

## Performance.Productivity QUALITY.PEOPLE

**Ensure Business Impacts through Effective ENTREPRENEURSHIP  
using behavioral economics, neuroscience, analytics**

mpower-u is a ML based Algorithm, available in 12 languages,  
which accepts web/App & voice based inputs and applies  
models from Neuroscience and Behavioural Economics to  
predict the Creditworthiness and Entrepreneurial abilities of  
people with limited history of Financial transactions



**Role of Micro & Small Enterprises (MSE) in spurring growth and fostering job creation is paramount in emerging economies**

**Recent evidences show, MSEs generate most new jobs, in addition to employing largest number of people in aggregate**

**Attempts are being made to develop new entrepreneurs and utilize existing local MSEs as effective conduits for growth**



## Defining an ENTREPRENEUR?:

one who takes effective decisions to optimize commercial outcomes by blending unique Behavioral Competence & Technical Knowledge... being expressed through **ENTREPRENEURIAL CAPABILITIES, CREDITWORTHINESS & TRAINABILITY**

- achievement drive
- leadership quality
- networking ability
- negotiation capability
- resilient
- trusted by others
- calculated risk-taking ability & never-say-die attitude, passion for work
- confidence & self-belief
- conflict resolution capability
- communication & presentation skill

### Entrepreneurial Capability Matrix



- conscientiousness
- ethical
- honesty & integrity
- disciplined, methodical approach
- planning capability
- fair play & straightforwardness

### Creditworthiness Matrix



- willingness & openness to adopt new ideas
- analytical & abstraction skill

### Trainability Matrix



## Entrepreneurship development facing significant challenges across geographies



### OPPORTUNITY

#### Emerging realities

Small business turns to suboptimal efficiency levels in first three years – valley of death syndrome

Business outcomes affect due to biases

Close to 36 to 44 percent reported globally not having access to financial institution (IFC).

Financing constraint appears to be more pronounced for women-owned enterprises.



### DILEMMA

#### Dominant factors for sub optimal uptake

♦ Mobilization of youth for entrepreneurship (self-employment) and skill development (employability) emerges as critical challenge

♦ Drop out from programs are significantly high (~ 35% in India)

♦ Only few are super performers, majority are mediocre and significant non- performers



### AGENCY LEVEL CHALLENGES

Key Success Factors for MSE program primarily to have individual entrepreneur having

**“STRONG ENTREPRENEURIAL CAPABILITY”** and **“STRONG CREDIT WORTHINESS ATTRIBUTES”**

How to measure these qualities **‘objectively’**, **‘precisely’** and **‘quantitatively’** particularly for micro, small and medium entrepreneurs remains challenge!

## Is it possible to develop ENTREPRENEURS?: World Bank Research outputs

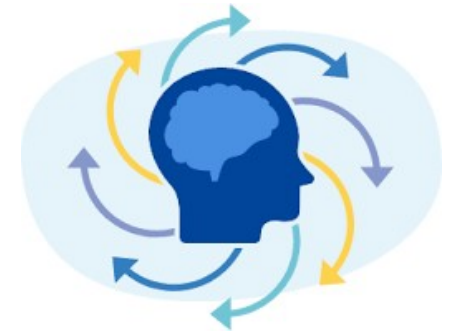
- Providing trigger to enhance behavioral competence related to doing business
- Profitability increase post pilot by 30%
- Business continuity observed

### MSE Cohort 1



- Providing trigger to enhance business knowledge and acumen
- Profitability increase post pilot by 11%
- Tendency to drop-out/ sub-optimality detected

### MSE Cohort 2



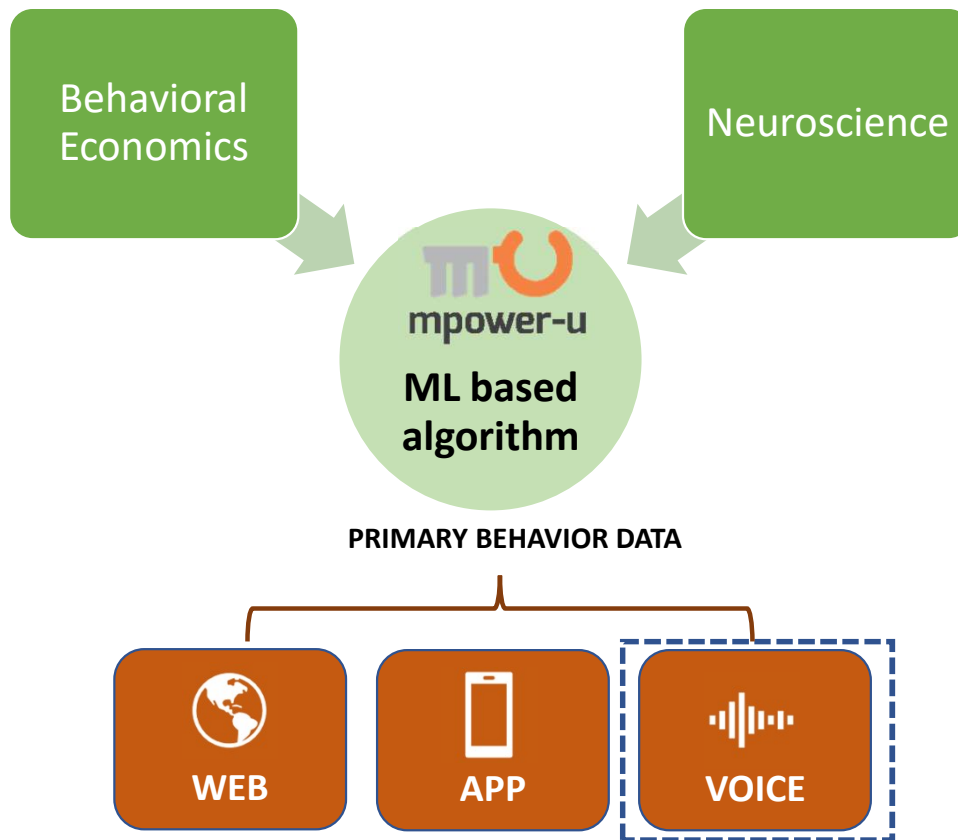
**Behavioral Modification would be KEY.**  
**NUDGE would be an EFFICIENT approach.**

A **nudge** is a technique used by choice architects in order to change someone's behavior in an easy and low-cost way, without reducing the number of choices available. Nudges often are described as “non-enforced compliance”.

Courtesy: World Bank, NUS, GIL

MSE – Micro Small Enterprises

## mpower-u solution measures 'quantitatively' Entrepreneurial capabilities, Creditworthiness & Trainability of ENTRAPRENEUR & INTRAPRENEUR



### Behavior data being collected

- through simple non-intrusive, non-directional, culture free MCQ based assessment in local language  
(already available in 11 languages),
  - online & offline modes of delivery

### OUTPUT

#### **BXI = Business Excellence Index:**

Ability to Generate Income/ Revenue

#### **CXI = Creditworthiness Excellence Index:**

Willingness to Repay

#### **TXI = Trainability Excellence Index:**

Ability to Apply Acquired Knowledge

## How mpower-u is developed



### Designing: 2015-16

USAID Feed The Future  
Research Challenge Fund  
Recipient

Research Partnering with  
Syngenta West Africa

Build on large enterprise  
development academic and  
action research database  
for three Global Institutions

Triangulation with World  
Bank/ NUS/ GIL research  
data



### Pressure Testing: 2017

Piloted in following sectors viz.,

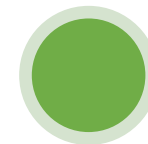
Government & Multilateral Agencies:  
Entrepreneurship & Skill  
development Program

Corporation: Sales & Distribution  
Network, Management & Customer  
facing Personnel

Venture Funds: Start-Ups

FI (MFI/ NBFC): Extension Staff,  
MSME Customer

Research Agencies & NGO: Extension  
Staff



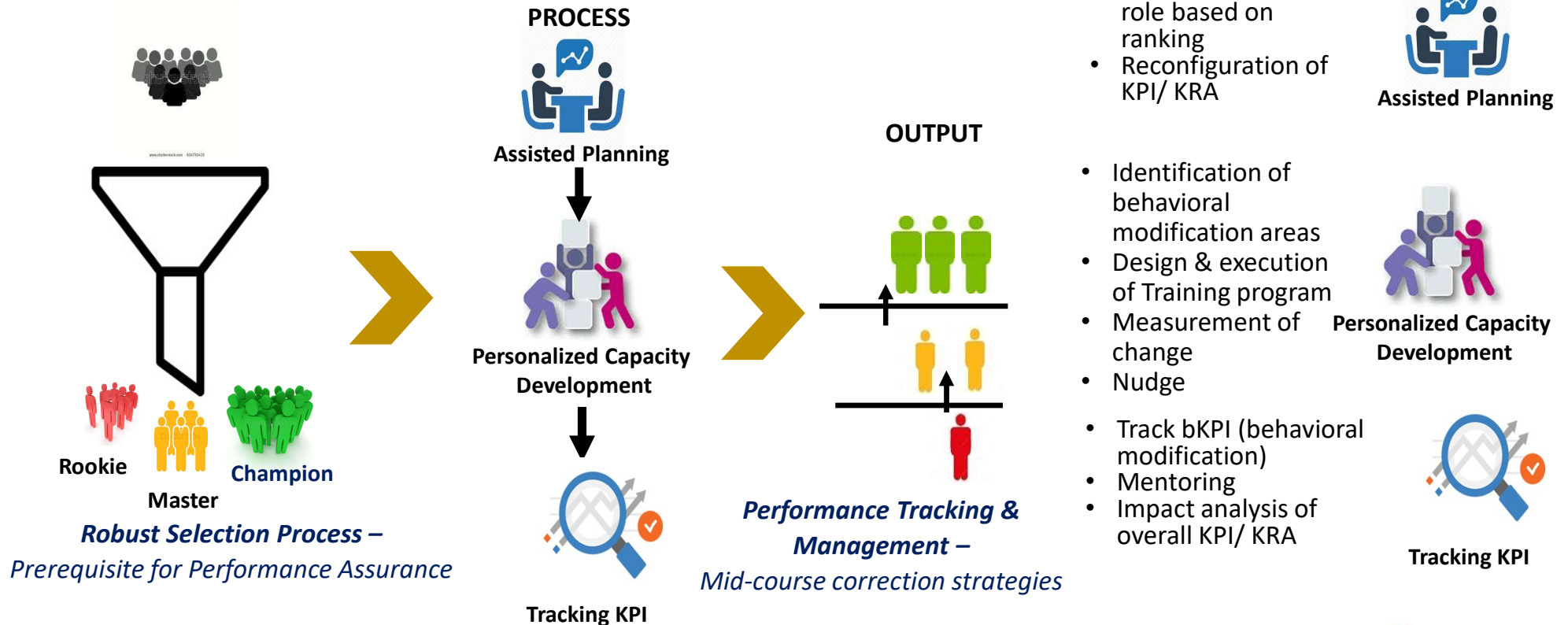
### Roll Out: 2018

Client Profile:

Government  
Multilateral Agencies  
Corporate  
NGO



## How does mpower-u work





## How do we interpret the results



### CHAMPION

Outcome: Business outcome evaluation, Fit to assume leadership role, Brand Custodian, Demand customer loyalty



### MASTER

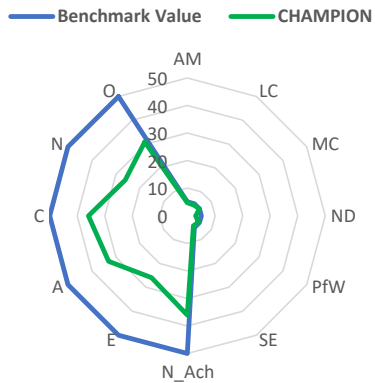
Outcome: Consideration, Creating pipelines of customers



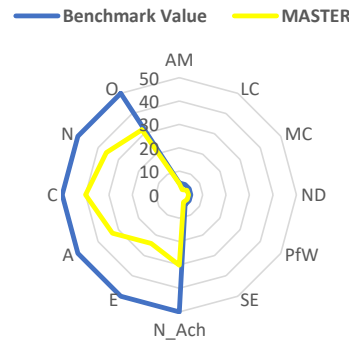
### ROOKIE

Outcome: Awareness Creation, market intelligence, Support service provisioning

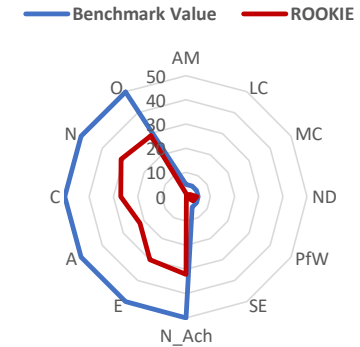
CHAMPION: DEPARTURE FROM BENCHMARK



MASTER: DEPARTURE FROM BENCHMARK



ROOKIE: DEPARTURE FROM BENCHMARK © EcoDev



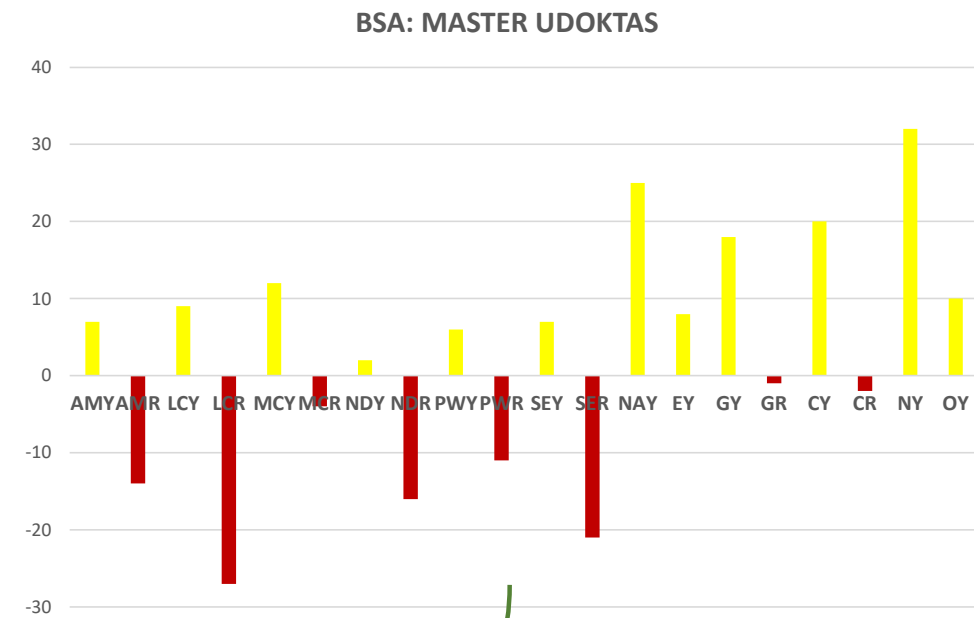
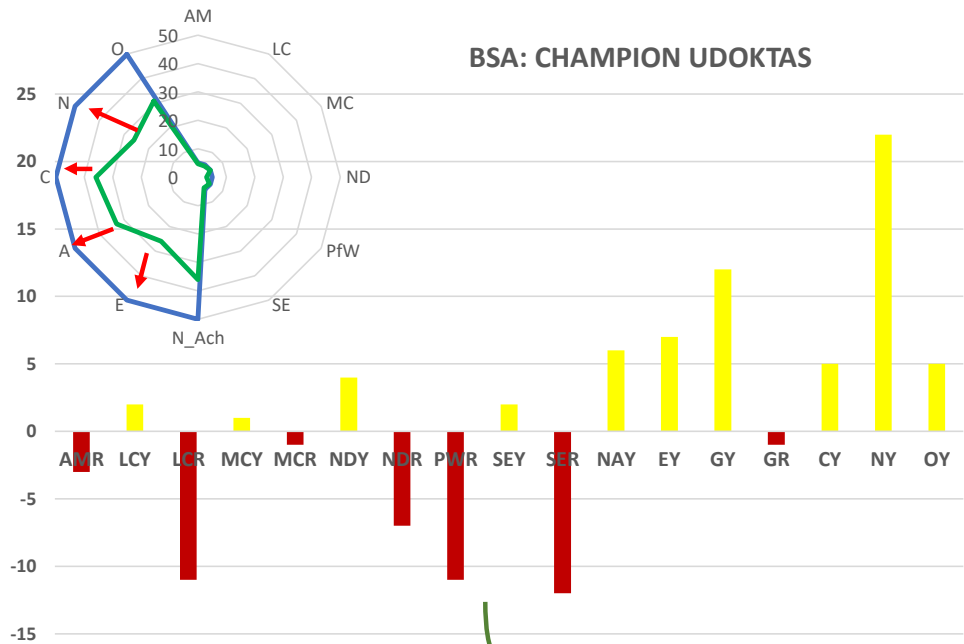
The Polygon in Blue signifies the Benchmark value of an effective Entrepreneur where necessary Behavior Variables are plotted.

The Area of the Polygon in Green, Yellow and Red clearly demonstrates the departure from the benchmarked Polygon.

It is clear that the area of the polygon is decreasing from Champion (Green) towards Rookie (Red)!

# Behavioral Shortcoming Areas (BSA) results from the Departure

## ENTREPRENEURS

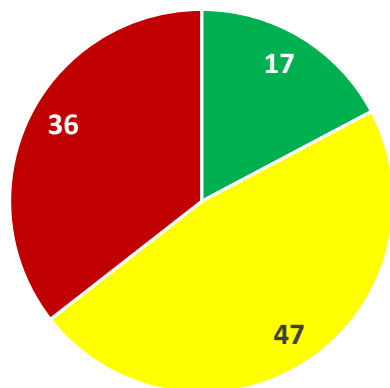


- ☒ Behavioral Modification Training
- ☒ Revised KPI/ KRA
- ☒ Q-Q Monitoring of KPI/ KRA
- ☒ Impact Assessment through Business Value Articulation

## How does mpower-u impact

ENTREPRENEURS

DEGREE OF COMMERCIALIZATION:  
IMPACT OF BEHAVIORAL COMPETENCE



■ CHAMPION ■ MASTER ■ ROOKIE

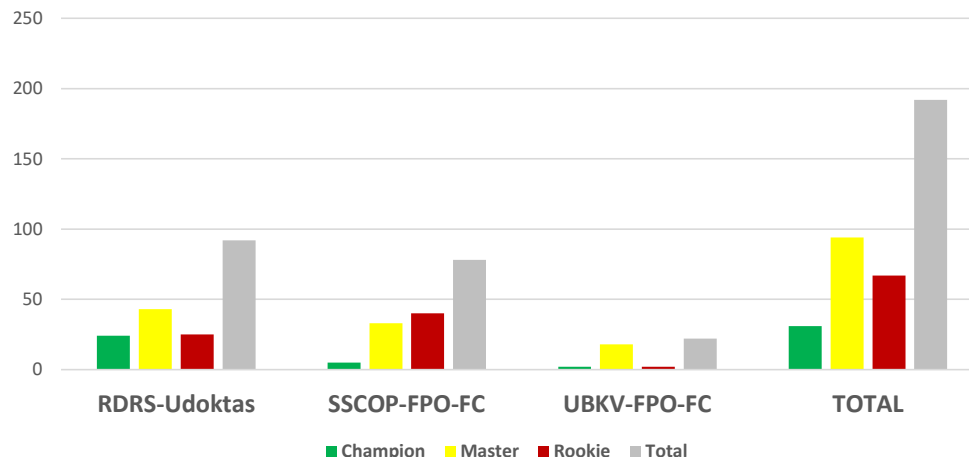
In the given cohort;

- 17% have demonstrated very high degree of behavioral capabilities to scale up commercialization
- 47% are having moderate probability of pursuing commercialization as scaling up strategy
- 36% have least probability to apply commercialization approaches to scaling up

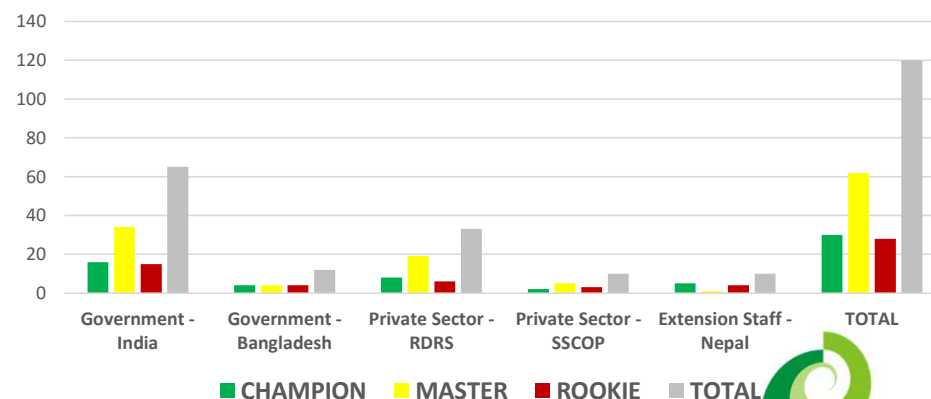


mpower-u: management solution to enhancing people efficiency & productivity

DISTRIBUTION OF CHAMPION-MASTER-ROOKIE: UDOKTAS/ FPO/ FC © EcoDev



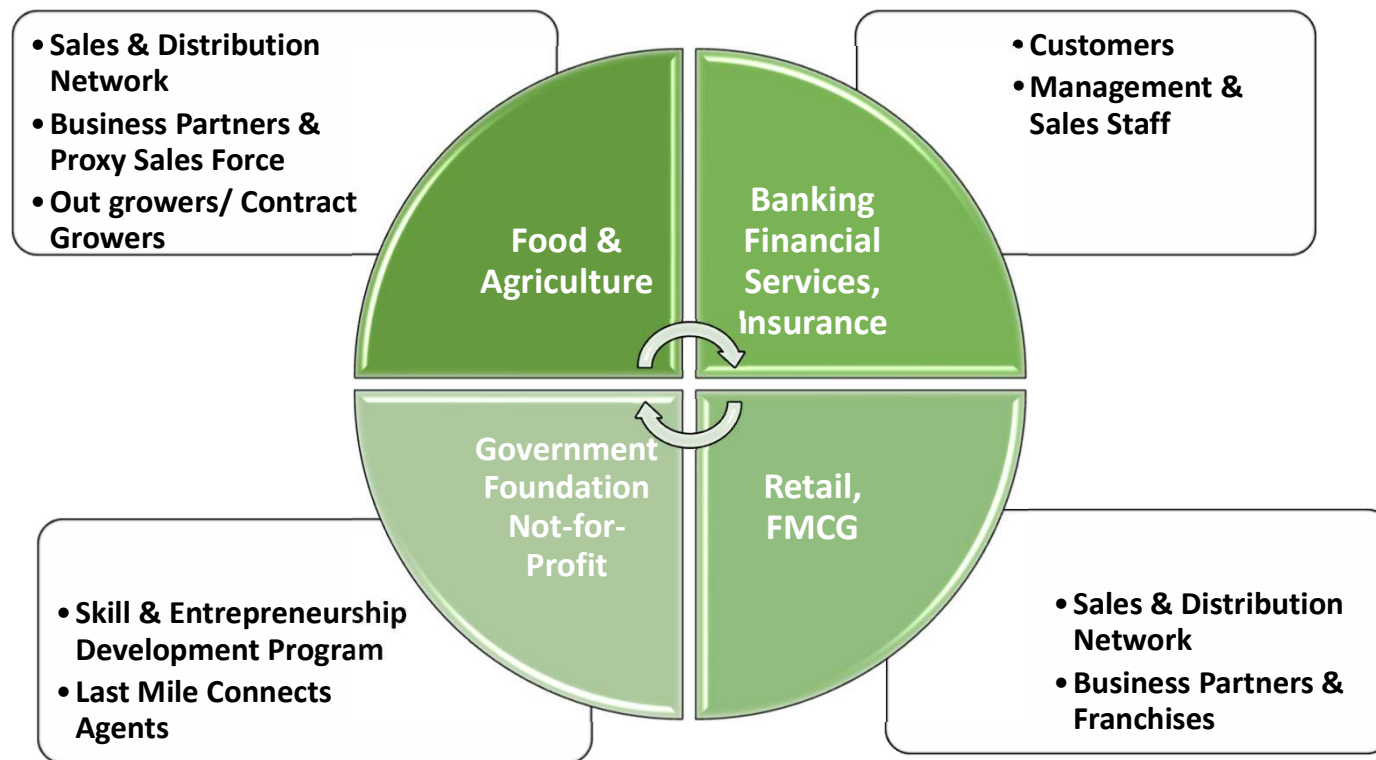
DISTRIBUTION OF CHAMPION-MASTER-ROOKIE:  
EXTENSION AGENTS



## “mpower-u”: ‘Empowers Supervisors’ to achieve higher ‘Productivity’, greater ‘Responsibilities’ and enhanced ‘Belongingness’ from reporting Team members



**mpower-u improves people's performance through calibration of behavioral insights. Being industry agnostic, it can be configured based on the roles and responsibilities of people involved in the industries**



mpower-u: management solution to enhancing people efficiency & productivity

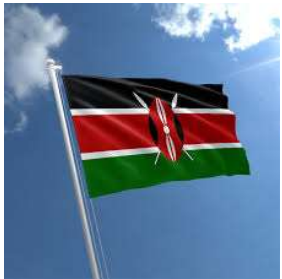
## Key Enterprises Impacted:



mpower-u: management solution to enhancing people efficiency & productivity



## Geographic Footprints



Kenya



Tanzania



Senegal



Australia



India



Rwanda



Ghana



Nigeria



Indonesia



Bangladesh



South Africa



Mozambique



UK



Malaysia



Nepal

Pilot

# Thank.You

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