crores for entrepreneurs.

b) Programme Description :-

For the emerging array of Kudumbashree products, making the leap to all leading super markets shelves can be an intimidating yet incredibly necessary step for Kudumbashree to market its product. Shelf space in super markets or in public places not only generate familiarity among customers, but also create trust among potential customers. Indirectly, Kudumbashree products will be positioned in par with its near competitors in Nano Markets. This is particularly important because Kudumbashree do not have enough resources to go for an intensive marketing backed up by highly paid promotion activities. It is in this background, Kudumbashree has decided to go for 'Nano Markets' in which exclusive shelf space is obtained in existing super markets for Kudumbashree products. To start with, Kudumbashree will approach super markets managed by Government departments due to obvious reasons and benefits attached to it while joining hands with line departments.

'Nano Market' is either an exclusive shelf space positioned in super markets operated by government departments and private players or placing of a shelf in public places in order to sell Kudumbashree products directly to customers, especially in public offices where large crowd assemble for availing various services. The products of Kudumbashree enterprises of a particular locality or block will be pooled in to nearby Nano Markets by the Community Marketing Facilitators and the activity will be monitored by Block Coordinators. It will be the responsibility of Community Marketing Facilitators to replenish the stock in the Nano Markets regularly. In 2018-19, Kudumbashree is planning to establish 500 Nano Markets across the State. These Nano Markets will have 'common look and feel' or branding

wherever possible. An amount of Rs. 5000/- per Nano Market is allocated as setting up cost.

c) Implementation Timeline and Responsibility :

Nano Market								
No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Responsibility
1	Identification of stores/public places for setting up Nano markets							District Mission
2	Establishment/Placing of Shelves							District Mission
3	Establishment of back end services/monitoring							District Mission

d) Roll Out Details :

S1 No	District	Physical Target	Financial allotment
1	Thiruvananthapuram	39	195000
2	Kollam	30	150000
3	Pathanamthitta	26	130000
4	Alappuzha	36	180000
5	Kottayam	31	152500
6	Idukki	28	137500
7	Ernakulam	87	435000
8	Thrissur	34	167500
9	Palakkad	46	227500
10	Malappuram	46	230000
11	Kozhikode	25	122500
12	Wayanad	26	127500
13	Kannur	33	162500
14	Kasargod	17	82500
	Total	500	2,500,000

e) Policy Decisions :

Sl. No.	Policy Decisions	Target date for issuing orders	Target date for roll out
1	Guidelines on establishing Nano Markets	15 th May, April, 2018	20 th May, 2018

f) Web Monitoring Table :

District	No of Nano Markets in CDS/ public offices	No of Nano Markets in Super/ Hyper Markets	Cumulative Sales	No of Nano Markets established in current month in CDS/ public offices	No of Nano Markets established in current month in Super/ Hyper Markets	Current month total Sales	Cumulative Expenditure incurred

g) Additional Reporting Format by DPM/BC/CMF :

Name of District :			Month/Year :			
Name of Nano Market / location	No of MEs – Food Products / Sales in current month	No of MEs – Handicrafts /Sales in current month	No of MEs – Kitchen Utensils / Sales in current month	No of MEs – Personal Care / Sales in current month	No of MEs – Apparels /Sales in current month	Total Monthly Sales

* Names of Units in each Nano Market/Sector to be enclosed

BD07/ONLINE MARKETING/1000/25 Lakhs

a) Aim/Overall Objective :-

To increase the reachability, social popularity, customer traffic & conversion, and generate more sales in Kudumbashree E Commerce Portal by reaching 5 Lakh potential customers through promotional activities, increasing customer traffic to 50,000 and close 5,000 customer orders in 2018-19.

b) Programme Description :-

The process of shopping on the web has become commonplace even in Kerala with an internet penetration of around 35% and increased consumer awareness. When most online portals focus on large-scale and retail products, the vast segment of small-scale producers are left out and they do not get an opportunity to compete in the national or international market. It is in this background, Kudumbashree has started its own E – Commerce portal, christened as 'kudumbashreebazaar.com' in order to encash the demand and trustworthiness of Kudumbashree products among the Keralites across the world (initially its reach is limited to India only). Through this site, customers from anywhere in the country can order Kudumbashree products with a single click and Kudumbashree products will reach their door steps. Around 250 products are included in this portal in the first phase and more will be added in the coming days.

In order to increase the reachability, social popularity, customer traffic & conversion, and to generate more sales, Kudumbashree is planning to reach atleast 5 Lakh potential customers within and outside State in 2018-19 through various promotional activities, especially in the social media. The promotion strategies will aim in generating more customer traffic and atleast 5,000 orders in this fiscal year. Generally, since promotion is either being neglected by Kudumbashree or unaffordable, Kudumbashree will undertake certain promotional activities in 2018-19 aimed at presenting information to consumers as well as others to increase demand and to differentiate kudumbashree product from competitors. Promotion will generally focus on Business Promotion rather than sales promotion and is intended to attract new customers, encourage brand switching and securing a considerable market share. It will also stimulate existing customers towards trying out new products, encourage re-purchases, retain and reward loyal customers. This will be achieved through promotional campaigns, public relation activities, free sampling

campaign, free gift campaign, trading stamp campaign, through demonstrations and exhibitions, through prize giving competitions, through temporary price cuts, and through door-to-door sales, telemarketing, personal sales letters, and e-mails. Basically promotional activities to communicate the product, place, price and promotion activities to bring desired result, namely, increased sales, profit and customer satisfaction will be implemented. Usually, the reach of Kudumbashree products is often limited to the crowds assembling for occasional trade fairs, but engaging in promotional activities across media that have wide audiences could have exponential results as Kudumbasree in its own capacity is widening its forward market linkages by launching Kudumbasree supermarkets. Some of the Promotional activities will be offers like “mega sales week”, “Big offers day” etc across the year, branding Kudumbasree on KSRTC Buses and trains, search engine optimization, advertisement in social media platforms, advertisement linked with festivals Offers in print media, organising socially committed promotional activities and programs with the participation of media so as to promote and animate Kudumbasree organisational goodwill. Search Engine Optimisation (SEO), Social Media Optimisation (SMO), Google Adwords, SMS Promotion, KSRTC branding, Kiosks branding (railway, snacks kiosks etc), Stickers, Banners, Notices, Facebook page, Blog, Youtube etc will be effectively employed in promoting Kudumbashree online market and overall Kudumbashree Corporate Brand.

To achieve this objective, the product base of Kudumbashree will be enhanced and atleast 1000 Micro enterprises products will be listed in the portal. Training will also be provided to 500 best entrepreneurs in boosting up their online business. As Kudumbashree’s learnings and experience show that mere training in isolation do not lead to the desired impact, a concept of 'End to End solution' will be developed, which means providing financial support in the shape of loan/grant for capacity building of entrepreneurs as well as loan for setting up of warehousing and shipping units at district level. As part of branding, a unified branded courier package will also be developed and provided to the entrepreneurs. In the back end, regular training will be given to community marketing facilitators/staffs related to e-commerce portal which will make the initiative a grand success.

c) Implementation Timeline and Responsibility :

Online Marketing											
	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Responsibility
1	Identify potential products – 1000 products and listing them in portal										District Mission
2	Capacity building of entrepreneurs										State/District Mission
3	Developing uniform branded courier package/ MoU with India Post										State Mission
4	Developing a Promotion strategy / implementation										State/District Mission
5	Maintenance of portal										

d) Roll Out Details :

Sl No	State	Physical Target	Financial allotment
1	State Mission	1000 products/ 5000 orders	25,00,000

f) Web Monitoring Table :

No of Products listed/ ME units (Cumulative)	No of Products listed/ ME units in current month	Registered users	Visitors (cumulative)	Orders (Cumulative)	Visitors in current month	Orders in current month	Value of Orders (Cumulative)	Value of Orders in current month

g) Additional Reporting Format :

Name of Unit	Major Products	No of products listed	Cumulative Sales	Name/details of item sold in current month	Value of item sold current month

BD08/KUDUMBASHREE BASAR/14/560 Lakhs :

a) Aim/Overall Objective :-

To establish 14 permanent Super Markets(Kudumbashree Basars) in 14 Districts to market products of at least 3500 Women Micro Enterprises across the State that are in an expansion and matured stage and to double their income in the year 2018-19.

b) Programme Description :-

Since, Kudumbashree has its limitations in supplying products to existing wholesalers or to retailers directly, it necessitates establishment of Kudumbashree's own common market outlets at conventional points. Since independent outlet for each ME or a cluster is not feasible, district level common outlets is an advisable business strategy. Even though the market response to such permanent outlets is not known, it may be assumed that the main hindrance for the profitable operation of these outlets would be the lack of variety of goods to meet the demands of ordinary customers and lack of professionalism in operating such outlets. In order to overcome these challenges, it is decided that the outlets shall be owned and operated by a District level Consortium of Micro Enterprises and the Consortium shall be administered by an Executive Committee and governed by a District level Management Committee headed by District Mission Coordinator. A professional management team employed by the consortium will execute the operation of the outlet.

As part of the implementation, the Districts will form consortiums of potential Micro Entrepreneurs who will supply products to Kudumbashree Basars. The Consortium will select an Executive Committee for the administration of the Consortium and elected members from the Executive Committee along with Kudumbashree District Mission officials will form a District level Management Committee. The District Management Committee will identify and hire the space/building for the super market and equip it with necessary infrastructure and branding. The Consortium will be given financial assistance by District Mission on an annual basis depending upon the business plan of the Consortium towards working capital, logistics and human resources. The objective would be to break even within a period of 3 years. (Guideline for Kudumbashree Basar already issued in 2017-18)

c) Implementation Timeline and Responsibility :

Kudumbashree Basar								
No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Responsibility
1	Development of Guideline / Bylaw for Kudumbashree Basar& Consortium							State Mission
2	Identification of potential entrepreneurs							District/Block Missions
3	Formation of Consortiums							District Mission
4	Identification of Building/space for Basar							District Mission
5	Formation of Consortium Executive Committee, registration of Consortium, formation of Management Committee							District Mission
6	Selection of Management Team							District Mission/Consortium
7	Setting up of systems for procurement of products from producers							District Mission/Consortium
8	Infrastructure development							State/District Missions
9	Launching of Basars							District Mission

d) Roll Out Details :

Sl No	District	Physical Target	Financial allotment
1	Thiruvananthapuram	1	40,00,000
2	Kollam	1	40,00,000
3	Pathanamthitta	1	40,00,000

4	Alappuzha	1	40,00,000
5	Kottayam	1	40,00,000
6	Idukki	1	40,00,000
7	Ernakulam	1	40,00,000
8	Thrissur	1	40,00,000
9	Palakkad	1	40,00,000
10	Malappuram	1	40,00,000
11	Wayanad	1	40,00,000
12	Kozhikode	1	40,00,000
13	Kannur	1	40,00,000
14	Kasargod	1	40,00,000
	Total		5,60,00,000

e) Policy Decisions :

Sl. No.	Policy Decisions	Target date for issuing orders	Target date for roll out
1	Bylaw of District level ME Consortium	15 th May, 2018	20 th May, 2018
2	Detailed Guidelines on Fund Utilisation	15 th May, 2018	20 th May, 2018

f) Web Monitoring Table :

District	No of Basar set up	No of MEs whose products sold in Basar – Food Products	No of MEs whose products sold in Basar – Handicrafts	No of MEs whose products sold in Basar – Kitchen Utensils	No of MEs whose products sold in Basar – Personal Care	No of MEs whose products sold in Basar – Apparels	Total Sales (cumulative)	Sales in current month

g) Additional Weekly Reporting Format byDPM:

District	Name of venue identified & hired /details	Date & details of ME Consortium formed – Name of Ex. Committee members	No of ME units in the Consortium	Dist. Level Mgt. Committee formed – yes/no. If yes, details	Work Order for infrastructure given – yes/no. If yes details	Selection of Mgt. Team conducted – yes/no. If yes, details	Possible date of opening of Basar

V. 3. Distribution Network and Branding

When it comes to distribution and logistics, infrastructure contains to be a challenge for Kudumbashree right from its inception. Moreover, the lack of an efficient distribution network prevents penetration of products/services within and outside the State. Further, MEs of Kudumbashree are not able to concentrate more on production as they are entangled with the challenges of marketing their own products. Basically, marketing is to be done at a different place of production and to be conducted by a different group. Along with expansion of the production base of the MEs, widening of the market network should be seriously considered. Hence, marketing intermediaries may be used in transferring the products from the hands of producers to the final consumers (B2C). Such marketing intermediaries compromise the distribution channel or supply chain. These distribution channels minimize the gap between point of production and point of consumption. Ultimately, a two-stage distribution strategy in general trade (GT) need to be adopted by Kudumbashree. The stage one would be creating a strong alternative distribution system for demand creation and building word-of-mouth advocates and stage two would be pivoting to general trade (GT) once a sizeable consumer base is generated from stage one. Further, in order to make the goods acceptable to the retailers/wholesale dealers, they should be branded and packed attractively. Strategies towards marketing have to improve and MEs should treat the processing activity as a business and not an extension of the kitchen. Only then it would become both viable and profitable rather than remain as a backyard/ kitchen activity carried out at convenience.

While analyzing the 15,000 and odd Kudumbashree Enterprises, it may be seen that these Enterprises are in different growth stages. Some of the units are still in the first stage called 'inception'. Many units are in the next stage, called 'survival', in which the unit is already a working business entity, but not yet profitable. Many of the units are in the 'success' stage in which the ME attained break even. Some of the units are in the stages of 'expansion' and 'maturity'. They are about to grow out of the Micro Enterprises definition and qualify to be a Medium Enterprise. Time is up to increase the women's capacities who are in the 'success, 'expansion' and 'maturity' stages to look at better product quality, designs and packing, while raising their knowledge and confidence to know about international markets for their products. This will strengthen the products and value-chains of microenterprises to bring more economic value to those products.

With these objectives, Kudumbashree would venture in to developing an alternative distribution system and enhance the capacity of selected entrepreneurs to undertake product quality enhancement and better product design and packing.

BD09/ DISTRICT DISTRIBUTION NETWORK/14/90 Lakhs

a) Aim/Overall Objective :-

To create a strong alternative distribution system in all 14 Districts to match the producers with the consumers and develop a sizeable consumer base in the Districts.

b) Programme Description :-

The distribution channels are a vital constituent of an ME's comprehensive marketing strategy. They assist in expanding the product reach and availability of products, as well as in increasing the revenue. Currently, a unique model of distribution channel, namely Home Shop Management Unit, is in place in Kudumbashree in two of the Districts, namely Kannur and Kozhikode. They serve the role of distributors who buy the products from the manufacturers and then re-sell the products charging a specific rate of commission to Home Shoppers who either directly sell the products to customers or to Home Shops. This model needs to be fine-tuned and then expanded to all Districts in 2018-19. They will define the customer base in the District and locate the reliable sources of products. The establishment of regular flow of products from manufacturers to distributors and from distributors to customers is the corner stone of this activity. The role of the new Home Shop Management Unit will be matching up the manufacturer and customer by obtaining quality products at a reasonable price and then re-selling them to wholesale distributors or to existing Kudumbashree Basars/Common Market Outlets/Home Shops & Home Shoppers that need them. Regardless of where the new avatar of Home shop Management Unit sets up their warehouse, some basic operating costs is applicable across the board like office space, storage space, vehicle, telephone/fax machine and personal computer.

Another important issue with the products of Kudumbashree MEs, especially processed flour products, Curry Powders, Snacks (Pickles, Squash, Jam, Chips, mixture, fried food items etc) is that they are not properly branded. Hence, in 2018-19, the District Distribution Network would concentrate on improving the packing for those MEs who produce quality products, which are in demand and have a market. As consumers are highly quality conscious, they look for certifications and these Distribution Team will also facilitate obtaining necessary certifications and packaging

standards. As the MEs of Kudumbashree are widely isolated in both rural and urban areas and access to markets individually by single SHG units is expensive and difficult, cluster approach should be followed towards marketing and branding the produce. MEs in a will benefit if marketing of their products is done under a single brand name. This would not only help in reaping economies of scale but also reduce unhealthy competition among too many tiny units which may lead to the annihilation of many. In addition, quality certification would become economical and marketing overheads would be shared.

c) Implementation Timeline and Responsibility :

Capacity Building 2018-19														
Sl No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Formulation of Guidelines for setting up Distribution Network in Districts													State Mission
2	Selection, training, induction and inception of Distribution Teams in Districts / Home Shoppers													State/District Mission
3	Setting up of Distribution Network – office, storage, logistics etc													District Mission
4	Development of systems – procurement of products from entrepreneurs and distribution to Homeshops, Nano Markets, permanent outlets and other outlets such as Basars													District Mission

d) Roll Out Details :

Sl No	District / State	Physical Target	Financial allotment
1	Thiruvananthapuram	1	5,00,000
2	Kollam	1	5,00,000
3	Pathanamthitta	1	5,00,000
4	Alappuzha	1	5,00,000
5	Kottayam	1	5,00,000
6	Idukki	1	5,00,000
7	Ernakulam	1	5,00,000
8	Thrissur	1	5,00,000
9	Palakkad	1	5,00,000
10	Malappuram	1	5,00,000
11	Wayanad	1	5,00,000
12	Kozhikode	1	5,00,000
13	Kannur	1	5,00,000
14	Kasargod	1	5,00,000
	State		20,00,000
	Total		90,00,000

e) Policy Decisions :

Sl. No.	Policy Decisions	Target date for issuing orders	Target date for roll out
1	Guidelines on establishing Distribution Network in Districts	30 th May, April, 2018	15 th June, 2018

f) Web Monitoring Table :

District	No of MEs – Food Products supplied products in current month	Value of Food Products supplied in current month	Sales of Food Products supplied in current month	No of MEs – Handicrafts supplied products in current month	Value of Handicrafts supplied in current month	No of MEs – Kitchen Utensils supplied products in current month	Value of Kitchen Utensils supplied products in current month

Sales of Kitchen Utensils supplied products in current month	No of MEs – Personal Care Products supplied in current month	Value of Personal Care Products supplied in current month	Sales of Personal Care Products supplied in current month	No of MEs – Apparels supplied products in current month	Value of Apparels supplied products in current month	Sales of Apparels supplied in current month	Total Sales in this month

g) Additional Monthly Reporting Format by DPM/BC/CMF :

District	Name of MEs – Food Products supplied products in current month	Value of Food Products supplied in current month	Sales of Food Products supplied in current month	Name of MEs – Handicrafts supplied products in current month	Value of Handicrafts supplied in current month	Name of MEs – Kitchen Utensils supplied products in current month	Value of Kitchen Utensils supplied products in current month

Sales of Kitchen Utensils supplied products in current month	Name of MEs – Personal Care Products supplied in current month	Value of Personal Care Products supplied in current month	Sales of Personal Care Products supplied in current month	Name of MEs – Apparels supplied products in current month	Value of Apparels supplied products in current month	Sales of Apparels supplied in current month	Total Sales in this month

BD10/ BRANDING/500/80 Lakhs

a) Aim/Overall Objective :-

To capacitate 1000 selected Kudumbashree ME Units who are in the 'success, 'expansion' and 'maturity' stages to enhance their products and marketing, and facilitate at least 500 units to explore new bigger markets through up-scaling product quality & packing and overall branding and linking them to bigger markets such as national and international markets through appropriate channels.

b) Programme Description :-

Over the years, generic training programmes have enabled many of the Micro Entrepreneurs to obtain understanding of micro enterprise management. However, there was no serious attempt to provide trainings in marketing the products. Hence, it is proposed to conduct product enhancement workshops for selected 1000 women micro entrepreneurs / units in 2 or 3 regions. In these design clinics, an approach to up-value a number of food and non-food products in terms of quality, design, packaging and so forth will be finalized and implemented. The workshops will enable women micro entrepreneurs to develop, pretest and commercially produce market-suitable (suitable to international markets) variants of food and non-food products. Community products shall be developed into specialty products with regard to taste, texture, nutritional components, design and packaging, label, production processes involved and overall marketability. Non-food products may be improved in functionality, relevance to fashion trends, form and overall quality. Through these workshops, women micro entrepreneurs will receive technical advice and mentoring on value-adding for products, developing new product collection, strengthening production capacities, proper packaging and labeling, and assistance with food, safety and nutrition requirements and technologies. The first round will focus on giving recommendations and assignments and discussion of key topics aligned with the concerns of their business. In the second and third rounds, assignments will be checked and further recommendations will be given by experts. For the second round of clinics, Micro Enterprises are expected to improve products or variants by providing additional recommendations on design, form, maintaining quality, color and costing. Only the micro entrepreneurs who submit their improved product fitting specifications will be qualified for phase 2. This phase will focus on production capacities, catalog production, strengthening of the business side for sustainability,

value additions, new product categories for research and development (R&D), proper packing processes and technical discussions on Food & Safety requirements. Kudumbashree will identify potential markets at this level with its technical partner. In phase 3, the focus will be on identifying the specific products to be included within the Women Brand that will be introduced to bigger or international markets with uniform packaging and labels. The Women Brand will have a uniform brand identity – brand name, packaging and labels. During this stage Kudumbashree will focus on strengthening the production procedures to maintain steady and standard quality supply of products for bigger markets. This activity will be conducted as a state level activity and funds will be expended centrally. Funds if required will be transferred to Districts based on a detailed plan of action after finalizing the modalities, training partners, training venue etc. The funds for the Districts and the number of targeted Micro Enterprises/Products are tentatively calculated depending upon the total number of Micro Enterprises units in each district.

c) Implementation Timeline and Responsibility :

Branding 2018-19														
Sl No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Development of a Product Inventory													State / District Missions
2	Product enhancement workshops for selected women micro entrepreneurs													State Mission
3	Financial assistance to women to develop the products into specialty products & technical support on value-adding for products													State / District Missions

4	Identify the specific products to be included within the Brand and development of a uniform brand identity – brand name, packaging and labels												State Mission / District Missions
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d) Roll Out Details :

Sl No	District / State	Physical Target	Financial allotment
1	Thiruvananthapuram	38	7,50,000
2	Kollam	26	5,00,000
3	Pathanamthitta	25	5,00,000
4	Alappuzha	35	6,50,000
5	Kottayam	24	4,50,000
6	Idukki	30	5,50,000
7	Ernakulam	124	2,00,000
8	Thrissur	20	4,00,000
9	Palakkad	46	9,00,000
10	Malappuram	41	8,00,000
11	Wayanad	37	7,00,00
12	Kozhikode	12	2,00,000
13	Kannur	27	5,00,000
14	Kasargod	14	2,50,000
	State		6,50,000
	Total	500	80,00,000

f) Web Monitoring Table :

District	No of MEs selected for Branding workshops	No of MEs attended round 1 Branding workshops	No of MEs attended round 2 Branding workshops	No of MEs attended round 3 Branding workshops	No of MEs provided Financial support to develop products	No of MEs developed products as per specification	No of Products developed as per specification

g) Additional Reporting Format by DPM/BC/CMF :

District	Names of MEs selected for Branding workshops	Names of MEs attended round 1 Branding workshops	Names of MEs attended round 2 Branding workshops	Names of MEs attended round 3 Branding workshops	Names of MEs provided Financial support to develop products	Names of MEs developed products as per specification	Details of Products developed as per specification

V.4. Institutional Support and Capacity Building

BD11/ CAPACITY BUILDING/449/50 Lakhs

a) Aim/Overall Objective :-

To capacitate 245 Community Marketing Facilitators, 152 Block Coordinators, 42 District Programme Managers (Marketing, ME & SVEP) and 10 State Mission Managers in various marketing strategies and transform them in to a dedicated and expert cadre in micro enterprises development and marketing.

b) Programme Description :-

Rapidly changing market dynamics, technology, recessionary trends, competition and lower product life cycles have all made the life of the marketing team in Kudumbashree quite challenging. Kudumbashree ME Team in general and Marketing team especially need to keep up with ever-changing technology and modern buyer's needs. They need to keep up with the latest technology and master marketing tactics to run successful campaigns, engage their audience, generate more leads and drive more sales. Changing buyer expectations also present new challenges to Kudumbashree. Since, traditional sales processes are becoming less and less effective, identifying marketing training needs will help ensure that not only the training budget is spent effectively, but also the entire intervention in marketing is effective and efficient. The Community Marketing Facilitators, Block Coordinators, District Programme Managers and State Mission team need training to help with specific marketing activities: for example, learning how to exploit opportunities such as internet and social media marketing. Training can also help develop broader skills and will help in brushing up management education. Further, weaknesses in the performance of team members, or the business overall, tend to highlight training needs and poor sales performance of Kudumbashree products point to lack of selling techniques. As well as helping develop new skills, training courses can help motivate and reinvigorate jaded employees.

Hence, it is proposed for a planned training and development programme for the Community Marketing Facilitators, Block Coordinators, District Programme Managers and State Mission team as part of the continuous professional development

requirements. As with any form of training, Kudumbashree would look for reputable suppliers offering training courses with a record of delivering results. The aim is to develop a cadre of expert marketing personnel abreast with technology, current market events, social milieu and cultural context in which they are operating, the values and motivations that influence customer behavior. It is expected that the team will develop a local as well as a global perspective as the next competition could be coming from not within the country but a cheaper brand from China or it could be a cheaper product available online due to lower distribution costs. The Kudumbashree Marketing Managers (District and State) like any other new age marketing manager needs to grapple with the opportunities and threats created by social media, e-Commerce, big data, globalized business, technologies and ultimately deliver a great new product or service. The overall aim will be to develop the core marketing management skills and competencies of Staff such marketing knowledge, planning, control, problem-solving and communication. The overall training will be centred around Strategic Marketing Management, Marketing Mix (4 Ps) and Marketing Key Performance Indicators (KPIs).

c) Implementation Timeline and Responsibility :

Capacity Building 2018-19														
Sl No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Training Need Analysis													State Mission
2	Development of Training Calender / Identification of Training Partners													State Mission
3	Training of Community Marketing Facilitators													District Mission
4	Training of Block Coordinators													State Mission
5	Training of District/State Teams													State Mission

d) Roll Out Details :

Sl No	District / State	Physical Target	Financial allotment
1	State	348	50,00,000

f) Web Monitoring Table :

District	No of CMFs trained (cumulative)	No of BCs trained (cumulative)	No of DPMs trained (cumulative)	No of CMFs trained in current month	No of BCs trained in current month	No of DPMs trained in current month	Total in current month

g) Additional Reporting Format :

Name of Training Programme in current month	No of CMFs trained (cumulative)	Topics	No of BCs trained (cumulative)	Topics	No of DPMs/SPMs trained (cumulative)	Topics	Total in current month

BD012/MARKETING MIS/1/10 Lakhs

a) Aim/Overall Objective :-

To develop an exclusive Management Information System having Mobile Application usability, integrated with Database Management System and integrated data recording and sales reporting for reporting and tracking sales of various markets such as Monthly Markets, Nano Markets, Trade Fairs including outside SARAS fairs, Permanent outlets and Kudumbashree Basars.

b) Programme Description :-

All Micro Enterprises which have been in operation for a long period of time have a wealth of information. However, this information often remains unutilized because it is not captured properly. Often the entrepreneurs, or the Marketing Programme Managers in Kudumbashree District or State Mission holding these raw pieces of data, do not see how it could help decision making. The internal records that are of immediate value to marketing decisions are orders received, stockholdings and sales invoices or sales executed. These are but a few of the internal records that can be used by marketing department, but even this small set of records is capable of generating a great deal of information. As Kudumbashree's marketing intervention happen at different scales, at different locations simultaneously, an integrated sales recording cum event reporting mobile application is required to gather market reports from grass root level. The application should be able to collect diverse data. This can be used to record sales of all types of trade fairs such as monthly markets, special trade fairs, onam markets and food fests and nano markets. An MIS cum DBMS system with exclusive ERP solution shall be developed to analyse the scale and scope of marketing interventions. The Kudumbashree District Programme Managers play at least three separate roles, interpersonal, informational and decisional. MIS, in electronic form or otherwise, can support these roles in varying degrees. The planned information system is proposed to be developed with the support of Kerala State Start Up Mission and will have internal reporting system and marketing intelligence system (minimum data). Internal reports include orders received, inventory records and sales invoices. By contrast, marketing intelligence is less specific in its purposes, is chiefly carried out in an informal manner and by managers themselves rather than by professional marketing researchers.

c) Implementation Timeline and Responsibility :

Marketing Information System 2018-19														
Sl No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Developing a TOR/Forwarding to Start Up Mission/Meeting with Start Ups													State Mission
2	Work Order/ MIS development													State Mission
3	Internalization / Reporting													District/ Block Mission

d) Roll Out Details :

Sl No	District / State	Physical Target	Financial allotment
1	State	1	10,00,000

BD13/COMMUNITY MARKETING FACILITATOR/245/85Lakhs

a) Aim/Overall Objective :-

To develop an exclusive cadre of 245 Community Marketing Facilitators to take up the sales and marketing functions of 15,000 and odd of Micro Enterprises and increase the annual turnover of micro enterprises by 25%.

b) Programme Description :-

Economic empowerment has been one of the core objectives of Kudumbashree since its inception and accordingly, activity groups of entrepreneurs have been formed in the early years itself. There were around 55,000 Micro Enterprises in the first decade and around 1.5 lakh families were involved in non-farm livelihoods. While extensive Training and Financial support, Value Chain Intervention and Market Development Support had been given to the entrepreneurs in the initial years, regular and continuous handholding support was identified as one of the limitations as poor entrepreneurs left to fend for themselves and there were no social or community support for business counseling. Hence, the concept of Micro Enterprise Consultant (MEC) started in 2004. Men and women from Kudumbashree families were trained to be Business Consultants and to provide services for new and existing entrepreneurs, such as identification of right business opportunities, identification of right beneficiaries, preparation of Business Plan, linkage with financial and other institutions and handholding. Trainings were provided by EDI, Tradecraft UK, CREAM and TEAM. From Individual MECs, the system developed into MEC Groups in 2010 with the financial, technical and facilitation support from Kudumbashree Mission.

Over the years, it has been a lesson learned from the experience of Kudumbashree that enterprises need appropriate and effective Marketing Support, as MEC system had more concentrated on formation of MEs rather than providing market or backward and forward linkages. As a result, the number of MEs have come down to mere 15,000 in year 2017-18 reiterating the fact that marketing is critical for the sustenance of micro enterprises. Hence, an exclusive cadre for marketing has come up as need of the hour. The Community Marketing Facilitators (CMFs) will also be drawn from the community, trained and placed locally to provide marketing support to existing and potential entrepreneurs on a chargeable basis. The ultimate aim is viable and sustainable enterprises of women entrepreneurs, in line with

market conditions. As the CMFs will take over the facilitation of all kinds of fairs/fests (in & outside the State), the roles & responsibilities of CMFs will include sales and marketing (product/service attribute and customer segments, pricing, marketing communication, credit policies, sales and distribution etc.), understanding customers (who are customers, their needs & segments, packing & labelling design and marketing etc.), pricing products (what is pricing, methods of pricing, steps for setting prices etc.) and selling products (effective sales visit, long-term customer relationship, giving credit and discounts etc.). The induction of Community Marketing Facilitators will finally relieve the poor women producers from the burden of marketing their own products, so that they can focus on production without worrying about its market. The CMFs can offer marketing consulting services also, leveraging the different skill sets of the cadre in the interest of providing quality services to targeted clients. IT-enabled real-time information system for accounting sales details and performance tracking will be employed by CMFs with potential to grow into a ME ERP system. It is proposed to recruit and place 144 Community Marketing Facilitators for the entire State. (one per three Blocks, one per Municipality and one per Corporation) in the year 2018-19.

c) Implementation Timeline and Responsibility :

Community Marketing Facilitators 2018-19														
Sl No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Development of a Policy on CMFs, Recruitment / Retention / Relieving Policy, Remuneration Policy													State Mission
2	Recruitment, Induction, Training and Placement													State/District Mission
3	Marketing facilitation by CMFs													District/Block Mission

d) Roll Out Details :

Sl No	District / State	Physical Target	Financial allotment
1	Thiruvananthapuram	16	528,000
2	Kollam	16	528,000

3	Pathanamthitta	13	429,000
4	Alappuzha	18	594,000
5	Kottayam	17	561,000
6	Idukki	10	330,000
7	Ernakulam	28	924,000
8	Thrissur	24	792,000
9	Palakkad	20	660,000
10	Malappuram	27	891,000
11	Wayanad	6	198,000
12	Kozhikode	20	660,000
13	Kannur	21	693,000
14	Kasargod	9	297,000
	State		415,000
	Total	245	85,00,000

e) Policy Decisions:

Sl. No.	Policy Decisions	Target date for issuing orders	Target date for roll out
1	Development of a Policy on CMFs - Recruitment / Retention / Relieving / Remuneration	30 th April, 2018	1 st June, 2018

BD14/REVIEW MEETINGS/10/5 Lakhs

a) Aim/Overall Objective :-

To conduct periodical reviews and evaluation process to promote communication and provide useful feedback about job performance of DPMs, to facilitate better working relationships between State and District Missions, to provide an historical record of performance and to contribute to professional development of Marketing team.

b) Programme Description :-

Successful reviews benefit the team members, the team, the department and the organization as a whole. Project reviews are a valuable way for teams to improve their performance and skills. They offer a mechanism to help fuel continuous improvement as well as improve team morale. Staff performance reviews help to recognize and value team members, clarify their roles and identify training and development needs. Performance reviews also help to create a culture of open communication in the organization. By providing constructive feedback on a regular basis, the State Mission can give the DPMs information about work performance and, if needed, allowing appropriate time to make corrections in performance. Regularly tracking progress against performance goals and objectives also provides the opportunity to recognize and reward team members for performance and exceptional effort, contributing to job satisfaction and productivity. Team review meetings allow to collectively analyze which current practices work and which don't, identify how to collaborate better in the future, learn from successes and failures, learn from peers and not just managers and to establish concrete next steps. The monthly review meetings will facilitate communication process, decision-making process, alignment on goals and roles and information sharing. Monitoring when carried out correctly and at the right time and place is one of the most important aspects of ensuring the success of any project.

c) Implementation Timeline and Responsibility :

Review Meeting 2018-19														
Sl No	Activity/Tasks	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Responsibility
1	Conduct of Monthly Review Meetings													State Mission

d) Roll Out Details :

Sl No	District / State	Physical Target	Financial allotment
1	State	10	5,00,000

No	Key Performance Indicators	Annual Target				
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total (Rs. in lakhs)
1	No. of Monthly Markets conducted	490	490	735	735	2450
2	No. of MEs participated in Monthly Markets	3000	3500	4000	5000	5000
3	Amount of income generated by MEs through Monthly Markets	300	300	450	450	1500
4	No. of guidelines issued on Monthly markets	1	0	0	0	1
5	No. of Special Trade Fairs conducted	12	15	17	17	61
6	No. of MEs participated in special trade fairs	390	490	560	560	2000
7	Amount of income generated by MEs through Special Trade Fairs	30	36	42	42	150
8	No. of guidelines issued on Special Trade Fairs	1	0	0	0	1
9	No. of Saras Fairs conducted in the state	0	1	1	0	2
10	No. of outside state fairs participated by Kudumbashree	5	7	9	7	28
11	Amount of income generated from Saras Fairs	35	250	265	50	600
12	No. of Guidelines issued on Participation of Saras fairs	1	0	0	0	1
13	No. of Food Festivals conducted	15	25	25	15	80
14	No. of catering units participated in food festivals	50	100	100	50	300
15	Amount of income generated from food fests	85	165	165	85	500
16	No. of Guidelines issued on Food Fests	1	0	0	0	1
17	No. of Onam Markets conducted	0	1065	0	0	1065
18	Amount of income generated from Onam markets	0	4000	0	0	4,000
19	No. of Guidelines on Conducting Onam Markets	1	0	0	0	1
20	No. of Nano markets established	100	125	150	125	500

21	Amount of income generated through Nano Markets	60	75	90	75	300
22	No. of Guidelines on establishing Nano Markets	1	0	0	0	1
23	No. of people reached through promotion	100000	200000	200000	0	500000
24	No. of potential customers registered in portal	15000	20000	30000	35000	100000
25	No. of customer orders to be closed	750	1000	1500	1750	5000
26	No. of Kudumbashree bazars established	2	4	4	4	14
27	No. of Women Micro Entrepreneurs benefitted	500	1500	2500	3500	3500
28	No. of guidelines - Bylaw of ME Consortium and Guidelines on fund	2	0	0	0	2
29	No. of alternative distribution system established in Districts	2	4	5	3	14
30	No. of Guidelines on establishing Distribution Network in Districts issued	1	0	0	0	1
31	No. of ME units to be selected to enhance their products	0	300	500	200	1000
32	No. of product enhancement workshops held	0	5	5	5	15
33	No. of units linked with bigger markets	0	150	250	100	500
34	No. of CMFs given training in ME & marketing	245	245	245	245	245
35	No. of BCs given training in ME & marketing	152	152	152	152	152
36	No. of DPMs given training in ME & marketing	42	42	42	42	42
37	No. of State Team Members given training in ME & marketing	10	10	10	10	10
38	No. of Marketing Information System developed	1	0	0	0	1
39	No. of CMFs recruited	245	0	0	0	245
40	No. of MEs supported	15000	15000	15000	15000	15,000
41	No. of Policy on CMFs developed	1	0	0	0	1
42	No. of reviews conducted	2	3	3	2	10

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