

**A Market Separations Perspective to Market Development at Bottom of Pyramid: A Case  
Study on DEF's Chanderiyaan Project**

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According to Prahalad and Hammond (2002), the bottom of the pyramid (BOP) is referred to that part of the untapped markets of the world that has people living on incomes as low as \$2 in a day. There are almost 4 billion people living primarily in Asia, Africa, and South America, which constitutes the BOP. In recent years, many scholars in management have championed for BOP as a market for firms to sell, or source their products, and services. Prahalad (2005) notes that although poverty alleviation and developmental assistance has been traditionally a domain of government and its developmental agencies, the time has now come for private sector to play a dominant role.

However, few other scholars (Karnani 2007) challenge the basic premise of developing BOP markets by arguing that the poor are likely to be exploited when companies treat them as consumers trying to sell some products or services, which the poor may not actually need. These critics also argue that to save the poor from exploitation, given their vulnerabilities, the companies should treat them rather as producers, and source goods and services from them, which would generate stable incomes in their hands, which eventually would pull them out of poverty.

Despite merits on either side of the debate on developing BOP markets, there are several advantages in treating the poor as a consumer as well as a producer. For one, the poor have largely remained absent from the market due to the lack of a well-functioning or efficient market. Well-functioning markets are those where producers and consumers interact to successfully engage in market exchanges. The poor can buy/sell at informal markets that exist at BOP, and participate in formal markets, either as consumers or as producers. Informal markets already witnesses participation of the poor as a producer and as a consumer. However, in the formal markets, the poor are generally absent both as a producer and as well as a consumer. In formal markets, the BOP producers/consumers are separated from other producers/consumers due to several reasons such as, remote location, and geographical dispersion of BOP communities; low and volatile incomes at BOP, and presence of exploitative intermediaries in the BOP. Moreover, previous research has found that consumers in BOP typically have low per capita incomes, but are large in their numbers, which makes then an attractive market potential (Prahalad, 2006). Moreover, poor consumers given the awareness about branded goods have developed a fairly high aspirational value for such goods that offers promise of better quality and are symbols of participation in the market (Prahalad, 2006).

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Developing BOP markets (where the poor participates as a consumer) has several merits. For one, the current informal markets at BOP would give way to a more efficient formal market, leading to drop in prices, which indirectly leads to higher disposable income for the poor, and eventual increase in social well-being. For example, any MNC pharmaceutical company intending to sell malaria treatment medicine in malaria infected African countries would benefit the local society there. The BOP community in such as a malaria infected locality will soon witness a decrease in malaria infection rates, leading eventually to over all increase in BOP individuals' healthcare and social well-being. This MNC Company can build economies of scale to reduce prices and develop a large market across disparate BOP communities in Africa. Participation of the poor as a producer in formal markets will lead to their income generation, which eventually also makes them participate in those markets as consumers. The most successful example is that of India's largest tobacco company, ITC. ITC's choupal initiative includes two arms, e-choupal, and choupal sagar. While e-choupal is an internet based information kiosk that provides information on weather, agri-inputs, cropping patterns, and other relevant information to the small and marginal farmers at BOP that helps to increase their farm productivity, while building relationship with ITC as an agri advisor. When the same farmer chooses to sell the produce at ITC's choupal sagar, s/he gets a price better than selling to government-owned *mandi* (wholesale food grain market). Adjacent to grain procurement point is the choupal sagar retail-store where the farmer can go and shop using the cash s/he got from selling the farm produce. This choupal initiative from ITC at BOP in India illustrates how companies can profitably treat the BOP individuals as both producers as well as consumers.

### **Theoretical Perspective**

In this article, we use the Bartels' (1968) theory of market separations to argue that markets can be developed at the bottom of the pyramid, if market separations between producers and consumers in the markets are reduced, if not removed. Bartel proposed that new markets could be developed if the following four kinds of market separations (between producers and consumers) are reduced:

- 1) *Spatial separation* or the physical distances between producers and consumers.
- 2) *Temporal separation* or the time difference between production and consumption.
- 3) *Informational separation* or the informational asymmetry between producers and consumers related to products and market conditions, and
- 4) *Financial separation* or the lack of consumers' purchasing power when they are willingness to fulfill their needs.

Bartel also theorized that marketing is contextualized in society, and since members in the society are interdependent on each others, such market separations are not sustainable. Moreover, Bartel argued further that one of the primary roles of marketing is to reduce or remove these separations, and facilitate the process of consumption. Therefore, the nature of marketing activities would depend, "upon the character of the market separations found in the particular social environment" (Bartel, 1968; p.32).

Therefore, we find Bartel's theoretical perspective of reducing market separations for developing new markets at BOP a managerially, and theoretically elegant way to understand the

phenomenon. We develop and extend the theory to explain how Digital Empowerment Foundation (DEF), our case company, successfully build a market for traditional handloom weaving products such as sarees, fabric, and apparels for women, at Chanderi, a village in Madhya Pradesh's Ashok Nagar district. We also extend the Bartel's market separation perspective by exploring a fifth new market separation-knowledge/capability separation that is equally important for poor producers/consumers at BOP to participate in the market, and help it to develop further.

In 2009, DEF set up, Chanderi Weavers ICT Resource Centre (CWIRC) as a self-sufficient community information resource center, primarily for the poor Chanderi weavers to save the dying traditional handloom weaving art form in Chanderi. The primary tasks involved skills enhancement in weaving, and textile designing, which would lead to income enhancement, and social well-being. The products manufactured and sold include, Saree, Dopatta, Stole, Salwar suit, cotton, table cloth, zari, and fabric. This process of market development at BOP in Chanderi( Chanderi weavers earned approximately Rs 3000 per month or less, on an average), was driven with a larger objective of reducing their dependencies on often unscrupulous middlemen, who exploited them out of market opportunities, and therefore keeping them out of market. In less than three years, many weaving families in Chanderi are actively participating in the market for finished woven sarees, and other forms of Chanderi art.

Our case study throws light on how non-profit organizations like DEF can create an ecosystem of partnerships with other NGOs such as Media Lab Asia (MLA), by working closely with Government of India's Ministry of ICT, as well as weavers, and other intermediaries as stakeholders, to successfully develop market at BOP. Firstly, we go by the accepted definition of a market being an arrangement whereby buyers and sellers can interact to determine the prices and quantities of a product or service (Samuëllson & Nordhaus, 1992). Markets essentially serve three main functions, (1) matching demand and supply (or buyers, and sellers), (2) facilitating exchanges or transactions, and (3) providing institutional infrastructure (Bakos, 1998). In the first function, identification of buyers and sellers, match-making product offerings with needs, as well as price discovery is important. In the second function, logistics, payment mechanisms, and facilitation of credit, as well as communication between buyers and sellers are important. Finally, the third function includes, enforcement of legal, and regulatory mechanisms. While formal markets efficiently, achieve all three of the functions due to free flow of information between buyers and sellers, in underdeveloped markets, each of these the functions may require active intervention of external agencies with mandate to ensure that the markets work efficiently, by reducing information asymmetry in the markets. Such external agencies like NGOs are actively helping to develop markets in undeveloped informal markets in many parts of India. One such NGOs we undertake the case study on is DEF, and its CWIRC initiative in Chanderi. More specifically the three functions of the market are hampered in BOP due to constrained physical access of poor consumers or sellers to or from BOP areas, which makes logistics, distribution, and retailing an expensive proposition. Moreover, information asymmetry is rampant in BOP regions due to widespread lack of numeracy, literacy, superstitions, and other cultural beliefs, and not the least due to poor market for education, or low media penetration in BOP. This problem is compounded by low levels of education and exposure to media, and high levels of dependence on local and confined community and social networks (Viswanathan & Rosa, 2007; Viswanathan, Gajendiran, & Venkatesan, 2008). Due to high normative prevalence of social, and

cultural norms, the governing mechanisms are informal in nature, and strongly influenced by sociopolitical factors such as religion, and local community (Sheth, 2011), and less by legal or regulatory norms.

We now discuss in detail how DEF went about developing the three functions of well-functioning markets, by reducing one of the most important market separation in Chanderi, that of information market separation.

In Figure 1 below, we show the four market separations, how information separation can be reduced at four levels. We do not however, discuss the other three market separations that are also important, although not as important as information market separation in the Chanderi case.

	<b>Nature of Market Separations</b>				
		<i>1<sup>st</sup> level</i>	<i>2<sup>nd</sup> level</i>	<i>3<sup>rd</sup> level</i>	<i>4<sup>th</sup> level</i>
<b>Type of Market Separations</b>	<b><i>Temporal</i></b>	Local & home made solutions <i>Poor consumers and poor sellers</i>	Link income generation and consumption	Reduce wastages and storage of products	Localize production
	<b><i>Spatial</i></b>	Localize production and innovation in services	Involve poor consumers in production and innovation in services	Develop poor people as local entrepreneurs to develop local solutions	Localize production
	<b><i>Information</i></b>	Reduce illiteracy and increase education, and skills	Increase awareness	Bridge digital divide to bring information symmetry	Assimilation with the market-based system
	<b><i>Financial</i></b>	Remove poverty traps and debt traps	Increase income of poor consumers	Increase savings, and investments	Increase purchasing power

Figure 1: Four market separations, and the four levels at which it operates  
**Chanderiyaan Project from Digital Empowerment Foundation (DEF)**

DEF is a NGO registered under the Societies Registration Act XXI of 1980, with its own governing body, board of directors, and team members. It is headed by Mr. Osama Manzar, who founded the NGO in 2002. DEF works with the mission and vision of economically, and educationally empowering the poor people through use of information & communication technology, and the digital media leading to their digital inclusion. Since 2003, DEF has won several awards for its path-breaking work in this area. CWICTRC is one of the several initiatives that also includes, Neerjaal, Manthan Award Ceremony for e-Content practices, and Digital Panchyat, among others.

Chanderiyaan is the brand name of Chanderi Weavers ICT Resource Centre (CWICTRC), which started in the Ashok Nagar district of Madhya Pradesh, with the collaboration of Media Labs Asia, and support of Ministry of Communication & Information Technology. Chanderi has a population of around 30,000 (2001 census), of which a third belong to the weaving communities; of these communities, more than 60 percent of the looms belong to Muslim families. The Chanderi town is estimated to generate Rs 65 cores (\$ 13 Million) of business annually. Most weavers have admitted to their incomes increasing from Rs. 3000/- to Rs. 6000/- as a result of the Chanderiyaan project. More over, the project has resulted in making the 90% of the weaver population reduce its dependence on master weavers (large businessmen who acted as intermediaries in the supply chain). Earlier poor weavers were dependent on the latter due to the lack of purchasing power to buy raw material, and did not own their own loom. The weavers also lacked the skills to create their designs, or even approach customers for orders.

Primarily the project involved providing technical education to the textile weavers, and in the process, more than 30 computer centers would be opened and run, where weavers would learn to create new designs by using special software (CAD). At the same time, DEF is also preserving old designs digitally. Weavers are taking printout of their creating designs and putting it into the loom. The project is involved with weavers throughout the entire life cycle of crafting. Other activities include, skill builder program, forming self-help groups, Loom for poor, weavers block printing, and kalamkari; and managing Chanderi e-Commerce portals. Another part of Chanderiyaan initiative is the Chanderi Integrated ICT for Development Program (CIDP), through which DEF is promoting entrepreneurship, healthcare, education, and Tourism. As a part of CIDP, is the use of ICT in social entrepreneurship program, which includes setup for tailoring, weaving, and embroidery work involving the use of hardware such as plotter printer to print Chanderi sari designs in the resource center. This center has so far trained more than 150 people, in weaving process on looms, embroidery work, and block printing on clothes. A Jacquard block printing machine was also procured to print weaving designs on clothes. Besides, more than 90 people have been trained, and more than 40 students are currently undergoing training on computerized integrated embroidery design providing end to end solution. So far, the resource center has created and digitally stored in their design library, more than 3500 Chanderi designs by training more than 105 weavers in design making. Besides, more than 350 students also have been trained in apparel designing & tailoring process. Training of more than 40 students in stitching work, and 68 students in skill builder program is also in the process.

Figure 2 below shows the various stakeholders which worked closely with DEF on this project. Figure 3 shows the CWICTRC business processes, and supply chain. Figure 4 discusses how the CWICTRC has helped to reduce the four market separations at BOP in Chanderi. Figure 5 discusses how DEF has bridged market separations in Chanderi for weavers, working closely with dozens of self-help groups (SHGs) to maintain and develop the weavers' supply chain.

<b>Goals/Mission</b>	<b>Stakeholders Activities</b>	<b>Designing</b>	<b>Weaving</b>	<b>Apparel Production</b>	<b>E-commerce And Retails</b>
Earning money through the sustainable livelihood	<b>Chanderi Community</b>	Learning and creating design in computer	Put that design into the hand loom.	Preparing final products	Present at retail shop for selling
Empowering people through the information	<b>Digital Empowerment Foundation</b>	Providing training for computerize textile design	Providing raw material linkage	Proving space for stocking final product	selling though e-commerce
Establishing and facilitating ICT application	<b>Media Lab Asia</b>	Media Lab Asia is supplying all the ICT resources – card punching machine, CHIC, CARPET and CAD software. Trained 12 master designers for helping weavers.		NA	DEF and Media Lab Asia jointly build up e-commerce website.
Promotion of Electronics and IT-ITES enable service industry	<b>Department Of Information Technology Govt. of India</b>	Proving fund and monitoring on CWICTRC project			
	<b>INOMY</b>	There is no direct involvement in the CWICTRC project. However, the logo is present in their website.			

<b>Business Process</b>	<b>Supply Chain</b>	<b>Involvement</b>	<b>Before CWICTRC</b>	<b>After CWICTRC</b>	<b>Market Separations</b>
Place	MP State Govt.	DEF	At home, at SHG Centre	Raja Rani Mahal	Spatial

**Figure 2: CWICTRC Stakeholders' Activity**



Money/ Cost	Govt. of India & Bank	DEF	Take huge loan	Take less loan	Financial
Technical Setup	MLA	DEF	Not Available	Available	Temporal
Looms (Hand Looms)	?**	DEF	Handloom	Handloom	Financial
Raw Materials (Cotton, Silk, Zari)	BFC*, MEC*, SWEA*	DEF	Purchased from Master weavers	Supply by DEF	Informational
Training (Textile, Weaving)	MLA	BOTH	Not Available	Available	Skill
Designing in computer	MLA	BOTH	Not Available	Available	Temporal
Apparel Designing	MLA	Weavers, DEF, MLA, BFC	Done by own	Done in CWICTRC	Information
Weaving Pattern	MLA	Weavers, DEF, MLA, BFC	Done by own	Done in CWICTRC	Skill
Embodying	N/A	Weavers, DEF, MLA, BFC	Sent to Jaipur	Done in CWICTRC	Skill
Block Printing	N/A	Weavers, DEF, MLA, BFC	Sent to Jaipur	Done in CWICTRC	Skill
Finish Product	MEC	DEF	Exhibition	Via CWICTRC	Skill
Bulk Buyer	MEC, Exhibitions	Weavers and DEF	Shopkeeper, Mast. weavers	Mother Earh	Information and Financial
Retails & Marketing	DEF	Weavers and DEF	Own shop at home	CWICTRC shop	Information and Financial
Income		Weavers		Increased	Financial

**Figure 3: CWICTRC Business Processes, and Supply Chain**

\*BFC – Barefoot College, \*MEF – Mother Earth Craft, \*SWEA - Self Employed Women’s Association, \*DEF – Digital Empowerment Foundation

<b>Stakeholders Market Separation</b>	<b>Spatial Separation</b>	<b>Temporal Separation</b>	<b>Informational Separation</b>	<b>Financial Separation</b>	<b>Knowledge/ Capability Separation (New)</b>
<b>Chanderi Community</b>	They are present in retail outlet. Customers are directly reaching to them	Chanderi weavers are producing apparel more faster than ever before	Sharing information about exhibitions	Spending their incomes into buying raw-material	Shown eagerness to learn new techniques.
<b>Digital Empowerment Foundation (DEF)</b>	E-Commerce Website and Retail shop in Raja Rani Mahal	Introduced ICT based services	Market related information through the supply chain. Ex – Mother Craft, BFC, SEWA	Equally distribute profits among the weavers	Training program on cloth design, apparel design, finish product design
<b>Media Lab Asia (MLA)</b>	If earlier chanderi weavers went to any other places for designing, then MLA helping to reduce the separation	Card punching machine, CHIC, CARPET and CAD software tool is helping to reduce designing time	Setting up and running resource center.	Proving funds for technical set up	Training and supply the equipments. Card punching machine, CHIC, CARPET and CAD software.
<b>Department Of Information Technology Govt. of India</b>	No direct help, but financial support to DEF and MLA Govt. of India providing fund through the DEF NA				
<b>INOMY</b>	No Information Available	No Information Available	No Information Available	No Information Available	No Information Available

**Figure 4: CWICTRC Market Separations**

Separation Supply Chain	DEF- SHG Supply Chain							
	Sourcing			Manufacturing				Retail & Marketing
	Hand Looms	Raw Materials	Weavers	Designing	Weaving	Embodiment	Block Printing	Marketing
<b>Spatial Separation</b>	Bridging the physical gaps between looms manufacture & weavers	Bridging the physical gaps between raw material manufacture & weavers	Formed SHG for work together	Earlier weavers might go to other places for computer design training. Now in chanderi	Learning new weaving pattern in chanderi. Bridge by DEF & MLA	Will be start soon in chanderi.	Will be start soon in chanderi.	Created e-commerce website by DEF & MLA
<b>Temporal Separation</b>	NA	Purchased from far location which is consuming more time	Working together at one place, saving the times	Production time reduced by DEF & MLA	Jaquard Card Punching machine helps to reduce weaving time	Started recently by DEF	Started recently by DEF	Buyer can buy products any time from home. Bridge by DEF & MLA
<b>Informational Separation</b>	Earlier Weavers don't know from where to buy low price hand looms Bridge by DEF	Earlier weavers don't know from where to buy low price, good quality raw materials. Bridge by DEF.	DEF allocate weavers for work with them.	Adopt new designing technology	Adopt new weaving pattern	Embodiment will start in CWICTR C	Block Printing will start in CWICTR C	Supplying exhibition information to the weavers. Bridge by DEF.
<b>Financial Separation</b>	Weavers don't have enough money for purchase hand looms. Bridging separations by DEF	Government funds utilized on raw material purchase. Bridging separations by DEF.	Weavers now have a fixed salary with incentive	Insufficient money for learning. Bridging separations by DEF & MLA	Insufficient money for learning. Bridging separations by DEF & MLA	Insufficient money for traveling & learning. Bridging separations by DEF & MLA	Insufficient money for traveling & learning. Bridging separations by DEF & MLA	Profit sharing with SHG. Bridging separations by DEF.

<b>Knowledge / Capability Separation (New)</b>	Increase knowledge about using hand loom	Become efficient in judging & purchasing raw material.	Increase knowledge about new weaving pattern	Designing in computer increasing weavers' capability. Bridging separations by DEF & MLA	New weaving pattern increasing weavers' capability. Bridge by DEF & MLA	Learning new technique increasing weavers' capability. Bridging separations by DEF & MLA	Learning new technique increasing weavers' capability. Bridging separations by DEF	Knowledge about how to sell products
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**Figure 5: DEF- SHG Supply Chain**

### **Reducing Information market separations to develop markets in Chanderi-The DEF way**

Chanderi weaving communities are involved with the weaving activities that pass through steps such as designing, weaving, apparel production, and e-commerce & retail, after the involvement of DEF in Chanderi since 2009. The weavers' objective is to earn money through a sustainable livelihood. In the designing stage, the weavers learn to create new designs in computers at the resource center (internet enabled). <sup>^</sup>At the second stage, they put those design into the handloom for weaving. Finally, the final products get ready for being sold through retail outlets, and exhibitions. Digital Empower Foundation has fair amount of control over all these activities. Their mission is to empower people who are engaged in these activities, by providing proper information. At the first stage DEF impart training to them on computerize textile design. Before the weaver start actual weaving, DEF provide raw materials linkages to them. After completion of final products, DEF provides space for stock of those final products and then DEF attempts to sell those through their e-commerce website, and encouraging participation in exhibitions in nearby towns(some of the master weavers have a sales team of their own, and make a trip to exhibition towns for a week at a stretch).

Media Lab Asia is also involved in this project. Their objective is to establish and facilitate ICT application. MLA is supplying all the ICT resources such as card punching machine, CHIC, CARPET, and CAD software. They have also trained twelve master designers for assistance of the weavers. MLA is also attached with DEF to build up the ecommerce website. Government of India's motive is the promotion of IT-ITES enable service industry. For the success of the project, Ministry of Information Technology has provided funds, and is monitoring the CWIRCTRC project at every stage of production as well as the attainment of its finality in reaching it to the ultimate consumers. Currently, the ministry of IT is concerned about making the CWIRCTRC project sustainable on its won so that DEF can exit the project for other projects, and the local Chanderi weaver's communities( many time represented by their SHGs) can take charge of themselves.

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<sup>^</sup> In fact the entire Chanderi town is wi-fi enabled by DEF, and the entire cost of accessing internet is borne by DEF (reimbursed by Deptt of ITC, Government of India), but it is free to use by localities.

Chanderi weavers' community removes/ reduces spatial separation by participating in exhibitions, or by selling the produce to master weavers to sell in such fairs. This is a major departure from past, when poor weavers not only got very low weaving charges (much less than the amount mandated by government), but also got exploited by master weavers, and were thus absent from the markets. During exhibitions, the customers get a chance for direct conversation with weavers. Moreover, now weavers can produce the fabric faster than before, which is actually remove/ reduce temporal separation, given the reduction in designing time, and costs, besides the weaving time. Weavers also share different exhibition's information among themselves. By do this they help to remove/ reduce informational separation. They reinvest their profits into business, which mean financial separation are removing/ reducing. Weavers are always aggressive towards learning- that reduces knowledge/ capability separation. For example, during the visit to the Chanderi site, the case writers met many hitherto unemployed children of weavers who are now actively engaged in some role in the supply chain of the business-some in sales, some in designing, while others are directly involved in weaving.

DEF has also launched an e-commerce website [<http://chanderiyaan.net/>] which is ultimately help to remove/ reduce spatial separation between the buyer and the seller. DEF has also introduced ICT based services for Chanderi weavers. Introducing new technologies to the unpenetrated areas helps to remove/ reduce temporal separation. Since weavers now earn more weaving charges (when they weave for other master weavers), or get more profits when they weave and sell directly, it has led to reduction in financial separation. DEF provides training programs on cloth design, apparel design, and finish product design, which are enhances weaver's knowledge. So knowledge/ capability separation removes/ reduces through this way. MLA activities have also helped to remove/ reduce separation. MLA, in collaboration with DEF provides ICT based support in CWICTRC, where all the weavers are working together, which reduces spatial separation. MLA has also introduced a card punching machine, CHIC, CARPET and CAD software tool, which is helping to reduce designing time, leading to reduction in temporal separation. The entire cost this technical setup has been borne by Ministry of IT, thus helping indirectly in reducing market separations in the Chanderi market. Besides, MLA, and DEF are providing training and supply technical equipments, which are actually helped to the weavers' to reduce/ remove knowledge/ capability separation.

DEF is closely attached with SHGs, which were formed by DEF. Working closely with these Self-Help Groups, DEF provides them with capital, and helps to manage the capital, and monitor how the capital is used in terms of purchase of raw materials, paying weaving charges, and collecting the money from the market after selling. There is also a production manager, a member of the SHG, who manages the production and marketing of the products, and is paid a salary from DEF. At the end of the year, profits generated from these operations are distributed between the SHG members. At the time of writing this case, the economy of the Chanderi weavers was estimated by DEF to be approximately Rs 150 crores.

Broadly, there are three stages in supply chain- sourcing, manufacturing, and retailing. At each stage of the supply chain, DEF has reduced market separations. After DEF came in Chanderi, Now DEF came at Chanderi, they provided more than 30 handloom machines to the poorest weavers to enable them to weave and earn a livelihood, thus reducing spatial and financial separations. Raw materials are another important aspect of weaving, where DEF provides

linkages, which is again help to remove/ reduce. Weavers are playing the main role in weaving. DEF formed SHG, through this way spatial remove/ reduce among the weavers. DEF got the permission from the government to use the premises of the famous Rajarani Mahal, which is used by the weavers, for weaving and for training on designing. At the same place, weavers get training on weaving pattern, and embroidery. Due to computerization of the designing process, the estimated time has gone down from almost 10-15 days (when it was done manually), to in less than a day, using the card punching machine. Similarly, it took the weavers 20-25 days for setting the loom for new design, which has now reduced to less than 3 days.

The last stage of this supply chain is retailing, and marketing. Through the e-commerce website, customers can purchase products any time, although the website is still in the pilot stage. DEF also provides information on low price handloom, and good quality low price raw materials. Along with this, DEF provides training on computerize design and weaving. At the end of the supply chain, DEF provides information on different exhibitions. All these activities help to reduce information separation. DEF has also tied up with garment factories, and getting the weavers trained for sewing, so as to prepare for manufacturing apparels in near future. Before DEF plans to exit the ecosystem it created in Chanderi, it wants it to run in a sustainable manner. For example, one of the objectives is to increase the number of looms with poor weavers, from 30 today, to almost 150 in near future. Other objectives include run IGNOU certified, and DOEACC certified courses commercially, and register itself with MP Tourism. If the Chanderi market becomes sustainable in the medium term- two years as decided by DEF- (the government currently provided a grant of Rs 11 million to DEF, and MLA to support the project)- then it would be a real test of market development as a consequence of bridging market separations.

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