

Udhyam
Learning Foundation

Dare to Dream
Our Journey till July '19





*Entrepreneurial thinking
has reached lakhs of
students in Delhi!*

To know more, turn to page 15

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Foreword

Mekin Maheshwari



About Mekin

Mekin is the Founder and CEO of Udhyam. He deeply cares about people succeeding in life and hopes to see a large number of people achieve their potential through Udhyam's work.

The last year for Udhyam has been magical. How else could you describe a small 20- member team in Bangalore, being approached by a progressive government in Delhi, working hard to a daunting timeline of launching the Entrepreneurship Mindset Curriculum (EMC), being able to incorporate principles of systems development for increasing quality, launching within 6 months of first conversation to enable a statewide rollout.

Isn't it magic, when you go -

from: working for 6 months, interacting with 500 small entrepreneurs, only 60 agree to work with you and eventually only 2 see sustainable income uplift - I refer to this period as the valley of death: most startups go through it - very few cross it. The initial team at Udhyam Vyapaar not only crossed it, it has reached the following state:

to: being able to predictably and repeatedly enable income uplift amongst 25% of the entrepreneurs we work with within 60 days of our engagement starting - and having achieved significant income uplift for 100 small entrepreneurs, and more importantly the learnings of enabling this for the chai and ironing entrepreneurs....yes, it's magic!

I consider ourselves very fortunate that an opportunity like EMC came our way, probably a lot earlier than I had imagined it would. I also consider ourselves very fortunate that over 300 small business

“I feel both proud and fortunate to be working with the diverse and high ownership people who have come together to make the Udhyam vision come true.”

entrepreneurs have trusted and partnered with us. But then, fortunes are made by going out and trying hard - which I think the amazing team at Udhyam has done a LOT of.

I feel both proud and fortunate to be working with the diverse and high ownership people who have come together to make the Udhyam vision come true. While the achievements visible outside are limited - they have been built on learnings from experiments, mistakes, realisations and reflections of all the team members, current and past.

With this magic of hard work, customer focus, impact focus being created by a radically different small organisation this far and I am very excited about what's in store ahead. Wish us more fortune - the kind that comes in the shape of learnings and smiles we see on our and our customer's faces. ●●●

Unleashing Human Potential

Supriya Panchangam



About Supriya

Supriya leads Brand & Fundraising at Udhyam. Her strongest connection with Udhyam has been with the fundamental principle of every individual succeeding and enabling every individual to succeed.

“I have an idea,” she said. I could see the spark in her eyes as she rushed to gather words to explain her concept just as it was forming in her mind. She had a burst of energy to make that idea a reality. She and her friends wished to create sanitary napkin care-kits. They wanted to hand-deliver these care-kits and share a sense of solidarity with them. And it was not just her. Every learner in the classroom was brimming with ideas and with absolute confidence — they were making their own choices and voicing their ideas fearlessly.

I am addicted to these Aha moments in Udhyam classrooms. And as we have evolved, this circle of awe has extended to all those who are a part of our young learners’ lives. I have seen parents surprised with what their children had done, teachers being ecstatic about what their students could do. Slowly, but surely their belief in young people has been increasing.

Through our interventions with Vyapaaris, we aim to enable them to see their work not merely as a means to earn money but as a means to thrive as entrepreneurs. Over the past year, I have witnessed the same youthful excitement of learning, doing something new, and intent for self-discovery with them too. I’ve seen 40-year-old men from traditional backgrounds letting out their childish enthusiasm for new things, discovering new-found possibilities of who they can be, and what they can achieve.

And it fits right into the future. In the future, where technology will increasingly play a vital role in

“Through their ideas, relentless efforts to pursue their own choices and face the consequences thereof with confidence, our students and Vyapaaris inspire us.”

enabling human beings to create more and more value, I believe the only thing we can leave with our youth and Vyapaaris is the ability to learn and adapt to new ideas.

We have worked with over 1800 students and 500 Vyapaaris so far. We have seen them break the norms, surprise themselves and people around them - demanding others to believe in them through sheer perseverance, earnestness to learn, and zest to engage in learning meaningfully. Through their ideas, relentless efforts to pursue actions of their choice and face the consequences thereof with confidence, they inspire us. Such demonstrations not just strengthen our beliefs, it also reminds us of our place of being a mere instrument for this incredible potential to manifest.

We have set sail to impact many lives. This unconditional belief in human potential will be our compass - as a horizon of endless possibilities beckon us. ●●●

Co-create a caring world where people fearlessly pursue their potential

Our Vision



Udhyam

... Shiksha ...

Entrepreneurial
mindsets in youth

Udhyam

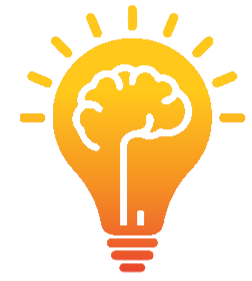
... Vyapaar ...

Income uplift for
micro-entrepreneurs

**HUMAN
POTENTIAL
IS INTRINSIC & UNIVERSAL**



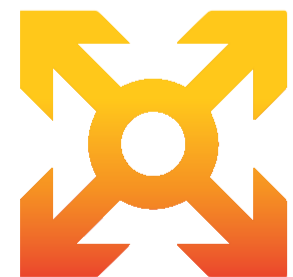
**14 -22
year-old**



**Entrepreneurial
mindsets**



**Real money,
real business**



**Built
for scale**

Udhyam

... Shiksha ...

Building Mindsets over Skills



**3
states**

**27
locations**

**1,800+
graduates**

**3
formats**

Udhyam Shiksha focuses on the youth between 14-22 who are getting ready to step into the real world. The pedagogy is built on the foundation of key entrepreneurial mindsets that are central to an individual fearlessly pursuing their potential. It recognises taking action in the real-world enables positive experiences towards entrepreneurial mindsets that are lasting. These mindsets get solidified further through consistent reflection of action.

The pedagogy is executed in three different models:



Workshop model

Immersive daily sessions designed like a bootcamp.



In-curriculum model

Sessions integrated as regular classes in the timetable.



Scale model

Co-design curriculum and implementation with government.

In all formats, learners explore themselves as entrepreneurs using a business idea derived from their interests and strengths. Udhyam provides risk-free seed funds for these business ideas to help learners have the most authentic experience. ●●●

Real Money, Real Business

Udhyam Shiksha emphasises on real learning. In each program that is directly implemented, every learner received seed-money between Rs. 5,000 – 10,000. This seed money is used by learners to run their own business for a 6-week period. This exercise gives the learner an experience of being a real-world entrepreneur.



91%

of the seed money provided in the program, is returned

Post the completion of the Shiksha curriculum and the project there has been a shift in learners' attitudes towards risk-taking, collective problem-solving and most importantly, believing in themselves.

A few innovative businesses by learners:



Design newspaper ads to perform better



Tea stall on a cycle with music and free wi-fi



Home delivery of sprouts for breakfast



Online scarves business



Mobile games tournament



Sanitary napkins and care kits

Program Outcomes

Today's skills may be redundant tomorrow but with the right mindset one can adapt to tomorrow's changes, challenges and learn new skills as well.

We believe that these four key entrepreneurial mindsets can help youth design and pursue their future on their own terms. These mindsets, built through real world experience, helps learners become aware of the way in which they approach challenges, develop problem-solving abilities and have conviction in their competence to pursue their aspirations.



Self belief

Faith in oneself to be able to do the necessary actions required to succeed.



Self awareness

Self-inquiry of strengths and weaknesses to maximise one's potential.



Grit

Resilience towards challenges and the drive to respond to them as opportunities to attempt new solutions.



Independence

Ability to independently lead changes and respond to changing environments.

Self-belief

40% felt more confident
to make their own decisions

39% felt more competent
to pursue their decisions

Measured based on autonomy and competence with basic adaptations to psychological need satisfaction and frustration scale. The measure in the shift in the answers was calculated based on the self-reported data collected from learners pre and post the program.



Self-awareness

64% have increased awareness of their strengths and weaknesses

Measured based on a proxy of negative shift from the mindset questions. The measure in the shift in the answers was calculated based on the self-reported data collected from learners pre and post the program.

Grit

12% felt more
persistent
towards problem-solving

Measured based on adaptations from Angela Duckworth's Grit Survey. The measure in the shift in the answers was calculated based on the self-reported data collected from learners pre and post the program.

Independence

25% felt they
were able to
**weigh their
decisions better**

34% felt they
could
**communicate their
decisions better**

Measured based on adaptations from the OECD rubric. The measure in the shift in the answers was calculated based on the self-reported data collected from learners pre and post the program.



**From being the quietest in
class to becoming the...**

Freshers' Queen

Sana was a shy girl when we first met her in 2017. She barely made eye-contact or participated along with her classmates.

During her entrepreneurship project, Sana ran a business of selling handmade jewellery. She discovered that she was good at interacting with people and was not people-shy after all! Not only did she excel at marketing her products, she made a profit of Rs 2,500 and she went on to become the Freshers' Queen of her college!

Noor-E-Sana

#udhyamiforlife



From training to be a mechanical fitter to becoming a...

Yoga Master

When Shashidhar walked into the Shiksha program at an ITI in Tumkur district, Karnataka, he had traded his passion for yoga for a more practical career choice as a mechanical fitter... but as the program progressed, Shashidhar realised that he can make his own career through his passion for Yoga! He worked hard to secure himself a scholarship of Rs 59,000 for a formal Yoga course.

Today, Shashidhar holds two certificates, is a successful Yoga trainer and soon plans to pursue a degree in Spiritual Yoga.

Shashidhar

#udhyamiforlife



#udhyamisforlife

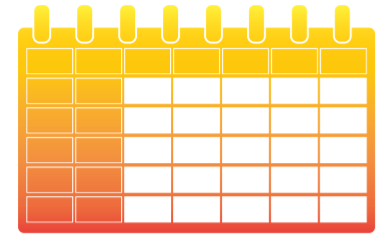
Not just learners, but facilitators too!

Between 2017-19, a total of 88 facilitators delivered Udhyam Shiksha program.

The program has not only transformed learners but also enabled our facilitators to become entrepreneurial. Many of our facilitators have begun to pursue their own entrepreneurial endeavours in areas of their interest, in pursuit of their potential.

Entrepreneurship Mindset Curriculum

Udhyam Shiksha at Scale



**Integrated into
school time-table**



**7.5 lakh
students**



**21,000
teachers**



**1,024
schools**



**35
core team
members**





Entrepreneurship Mindset Curriculum Team, Delhi

Over 15 different organisations, individuals and government officials collaborated to create the Entrepreneurial Mindset Curriculum for Delhi's government schools. The curriculum was designed and delivered within 6 months to help students transform into entrepreneurial, empathetic and self-aware young individuals.

Working at Scale

Archita Sisodia



About Archita

Archita is an early team member at Udhyam. She deeply cares about making opportunities, learning and growth accessible to people, and is passionate about solving problems with an iterative approach.

I moved to Delhi almost eight months ago on a 12-hour notice for this project. Given the scale of the vision, how diverse the team was and my lack of experience in working with a government system, I had to challenge myself and be entrepreneurial because I knew that this was one of the boldest projects that Udhyam would be a part of.

The core team - 35 individuals, NGOs from across the country and government officials - came together to build a one of its kind, highly experiential entrepreneurship-based curriculum that is centred around students. It has been six months that the project has been rolled out across Delhi and the results so far have been encouraging.

I have seen hundreds of students share their problems, speak their mind with trust that they are not being judged or laughed at. They have gone out boldly talking to their customers. The student-led specials of the curriculum are a hit with the students. We are now more confident than ever that this curriculum has the potential to make students believe in themselves and their peers, to dream big and know that their dreams are achievable.

“As we move forward with experience, we are now more empathetic and excited about partnerships with more state governments and organisations.”

As we move forward with experience, we are now more empathetic and excited about partnerships with more state governments and organisations in our pursuit to enable human potential amongst students so that they can pursue their dreams fearlessly. ●●●

Partners Speak

Our partners give us the courage to imagine and deliver impact at scale



“Udhyam has been a key partner in the development of entrepreneurship mindset curriculum. They were the experts who brought in clarity in entrepreneurship mindset development from their past work.

Udhyam’s willingness to be hands on, listen to student voices and experiences, and care about the details help make the entrepreneurship mindset curriculum of high quality. They helped in scientific way of curriculum development with every story and activity getting tested in multiple classrooms before being included. Similarly, doing a strong pilot and learning from it made the whole process collaborative. Udhyam team was also able to bring in other expert organisations and entrepreneurs when needed. Their belief in this student project made me think of and push for the budget allocation of Rs. 1,000 for students. ”



Government of the National
Capital Territory of Delhi

Manish Sisodia
Deputy Chief Minister of Delhi

Udhyam’s belief in this student project made me think of and push for the budget allocation of Rs. 1,000 for students.

Partners Speak

“ Along with education, Udhyam Learning Foundation has taken up the task of sowing seeds of a culture of hard work. Under the banner of Udhyam Shiksha, by conducting summer camps for children in the rural areas they have helped children develop a sense of confidence to build a self-dependent life. ”

Udhyam Shiksha led summer-camps have helped children develop a sense of confidence to build a self-dependent life.



Government of Karnataka

M.R. Kamakshi
Deputy Director of Public Instruction,
Tumkur District, Karnataka

“ Udhyam happened to the Saksham Haryana programme at a crucial juncture when the transformation in skilling ecosystem was turning towards industry linkage. Udhyam demonstrated how students can really be transformed to become leaders and start out on their own, right out of ITIs (10th/12th equivalent); adding to the entrepreneurs in the state. I look forward to the amazing startups Haryana's ITI students will be able to set up with Udhyam's support for the government! ”

Udhyam demonstrated how students can really be transformed to become leaders and start out on their own, right out of ITIs.



Nikhil Nadiger
Senior Consultant,
Samagra

The Road Ahead

Krishnan Ranganathan



About Krishnan

Krishnan leads the Shiksha Program at Udhyam. He is passionate about education and entrepreneurship, and finds Udhyam to be a great intersection of the two.

As we start a fresh year, Shiksha has quietly shifted focus from celebrations for some of the milestones that appeared in the rear view mirror, to what appears to be a wider spectrum in the journey ahead.

Externally, the implementation of EMC in Delhi has opened up a host of opportunities for learner-centric organizations like Udhyam. The scope of impact in this space also lands us the responsibility of gathering stronger and more reliable evidence of impact - in a space where outcomes have historically been hard to measure.

Our recent partnership with Medha as part of the employability skills training in Haryana, brings the exciting challenge of embedding entrepreneurial mindsets into the traditionally skill-centric NCVT framework.

Internally, as we pivot ourselves towards creating impact at scale, our Quality & Scale Lab has set forth to try multiple experiments in the current year to possibly come up with a more impactful program design. Our Youth engagement team is crystallising various offerings that are intended for a lot more of our alumni charting out their paths for success.

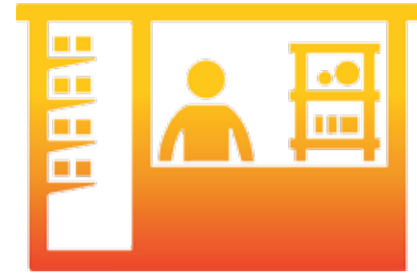
The accelerated pace at which we are maturing as a team and taking challenges in our stride has been quite reassuring in our preparation for scale and improved quality. The current year will see us add more talent, continuously improve our operations, solve larger problems and build newer capabilities.

“The accelerated pace at which we are maturing as a team and taking challenges in our stride has been quite reassuring in our preparation for scale and improved quality.”

I also look forward to Shiksha contributing significantly to strengthen the Udhyam brand through the quality and quantity of work that we deliver.

As we drive forward into the year, the view from the windscreen does show a tough terrain and an unpredictable weather. What is predictable though, is our resolve to overcome it. ●●●





**Vyapaaris with
< Rs. 40,000 revenue
(micro-entrepreneurs)**



**20%
minimum
income uplift**



**Financial
literacy**



**3
approaches**

Udhyan

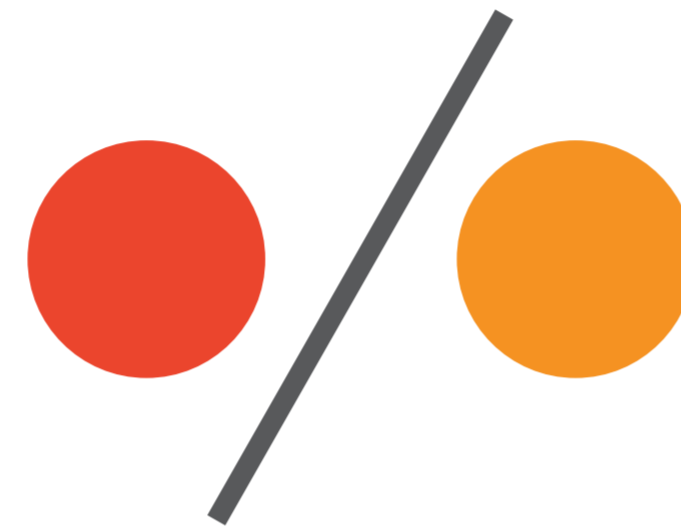
... Vyapaar ...

*Scale and success
for Vyapaaris*



Udhyam Vyapaar works with micro-entrepreneurs with monthly incomes less than Rs. 40,000 per month. We help them scale and succeed their business by closely engaging with them through three different models. Each model is designed to help the Vyapaaris to develop their entrepreneurial thinking like the importance of setting goals, trying new things and learning from them, perseverance etc.

Through constant engagement, the goal is to shift their perspectives of looking at doing business as beyond just an income generating activity and develop pride as an entrepreneur. The primary measurement of our impact is income uplift.



One-to-one consulting

Small-offerings to increase productivity, efficiency. Expand and acquire new customer base.



Entrepreneur Transformation

Experiential learning to foster peer-learning and mindsets for collective problem-solving



Product Interventions

R&D of products/ services for exponential growth. Support for purchase, usage and adoption.

One-to-one Consultations

53% added micro-offerings to their customers

54% saw an income uplift of more than 20% per month

The team suggested 441 actions to 198 tea Vyapaaris; 106 took 260 actions out of which 57 reported an income uplift.

Entrepreneur Transformation (ET) sessions

40% introduced new product lines

25% saw an income uplift

This data is self report based on 157 entrepreneurs who underwent ET training session conducted in collaboration with Udhyaam partners.

Product Intervention

Ironwalas shift from coal to LPG



Replacing traditional coal irons with modern irons that run on LPG has been the single biggest improvement in the ironing business vertical. Work on this segment began in June - until the end of July 2019 - **we have helped 150+ Vyapaaris purchase, use and adopt LPG iron equipment, resulting in an average savings of about Rs. 2,000 per month per vyapaari.** ●●●

Piloted easy savings model



We piloted a savings programme with Vyapaaris to test the hypothesis that enabling easy savings will shift the mindset from borrowing to saving and is key to breaking the exploitative lending practices of the informal sector. **A pilot programme was conducted with Vyapaaris in Bangalore and saw success with about 70% of the Vyapaaris being able to save an amount between Rs. 100 and Rs. 500 daily.** ●●●

From housewife to a...

Business Partner

"Put me anywhere and I can stand on my feet," says a confident Sabiha. But when she first walked into a vyapaar group session, she saw herself only as a homemaker. However, through the sessions, she realised she can be a contributing member to her husband's textile business.

Thanks to Sabiha's confidence, her husband Zabiullah finally gave up his push cart textile business and opened up a retail store! Today, the couple has introduced several new products to their collections, have significantly grown their customer-base and seen an income uplift of 25%.

Sabiha Banu

#udhyamiforlife





#udhyamisforlife

Vyapaar Saathis: Micro-business consultants

Saathis are the bridge that connects the Vyapaar core team with the Vyapaaris. They do so by helping the Vyapaaris come up with solutions in their day-to-day business, enabling them to adapt product interventions and in the long-term help the vyaaris develop strong entrepreneurial thinking. While playing role of a business consultant to our Vyapaaris, many of our Saathis have themselves are discovering their potential and have started their own entrepreneurial journey!

Partners Speak

“ Sahulat aims to better the economic condition of its members through interest free microfinance using a cooperative model, where the members are the owners of the cooperative. Sahulat members are typically very small, single owner, businesses with low literacy rates and no accounting habits. Without proper books of accounts Sahulat finds it difficult to decide the loan ticket size. Udhyam is helping us solve this problem and making it easier for us to take a call on the quantum of loan.

Udhyam has a dedicated team and has a very professional approach. We are looking forward to extending these training programs and also evolving new ideas to help our members. ”

Udhyam has a dedicated team and has a very professional approach.



Zakiuddin Mohammed
Director at Sahulat Microfinance

“ Working with Udhyam has been a great experience especially because both Udhyam and Buzz believe in coming from a place of dignity while working with the women, providing them a space where they can build their capabilities on their own when facilitated.

The curriculum was very experiential – it was less focused on the skill and more focused on the mindset of the women. The women had a lot of fun but it also tied back to the mindsets required for a successful entrepreneur.

The training had a very positive impact on the women. They really believed in themselves being entrepreneurs and not just running an income generating activity. Some of them have put up boards on their businesses and they have started increasing the investment into their businesses and that’s a very positive thing. ”

The curriculum was very experiential - it was less focused on the skill and more focused on the mindset of the women.



Uthara Narayanan
Chief Changemaker at Buzz India

Creating Impact at Scale

Mehvash Arslan



About Mehvash

Mehvash is an early team member with Udhyam Vyapaar. She works with micro-entrepreneurs to help them scale their businesses through product and mindset interventions.

In the last year, we focused on experiments to understand what kinds of interventions would be most effective to create sustainable income uplift for our Vyapaaris. We also spent time to understand the nature of the impacts we are creating and identifying partnerships that would help us reach out to more Vyapaaris. With these insights, we will continue towards our goal of helping 50,000 Vyapaaris scale and succeed by 2021.

Our group sessions, Entrepreneur Transformation, move forward with new rigour. The refined curriculum has evolved with the learning we have gathered from the field and insights shared by the partners. The program is now well-rounded - allowing us to extend our reach to newer and more diverse partners.

Our work with the ironing Vyapaaris and overall appreciation from the community and people at large has been extremely encouraging. In the coming year, we want to create a pan-India movement to shift as many ironing Vyapaaris from using coal-based irons to LPG-based irons to support their income uplift. The impact of work done with Chai Vyapaaris also allows us to deepen our engagement further by creating value-added offerings. The success has opened up new geographies for us. While working with these Vyapaaris will continue to be our focus area, we look forward to adding one more business to our list. Our products team works on creating far-reaching impacts for Vyapaaris with easy-to-implement

“ We spent the last year gathering essential insights from small experiments on how to make these impacts at scale. We now know that to succeed, our solutions need to be easy to create and adopt. ”

product ideas and solutions through experimentation. We spent the last year gathering essential insights from small experiments on how to make these impacts at scale. We now know that to succeed, our solutions need to be easy to create and adopt. ●●●



Our People Philosophy

Radhakrishna Karumanchi



About RK

RK leads Udhyam Vyapaar and is passionate about entrepreneurship. Prior to joining Udhyam, RK was the Director for HR – Systems & Analytics at Flipkart.

Udhyam believes in human potential. This belief starts at home – each individual at Udhyam engages meaningfully with their potential. We respect the diversity of thought and action: each one of us has the space to be heard, thrive, and grow.

Our values are rooted in action. They guide us to have the courage to try things that may fail; to seek feedback; to iterate constantly and ultimately be responsible for doing pride worthy work. They enable each one of us to act with tremendous ownership, be supremely result-focused, and have the autonomy to create the outcomes we envisioned.

We believe people do their best when they are trusted. We see it in action every day:

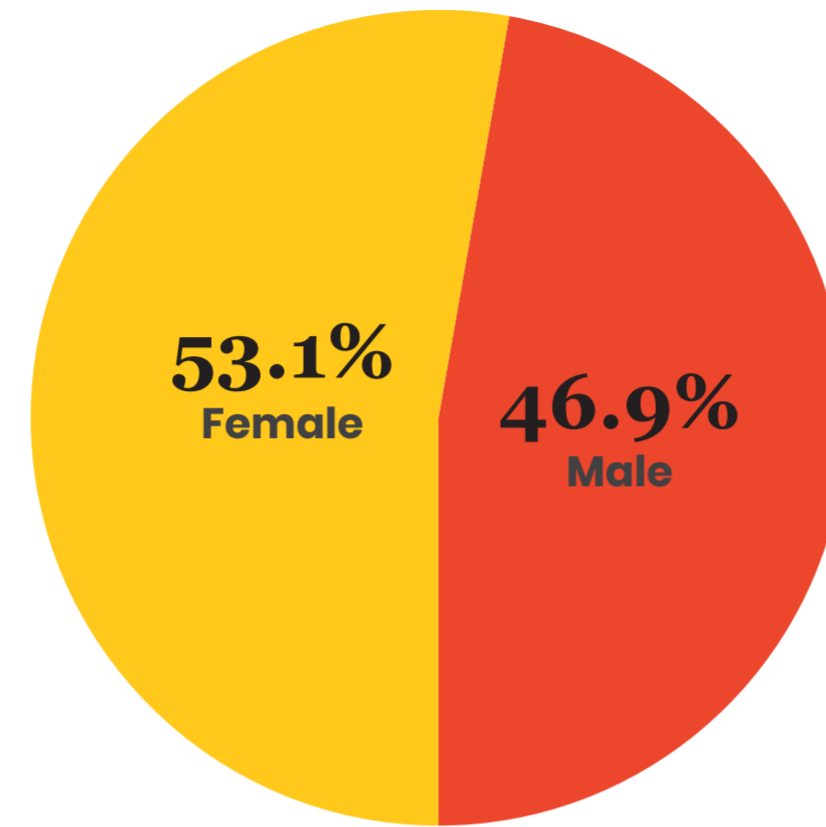
- Rahul, on day two at Udhyam, struck up a conversation with a nearby chai-wala, worked with him over the next three months and helped increase his income by 30%.
- Archita thrived working with youth and didn't want to step away from a classroom. She became the primary representative of Udhyam working with career professionals at Delhi Education Department and helped create the Entrepreneurship Mindset Curriculum that is rolled out to 7.5 lakh students.

“Our people philosophy is intentional, and the intention is to remain a distinct organization where individuals and small teams strive to create massive impact.”

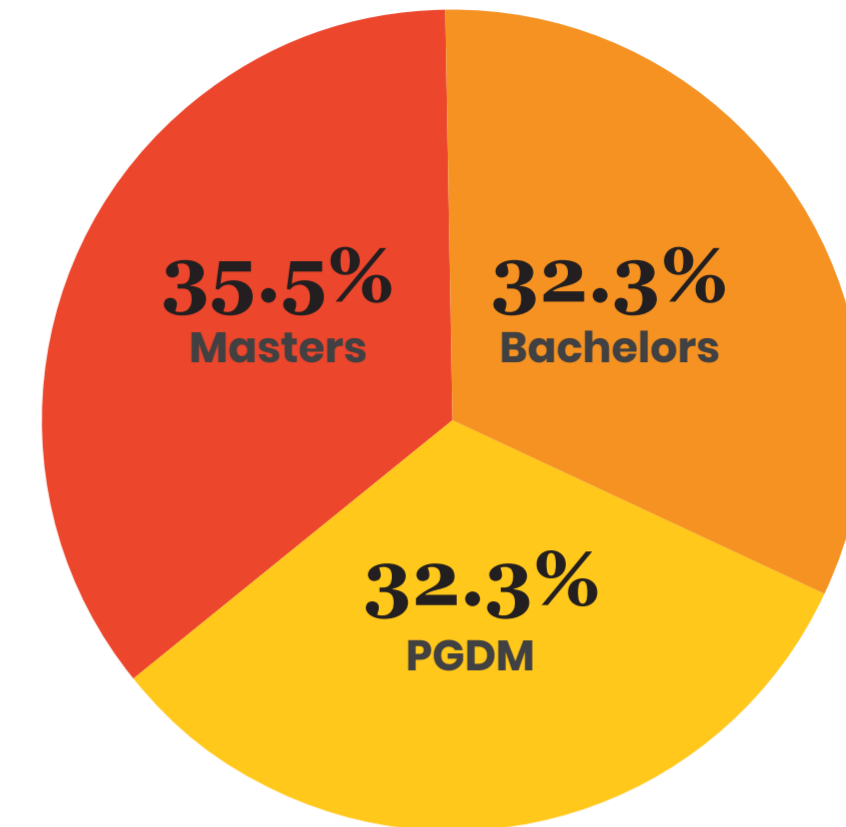
Udhyam is a small organization with large ambition. Our people philosophy is intentional, and the intention is to remain a small and distinctive organization where individuals and small teams strive to create massive impact. ●●●

Diversity at Udhyan

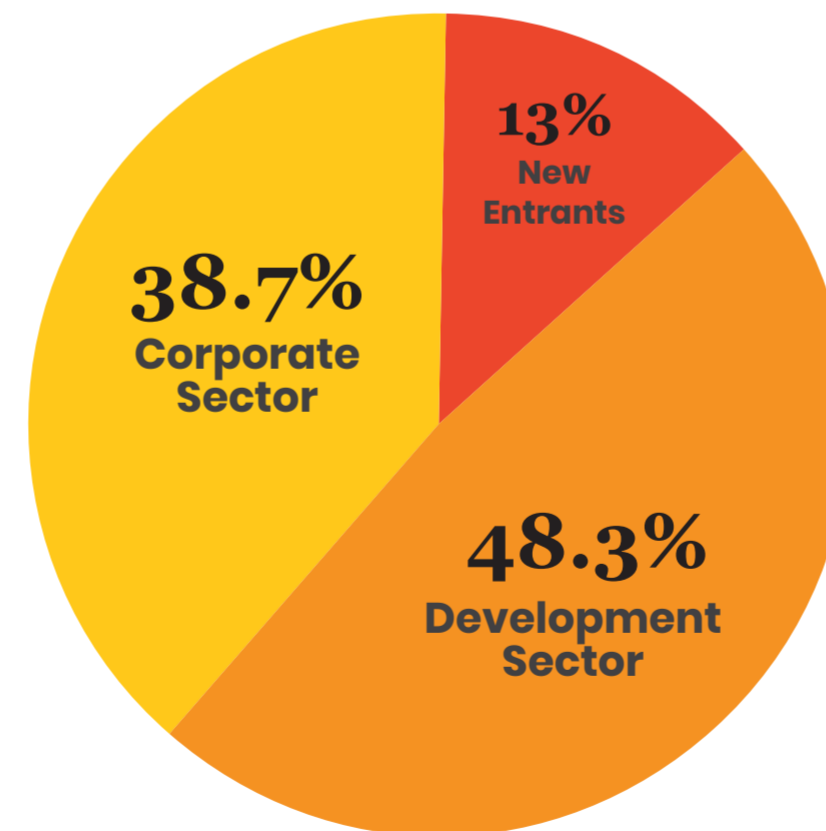
A vibrant, respectful and inclusive workplace



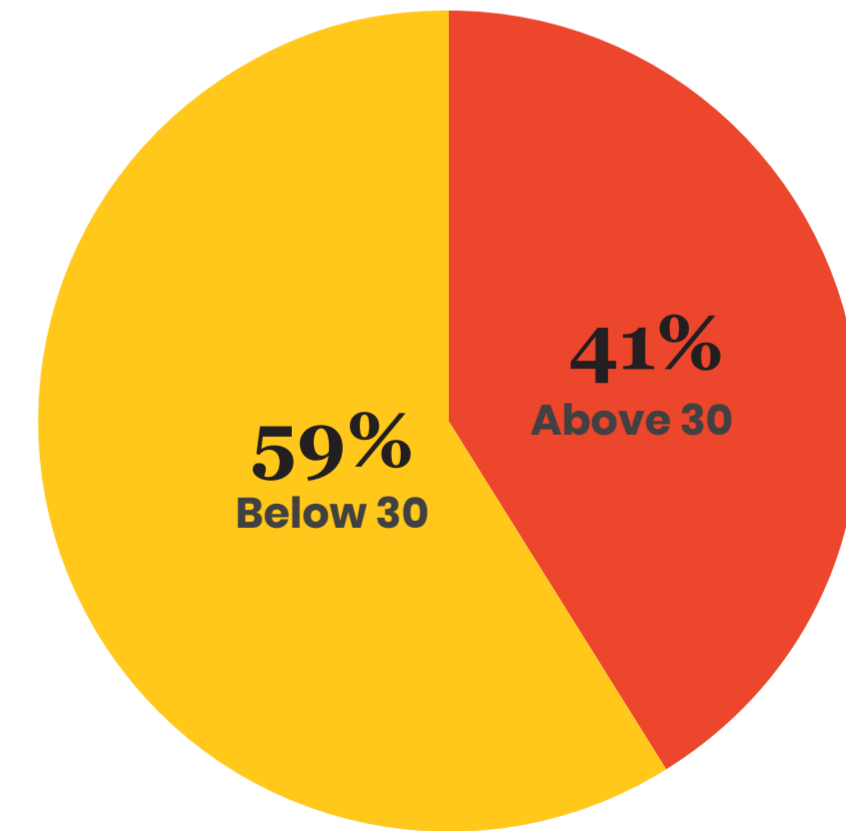
Gender Balance



Educational Diversity



Professional Diversity



Age Diversity

Total number of employees: 32. The graph doesn't include new recruits after July '19.

Our Advisors

“Essentially, Udhyam is ‘teaching people how to fish’ and I am excited about the way talent in the organization is problem-solving for it. I wish Udhyam all the very best!”

Binny Bansal
Co-founder, Flipkart



Binny is a technology entrepreneur and an angel investor. At Udhyam, he serves as a Board Advisor. Binny spends a few hours each month guiding us on our scaling strategy.

“Udhyam has a large vision being pursued by a driven and ambitious team. I believe being result-focused and investing in the right kind of talent will certainly get them there.”

R. Natarajan
Co-founder, Foundation Partners LLP



Fondly called Nats, he co-founded Foundation Partners in July 2018. Prior to this, he was the COO at UC RNT Fund and Managing Director at Helion ventures. Nats is on the Board of Directors at Udhyam. He spends a day a month advising us on our operational strategy and partnerships.

*“Be the change that
you wish to see in
the world.”*

M. K. Gandhi

**We have a large ambition and it can't be ours alone.
We seek partners, organisations and individuals
invested in bringing change in the world.**

***Come,
Join the revolution
To unlock
entrepreneurial potential!***



#udhyamisforlife

