

# **2nd Social Business Design Lab**

**Yunus Centre**

**16th February, 2013**

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## **2nd Social Business Design Lab**

16th February, 2013

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## 2nd Social Business Design Lab on February 16, 2013

### Schedule for Design Lab

Time	Activity	Remark
10:00 - 10:20	Introduction by Professor Muhammad Yunus	
10:20 - 10:30	Presentation by UNIQLO	
10:30 - 10:50	Follow up of the SB Projects from 1st Social Business Design Lab. Each <u>three minutes</u> by the Group Leaders	
10:50 - 11:50	Presentation of the new SB Ideas ( <u>five minutes</u> for each presentation and <u>ten minutes</u> for discussion)	four presentation
11:50 - 12:10	Tea Break	
12:10 - 12:40	Group Discussions	
12:40 - 01:00	Group reporting to all participants ( <u>five minutes</u> for each project idea)	
01:00 - 02:00	Lunch	In foyer

**Participants List of 2nd Social Business Design Lab , February 16 (Saturday), 2013**

	<b>Name</b>	<b>Institution/ Organization</b>	
1	Ms. Shahana Siddiqui	Community Facilitation Coordinator, Solution Exchange Bangladesh, UNDP Bangladesh	came
2	Ms. Sonia Ahmad	World Bank	came
3	Mr. Saidul Huq	ED, BERDO	came
4	Professor Dr. Md. Musharraf Uddin Bhuiyan	Chair, Community Based Dairy Veterinary Foundation (CDVF) Bangladesh Agricultural University	came
5	Dr. Saiful Islam Khan (Professor Dr. Md. Musharraf Uddin Bhuiyan)		came
6	Mr. Muhammad Hasan	GM, Babylon Group	came
7	Mr. Willy Legendre	International Development Advisor; Co-ordinator of Regional MSF (Medecins sans Frontieres)	came
8	Ms. Hazera Khanam ( wife of Mr. Willy Legendre)	International Centre for Peace and Development, ICPD	came
9	Md. Imamul Hasan	MD, Sampan Group	came
10	Ms. Akari Yuki **	Grameen UNIQLO	came
11	Mr. Nazmul Hossain	Assistan Professor, DU	came
12	Mr. Muhammad Quamrul Ahsan	Director, Aftab IT Ltd.	came
13	Mr. Md. Golam Mostofa	Executive Director SDRS	came
14	Rasel Ahmed Liton	Chief Executive SKS Foundation	came
15	Md. Saiful Alam	Director (Social & Environment Sector) SKS Foundation	came
16	Mr. A. C. Barman	Coordinator, Economic Sector, SKS Foundation	came
17	Ms Ivy H. Russell (with Ms. Shahana Siddiqui)		Did not come
18	Mohammad Imam Hossain Chowdhury	Chief Executive Nowzuwan	Came
19	Professor H.I. Latifee	MD, Grameen Trust Project Bondhu (Group C)	Came
20	Mr. Ashraful Hassan	MD, Grameen Distribution Project Bondhu (Group B)	Came
21	Md. Mohammad Ehsanul Bari	MD, GMPF Project Bondhu (Group D)	Came
22	Ms. Nurjahan Begum	MD, Grameen Shikkha Project Bondhu (Group E)	Did not come
23	Mr. Mohammad Imamus Sultan	MD, Grameen Kalyan Project Bondhu (Group A)	Came
24	Ms. Parveen Mahmud	MD, GTT Project Bondhu (Group F)	Came
25	Mr. Prometheus Siddiqui	Coordinator, Communication & Research, GTT	Came
26	Mr. Manzur Ahmed	Head, HR and Admin, GTT	Came
27	Mr. Abu Mohammed Munayeem	Manager, HR and Admin, GTT	Came

## 2nd Social Business Design Lab

### List of Group Members

16 February, 2013

<b>Group : A</b>
<b>Development of Sustainable Small Holder Dairy Farming</b>
<b>Md. Mohammad Ehsanul Bari (Group Leader &amp; Project Bondhu)</b>
Mr. Muhammad Quamrul Ahsan
Professor Dr. Md. Musharraf Uddin Bhuiyan
Mr. Md. Golam Mostofa
Mr. Manzur Ahmed
<b>Mr. Labib Tarafder (Rapporteur)</b>

<b>Group : B</b>
<b>SB Project of Disable Person</b>
<b>Professor H.I. Latifee (Group Leader &amp; Project Bondhu)</b>
Mr. A. C. Barman
Md. Imamul Hasan
Mr. Saidul Huq
Mr. Nazmul Hossain
Mohammad Imam Hossain Chowdhury
M. F. M. Amir Khashru
<b>Ms. Zeenat T Islam (Rapporteur)</b>

<b>Group : C</b>
<b>Softy Project</b>
<b>Mr. Ashraful Hassan (Group Leader &amp; Project Bondhu)</b>
Ms. Akari Yuki
Mr. Muhammad Hasan
Lamiya Morshed
Ms. Shahana Siddiqui
Mr. Abu Mohammed Munayem
<b>Ms. Sharmen Ferdush (Rapporteur)</b>

<b>Group : D</b>
<b>SKS Social Business Project</b>
<b>Ms. Parveen Mahmud (Group Leader &amp; Project Bondhu)</b>
Mr. Mohammad Imamus Sultan
Ms. Sonia Ahmad
Mr. Willy Legendre
Ms. Hazera Khanam
Rasel Ahmed Liton
Md. Saiful Alam
<b>Mr. Prometheus Siddiqui (Rapporteur)</b>

**Item A: Introduction by Professor Muhammad Yunus:** Professor Yunus mentions to the audience that new social business projects will be presented in this 2<sup>nd</sup> Social Business Design Lab. The “Project Bondhus” would also update the audience on the status of their projects presented during the last Social Business Lab.

**Item B: Presentation by UNIQLO:** Ms. Akari Yuki explains her power point slides. She identifies some problems as to why the sale of the sanitary pad and shorts is low: Product, promotion, sales channel. She says there is a need to find sales channels in rural areas.

- **Points discussed:** Professor Yunus corrects mistake on slide: Grameen UNIQLO is collaboration between UNIQLO and Grameen Healthcare Trust and NOT between UNIQLO and Grameen Bank as mistakenly written on the slides. Professor Yunus says that that the Grameen UNIQLO project was presented to seek advice from the attendees of the design lab on how Grameen UNIQLO can face the challenges they are currently dealing with. Professor Yunus goes over the reasons why sale could be low: cost, awareness. The issues that have to be looked at would be: how we redesign the product, how to improve it, how to lower the cost, how to expand it in terms of awareness and marketing. Professor Yunus says that the session is appropriate for presenting Grameen UNIQLO's reusable sanitary pad and shorts is because another sanitary napkin project idea would be presented later during the event, so a comparison can be done. Professor Yunus says that there should be options for people, pricewise and quality wise. Professor Yunus asks participants to come up with ideas to improve the project. Professor Yunus asks audience for quick comments. Audience had no comments. Professor Yunus says that the product should be selling in hundreds of thousands!

**Item C: Follow up of the Social Business Projects from 1st Social Business Design Lab.**

1) Project: Sustainable Water Supply Through the Social Business Approach, Meiwa Industry. Project Bondhu: Imamus Sultan, Grameen Kalyan.

**Comments:**

- The system can only purify water but not make it arsenic free.
- Details on how cost can come down is absent from project report
- Marketing strategies and feasibility study is also absent
- The project is being tested in Chadpur and will take 6 months.
- After 6 months test time they will be able to say whether the project is worth the cost, what would the capacity be, whether the machine can be operated in Bangladesh
- The system needs electricity which is a major issue.
- Project Bondhu is in regular touch with Meiwa and if the pilot project is successful then a bigger scale can be thought about.
- Professor Yunus says that the aim should be to make it such that water can be purified at the least cost possible.

2) Project Name: Stationery Products: Ashraful Hasan, Grameen Distribution

**Comments**

- During the group discussion of the 1<sup>st</sup> Social Business Design Lab it was concluded that the project was a really good one
- It can be taken in two ways: manufacturing and trading
- It was decided that a market survey should be done and how trading can be done
- If a store is set up on individual academic materials, it wont be sustainable

- How would the distribution channel be:keep a corner at the bookseller's place
- Bookseller's not interested in the idea
- So this can now be done through the Grameen Distribution ladies
- Last week 100+ of the following items were bought : Eraser, pencil, sharper, pencil box, ruler, pens and with 5% costing for Grameen Distribution would take. Distributor margin 10%.
- The products were delivered to Grameen Distribution ladies in Rajshahi and Chittagong
- Didn't get any feedback yet.
- If this works, before manufacturing an intermediate step will be taken.
- Another approach could be with brand image.
- If book stores carry all academic products have products of x brand, that maybe a good approach.
- Mr. Ashraful Hasan thinks the project can work and is a good one.
- Professor Yunus says that it may be a better approach to a have the materials made and then sold.
- It would be complicated to make them ourselves and then sell.

3) Project Name: Increase income for street garbage collectors by eliminating the middleman. Project Bondhu: H.I.Latiffee

**Comments:**

- When you eliminate middleman there are many risks associated with that move
- Project lacks investment



- Now trying to connect project proposer with Barrister Mustafiz
- If Barrister Mustafiz likes the business plan proposal he said he would invest in it
- Concerned authorities will be updated once the connection is made.

4) Project Name: Solvatten-Solar Safe Water System. Project Bondhu Mr. Ehsanul Bari

**Comments:**

- The instrument is simple, safe and socially acceptable
- However sufficient people not aware about product
- No business plan. There is a need for more information and a complete business plan.
- More research has to be done on this project to formulate a concrete business plan
- Project proposer wants to arrange a skype call with communications but discussion hasn't started yet
- Next time there may be an update on this project
- A lot of money is involved with this project
- Have to buy 72 units at a time and the price is around 9 lakh euro
- Waiting for discussion now

5) Project Name: SDRS Social Business Project. Project leader: Ms. Nurjahan Begum. Presented by Mr. Prometheus Siddiqui.

**Comments:**

- Income generation of women through handicraft
- Project located in Udakhali Union of Gaibandha District

- 250 women will be producing caps that will be exported to Oman
- The project will work in helping the beneficiaries get the 'best price'
- The Project Plan has been documented with inputs from Design Lab 1
- A field visit has been undertaken and the following observations have been made:
  - The organization is indeed experienced in its operations
  - The HR strength is quite well too
  - The portfolio of projects is growing which includes solar and handicraft products
  - A field visit has been undertaken and the following observations have been made (continued):
  - Attain detailed understanding of the supply chain process
  - Recruitment for the project may be done in Dhaka and Gaibandha, however, it would be preferred if employees reside in Gaibandha
  - There is requirement for skilled monitoring of the entire SB project in all stages
  - After the field visit MoU has been signed between GTT and SDRS
  - The existing workshop caters to the demand for a major part of the semi products handed over to beneficiaries.
  - The project office will be selected within February 2013
  - The recruitment process will commence within February 2013
  - The training phase is set to commence from March 2013

6) Project Name: Mukto Nari Social Business Project. Parveen Mahmud, MD, Grameen Telecom Trust

**Comments:**

- Sustainability question
- Project writing was weak but that has been overcome now
- Still trying to identify skill training issues
- Cost is an issue
- There is a need to identify the focus instead of taking many tasks
- It is a bit too early to make any concrete comments so next discussion there will be updates.

**Item D: Introduction of guests of 2<sup>nd</sup> Social Business Design Lab**

**Item E: Presentation of the new Social Business Ideas**

Powerpoint Presentation of Project 1: Development of sustainable small holder dairy farming in Haor/Basin areas of Bangladesh

**Comments:**

- Project aims to use uncultivated land of Haor area for raising cows
- Cows that produce greater quantity of milk is needed
- These cows will be provided to farmers with a loan
- Farmers will be helped to preserve fodder for lean seasons
- Farmers will also be helped with Veterinary services.
- Cow dung can also act as fuel.
- Forecasts on slide
- Chilling plant will be needed
- Ehsanul Bari, MD, GMPF: They have a similar project
- Grazing field is an issue
- Marketing is an issue which needs serious consideration

- Ms. Imamus Sultan: Loan to farmers: How much would be the interest? And any insurance for safety of farmers? Presenter said he cannot give confirmed information about interest rate now.
- Presenter says there are no companies that offer animal insurances but Mr. Ehsunul Bari says there are. By GMPF and also BRAC have such programmes.
- Parveen Mahmud says Grameen Telecom Trust is trying to create a micro insurance programme for livestock.
- Proposer's Community based Dairy Veterinary Foundation does not have the money to finance the project
- Professor Yunus asks how much money proposer has and how much money they will want from outside sources
- Proposer says they will have no role in investment. Only technical issues they will look after.
- Professor Yunus says if forming a company then investment needs to be made.
- Proposer says main funding will be bank loan. Professor Yunus asks if that money can be obtained from banks?
- Professor Yunus asks proposer to make business plan with complete information.
- Professor Yunus asks proposer to ask banks for funding.
- Professor Yunus asks to make the business plan and approach bank for funding as a business for obtaining loans to start the project.

## **Powerpoint Presentation of Project 2:** Notebook/Khata Binding Business Based Employment Opportunity For the Disabled

### **Comments:**

- Professor Yunus asks who the owner of the company will be. Project Proposer, Mr. Saidul Huq (BERDO) says that the company will be registered as a company itself.
- Location will be in Mirpur: BERDO's assets
- Blind will need training how to bind books
- Costing info in presentation
- Ehsanul Bari: How many people will be involved? Answer: 31 in total of which 20 are blind and 11 are support staff.
- What is the daily production? Answer: 160 at the beginning phase.
- To find out: book binding for blind vs not blind people: how many can a blind person produce vs not blind.
- Professor Yunus says that there needs to be some demonstration that such books can be made by the blind people. Once there is some demonstration that this can be done by the blind people then this project can easily get started off. Money wont be an issue. Mr. Ashraful Hasan's stationary project can even assist in this project.
- Professor Yunus asks why book binding? Answer: Mr. Saidul Huq, BERDO, says that he had links to blind people who had been doing this book binding work before but are no longer employed.
- Ms. Shahana Siddiqui: Use social media to market the products made by the blind people. Significant investment should be done in the marketing channel.
- Mr. Ashraful Hasan says marketing wont be an issue

**Powerpoint Presentation of Project 3:** Softy, sanitary napkin for underprivileged women

**Comments:**

- Presentation slides with product production details
- Proposer says raw materials for napkin is imported from America
- The production process is manual
- Other garments companies are also buying this product
- Change in female garment worker behavior after use of Softy sanitary napkin is that they don't leave work early now
- Professor Yunus asks if it would be possible to have "upgraded version" of the sanitary napkin
- Proposer wants to change this business into a social business
- Professor Yunus asks proposer to start a separate social business company involving this sanitary napkin
- Proposer says they need help in marketing product
- Professor Yunus says that the project can be a CSR activity of the proposer, Babylon Group. It becomes a separate company by itself. Babylon Social Business.
- Professor Yunus asks if there can be upgraded version which is slightly more expensive so people have options. Proposer says yes.
- Professor Yunus says that this project will again be invited in the next design labs to get an update on what is happening.
- Proposer's MD interested in meeting with Professor Yunus.
- Cost of their product vs other products: proposer's one cheaper
- If interested this project can be a joint venture? Then Fashion and Fabrics can get involved.

## **Project Presentation of Project 4: SKS Social Business Project**

- SKS is an NGO operating in the Gaibandha region for the past 26 years
- With the proposed project they will work in 3 unions and distribute sheep amongst 300 households
- Each beneficiary will 5 sheep
- Off spring benefit will be shared 50-50
- 3 partners: Participants, Grameen Telecom Trust, SKS Foundation
- Operational Cost will come from SKS Foundation
- Capital Investment fund from Grameen Telecom Trust and also guidelines for fund management
- Project beneficiary will do the rearing and ensure security
- In 4 years each beneficiary will get 28 sheep kid
- Project to focus on women who will be rearing the sheep
- Project duration will 4 years with 2013 as the starting year.
- Project will be in three phases
- Project activity: Will create shamity with the household members involved in the project
- Strategy: promote contract farming/"adhi"
- Direct benefit: per year each household gets an income of around TK 3500 to TK.5000
- Net income of project around 15 lakh
- Investment for project 57 lakh
- Professor Yunus says that it has to be thought on how to make this project in a business format
- Mr. H.I Latifee asks why the choice of animal is sheep for the project and also to explain "once investment is recouped, the project will be converted into a social business"
- Mr. Ehsanul Bari also asks why sheep? Sheep has no demand in Bangladesh. Why not "black Bengal" which has a worldwide demand-its meat, its skin. Sheep has no demand in Bangladesh, except for wool.
- Mr. Ehsanul Bari advices not to go to Romari. If they do attempt in Roamari then try buffalo/moheesh. Sheep cant be sustained in Roamari.
- It has to be kept in mind whether the farmers are used to rearing sheep. Food can be a problem
- What work can be done with wool?

- Proposer says that they have expertise with sheep rearing
- Proposer says that the concept of wool wasn't mentioned in the project but they can discuss with Grameen Telecom Trust
- From one sheep in 6 months you can get 1 kg of wool.
- The price of 1kg of wool may be \$30
- Is there enough grazing land?
- What would be the strategy in case sheep die. Proposer says that there is a provision in the costing that takes into account death of sheep
- Mr. Ashraf Hassan: the big difference between the selling price and what the beneficiary gets is 1/3. What is the reason for that?
- H.I Latiffee why not look at a smaller scale for the project: with reference to the current 300 families and 500 sheep proposal
- Mr. Ehsanul Bari asks to do a technical feasibility
- Professor Yunus: how can the project be designed so that the beneficiary gets highest benefit. Perhaps make it into a format that if you take "x" many sheep kid from beneficiary it would be feasible for you. Tell beneficiary that if you give me so many sheep in return I will give you the services you need for rearing sheep for as long as required.

#### **Item F: Small Group Discussion**

#### **Item G: Group reporting to all participants**

**Project 1:** Development of sustainable small holder dairy farming in Haor/Basin areas of Bangladesh

#### **Discussion:**

- The issue of entrepreneur and land still have to be worked on, proposer. Still looking for entrepreneur
- The business plan needs to be worked on more
- Project size is variable depending on number of farmers
- Break-even point will depend on the running of the project
- Professor Yunus asks: What will be the connection between the company and the university? Will they be part owner or will it be on contractual obligation or pro bono? Proposer says he has brought the idea. There is scope for investment. If any investor thinks its



suitable then he/she can run this. Payment has to be made to those providing the service. The foundation will not take anything.

**Project 2:** Notebook/Khata Binding Business Based Employment Opportunity For the Disabled.

**Discussion:**

- Product is well defined.
- Business will require 3 months for initial training for workers.
- Mr. Imamul Hasan of Shampan Group has said he can arrange a space for manufacturing.
- For raw materials companies like Bashundhara and AA may be interested in contributing
- Project size looks appropriate: 20 blind+11 support staff
- The 1 year breakeven point maybe a bit tough to reach but possible if business going according to plan
- Project will be mainly for the blind.
- The issue of the blind who are already involved in book binding is discussed. For demonstration purpose they can show us if this book binding is possible for them, then this business can proceed further.
- The project, about 12 years ago

**Project 3:** Softy, sanitary napkin for underprivileged women

**Discussion:**

- Company is already operating using 2 machines under Babylon.
- They want to add 4 more machines: Cost of machines: 1 lakh, Cost of raw materials: 10 lakh
- Payback period: 1.5-2 years
- How would it be possible to collaborate with Grameen Fashion and Fabrics and use their network to create door-to-door sales channels.
- Design a higher price premium option for higher end consumers so that cost of basic model can be minimized.
- Mr. Ashraful Hasan says the project cost is very less: Tk 3 Lakh
- Mr. Ashraful Hasan says that if the payback period is extended then the existing costing can be lowered even more.

- A guideline for making the business into a social business has been provided to proposer. If they want to go for a joint venture, then that can be done too and the Grameen Distribution channels may be used.

#### **Project 4: SKS Social Business Project**

##### **Discussion:**

- Primary and subsidiary objectives are well defined.
- Business plan needs more work
- An insurance fund may be created and food support included in the programme
- Professor Yunus mentions the 50-50 share. Suggests strategy.

##### **Item H: Concluding remarks of Social Business Design Lab**

- Continue this process of brainstorming.
- Make sure project leaders keep in touch with those on the ground and continue to seek investors where necessary.
- Request to send updates on projects presented on this design lab and the past one
- Request to generate new ideas based on what was presented.

# **Development of sustainable smallholder dairy farming in Haor/Basin areas of Bangladesh**

## **Yunus Centre 2<sup>ND</sup> Social Business Design Lab**

### **Group discussion minutes:**

The proposer of the social business detailed the entire plan for everyone in the group to get a deeper understanding of the business. Currently, the foundation runs by providing veterinary services and charging a commission of Tk 2.70 per litre of milk sold (Tk 2.70/litre).

The proposer assured that if the food and fodder is prepared and preserved in the right way, milk production would increase a great deal and make it profitable enough for the farmer. Mr. Bari (MD, Grameen Krishi Foundation) agreed with the objectives and mentioned that the idea is quite good. However, he initially questioned their motive in order to take on a big scale project since many of his coolers (machine where excess milk is stored) as the demand is not always high.

Professor Yunus mentioned a problem with one of their objectives: to arrange for land in the haor areas to be leased to farmers. This is because it gets tricky to lease out these vacant land from the Govt. The Haor area land are usually illegally occupied by influential land grabbers. He also added that this kind of business is very similar to that of Grameen Motsho o Poshushampad foundation and the proposer should try to get them interested to invest in this business.

Mr. Manzur (Grameen Telecom Trust) raised questions about the formation of the company and how it will run in terms of the management structure etc. The proposer said that they just brought the idea to the table and so the management structure including the company formation and the operation will entirely depend on the investor.

Lastly, the proposer(s) assured that the business would have hundred percent support from the Krishi University in terms of technical support, breeding veterinary services (against a fee) and other related assistance.

The discussion group gave an average Grade of B to the business plan commenting that more information need to be collected on land leasing, exact/realistic funding amount required and the possibility of getting a bank loan.

Labib Tarafder

Rapporteur

**YC Design Lab**  
**Evaluation of Social Business Projects**  
**Date : 5 January, 2013**

**Group Information**

1. Group No : A
2. Team Leader : MD. EHSANUL BARI
3. Rapporteur : MR. LABIB TARAFDER

**Grading Codes :**

A: Very good

B : Reasonable /workable

C : Weak

D : Poor/Unacceptable

**A. Issues to be examined**

(Grade each issue using the above grading codes)

A.1 Does the project clearly state the primary objective? And list the subsidiary objectives? A

A.2 Is the product / service well-defined ? A

A.3 Does the business plan appears to be adequate and realistic? B

A. 4 Does the entrepreneur look dependable ? NOT YET SELECTED

A.5 Does the project size look appropriate? B (NO OF CATTLE REARER NEED TO FINAL)

A.6 Does the break-even point look achievable? B (NEED TO WORK MORE)

**B. Recommendation**

What would be your recommendation :

B.1 Good project. Ready for serious consideration


B.2 Needs improvements (suggest major areas of improvements)

B.3 Incomplete information. Should submit after giving all the requisite information

B.4 Need major redesigning (Mention one or two major weakness)

THIS IS GOOD PROJECT NO DOUBT. NEED TO WORK MORE FOR CONSIDERATION. MAJOR AREA OF IMPROVEMENT IS LAND, ENTREPRENEURE OR COMPANY SELECTION. THESE ARE GOVT. LAND. SO WE NEED TO WORK MORE, OTHER WISE PROJECT WILL BE SICK. FINALISE THIS ISSUE FIRST. GRAZING FIELD FOR CATTLE & REARING PLACE IN HAOR AREA IS WEAKNESS. BUT IT CAN BE OVER COME.

Group discussion minutes attached.

  
24/02/13

## YC Design Lab

### Evaluation of Social Business Projects

Date: 16 February, 2013

#### Group Information

1. Group No. :B  
Group Members: Md. Imamul Hasan, Mr. Saidul Huq, Mr. Nazmul Hossain, Mr. Mohammad Imam Hossain Chowdhury. Mr. M. F. M. Amir Khashru
2. Team Leader and Project Bondhu : Mr. H.I. Latiffee
3. Rapporteur :Zeenat Islam

#### Grading Codes :

A : Very good

B : Reasonable/workable

C : Weak

D : Poor/Unacceptable

#### A. Issues to be examined

(Grade each issue using the above grading codes)

##### A.1 Does the project clearly state the primary objective? And list the subsidiary objectives?

**Discussion:** Yes. The primary and secondary objectives are clear.

- Mr. Nazmul Hossain, Assistant Professor, DU: The project looks reasonable. If the target of 160 books per day can be reached, that would be good.
- Mr. Md. Imamul Hasan, MD Shampan Group: We can get major paper producers of the country involved like Bashundhara Group. Also, the idea of selling these books made by the visually impaired to educational institutes would be also be a good move
- Group says a project prototype is needed.
- Mr. Md. Imamul Hasan: Agreed to provide infrastructure/provide space (in or outside Dhaka) for the start up of this project.

##### A.2 Is the product/service well-defined?

**Discussion:** Yes

A.3 Does the business plan appears to be adequate and realistic?

**Discussion:** This question cannot be answered accurately at the moment. The business plan needs to be more refined. Mr. Md. Imamul Hasan, said that the costs would go down further.

A.4 Does the entrepreneur look dependable?

**Discussion:** The concept of “who is the entrepreneur?” still remains a bit unclear.

- Mr. Md. Imamul Hasan: Whether this project would be established through a trust?

A.5 Does the project size look appropriate?

**Discussion:** For now, the trial version of 20 blind workers and 11 non-blind support staff looks appropriate.

A.6 Does the break-even point look achievable?

**Discussion:**

- M.F.M Amir Khashru, Yunus Centre: Break-even point to be reached in 1 year.  
Group says break-even point achievable only if the project goes according to business plan
- Group concludes that the business plan needs to be re-accessed

## **B. Recommendation**

What would be your recommendation:

B.1 ***Good project. Ready for serious consideration: This option was selected.***

B.2 Needs improvements (suggest major areas of improvements)

B.3 Incomplete information. Should submit after giving all the requisite information

B.4 Needs major redesigning (Mention one or two major weaknesses)

## YC Design Lab

### Evaluation of Social Business Projects

Date: 16 February 2013

#### Group Information

1. Group No : C
2. Team Leader: Ashraful Hassan, MD, Grameen Fashion & Febrics.
3. Rapporteur : Sharmen Ferdush

#### Grading Codes:

A: Very Good -  $\sqrt{\quad}$

B: Reasonable/Workable

C: Weak

D: Poor/Unacceptable

#### A. Issues to be examined

(Grade each issue using the above grading codes)

##### **A.1 Does the project clearly state the primary objective? And list the subsidiary objectives?**

Yes the project clearly states the objectives clearly. The primary objective is to make the cheaper product even cheaper. Also the project states the subsidiary objectives. Grade: A

##### **A.2 Is the product /service well defined?**

Yes. Grade: A

##### **A.3 Does the Business Plan appears to be adequate and realistic?**

Yes and (it is cost effective as the techniques is very simple, anyone can handle the machine and for that she has to follow only the three steps which are blending of raw materials that will come into cotton and then mold formation and finally press the machine and the napkins comes out). Grade: A

**A.4: Does the entrepreneur look dependable?**

Yes it looks dependable. Grade: A

**A.5: Does the project size look appropriate?**

Yes. And the project intends to increase the production by increasing the number of machine from 2 to 6. Grade: A

**A.6 Does the break-even point look achievable?**

It is quite achievable and the breakeven point is one and half year. Grade: A

**B. Recommendation**

What would be your recommendation?

**B.1 Good project. Ready for serious consideration**

The project is ready for serious consideration. Just need to review some areas for getting best results. Project can also think of producing two different qualities of napkins targeting the two separate groups and for that they have follow different way to do the branding.

**B.2 Needs improvements (suggest major areas of improvements)**

- Need to have a clear plan to scale up the project.
- Plan for converting this business to social Business and for that appropriate strategy should be taken. Also need to define whether the whole company's business will be converted as social Business or only this entity (Softy Napkin) will be converted as SB.
- Decision should be taken in the board of the company regarding conversion this business in social business. The board needs to pass a resolution in line with this and there they have to mention that they will not make any benefit from the project.



- If Softy is the only thing that will be converted in social business then they need to create a separate entity.
- The project might consider joint venture with Grameen Fashion & Fabrics.

**B.3 Incomplete information. Should submit after giving all the requisite information.**

The strategy of scaling up the project, how to convert the business to SB and the marketing strategies needs to be defined more clearly for better understanding.

**B.4 Needs major redesigning (Mention one or two major weaknesses)**

Marketing and educational strategy needs to be determine clearly which were not mentioned properly .

For marketing the products, the project can consider Grameen Distribution Channel. The project needs to add educational component, i.e. the target beneficiaries need to have knowledge regarding how to use this, how to keep safe, what are the health issues etc. For that the project can provide educational message inside the packet. These are issues needs to be taken into consideration which are absent in the current proposal.

**YC Social Business Design Lab**  
***Project Evaluation of SKS Social Business Project***  
**Date: 17 February, 2013**

**Group Information:**

1. Group No.: D
2. Team Leader/Group Chairman: Ms. Parveen Mahmud (and she nominated Mr. Md. Saiful Alam to lead the discussion)
3. Rapporteur: Prometheus Siddiqui

**A. Issues to be examined:**

- A.1. Response – A
- A.2. Response – A
- A.3. Response – B
- A.4. Response – A
- A.5. Response – B
- A.6. Response – B

**B. Recommendation**

For this section, there were mixed remarks from the members of the groups, while everyone agreed to the fact that this was indeed a good project, ready for serious consideration but there were a few aspects of the project that required more information and redesigning.

**Additional Comments (Collective):**

- The primary concerns raised by the Lab in the first phase of the discussion were:
  - Identification of food source for the sheep during lean period or periods of natural disaster
  - Continuation of vaccination and other support after project phases
  - Availability of grazing land
  - The sharing ratio of the sheep off spring
  - The primary reasons behind choosing sheep
- In response to these, it was said that
  - An alternative or supplementary source of food as a part of contingency plan will be introduced,
  - Vaccination and other support will be continued
  - The particular project area does have an abundance of grazing land/open source of food
  - The sharing ration has been calculated keeping in mind that there will be a net surplus of the project. When the financial figures will be recalculated, the aspect of passing on the most benefit to the households given that all project costs are covered
- Later in the group discussion it was proposed whether the project can be piloted in a smaller phases. The concerns that came forth regarding this were:
  - The scale that has been proposed has been designed to cover all costs
  - There is a possibility of overhead and other costs rising
  - Efforts will be made to find out whether there is still any scope for resizing the pilot
- The group proposed that an insurance fund can be created by proportioning amounts from the project risk fund so that there are ways to deal with deaths and loss of livestock. One way can

be to provided a household with a replacement sheep if one dies, but that offspring from the sheep that died would have to be paid back in addition to the new one.

- The issues of using the byproducts of the sheep was discussed:
  - The milk from the sheep may not be used initially since the off spring will need it for healthy growth. Later on if the heath of the sheep in general improves and milk production rises then that milk may be collected to produce cottage cheese and other products.
  - Serious analysis has to be made to use the wool form the sheep
- The financial sustainability of rearing the sheep needs to be assessed particularly by focusing on the timeframe required of rearing and selling the sheep
- The group concluded by saying that the project plan needs to be altered with regards to the above feedback