



### Team from Yale School of Management collaborates with the DA group

**Y**ale School of Management (Yale SOM) is a world-renowned business school. Every year the school offers Yale SOM Global Social Entrepreneurship (GSE) course which is designed to introduce students to practical issues faced by mission-driven social entrepreneurs, linking them with social enterprises (SEs) based in India. Under this programme, a team of three students of Yale SOM visited Development Alternatives (DA) in January 2019.

Indian Micro Enterprises Development Foundation (IMEDF) is the social enterprise development vehicle of the DA Group. IMEDF's goal is to provide commercial services to help entrepreneurs to establish and grow their businesses. In collaboration with the visiting Yale team, IMEDF is looking to explore the key factors in the customer and service mix that will lead to both social impact and financial sustainability.

The work of the joint team is divided into three phases. The first phase began in November 2018, with intensive exchange of ideas which helped in identifying potential revenue and cost streams of IMEDF. During the second phase, the Yale team visited India. A strategy workshop was held to build a perspective. Interactions happened with experts from financial sector, civil society organisations, implementation partner, fly ash brick entrepreneurs of Bihar, Department of Science and Technology and Ministry of Micro, Small and Medium Enterprises, Government of India. Field visits were organised in Bundelkhand and eastern Uttar Pradesh during which focused discussions were held with entrepreneurs. The dialogues helped the team in building a framework for service delivery of IMEDF, where information kiosks were identified as fastest and most profitable way of bringing IMEDF's services to scale. For positioning IMEDF's services, the team divided an entrepreneur's journey into three stages – inspire (potential entrepreneur), build (starting entrepreneur) and grow (established entrepreneur). The Yale team presented their learnings in a conference held at IIM, Bangalore, which was attended by the leadership team of IMEDF.