

Skills, Practices, and Aspirations of Small-scale Entrepreneurs in Low-income Settings

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March 04, 2021

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- Business Practices Around the World
- Classical MSME Training
- Extensions of the Classical Approach
- Measurement of Firm Performance
- Mechanisms
- Alternative Approaches

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■ Bloom and van Reenen (2010): Business practices, motivation

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Heterogeneity in Business Practices

■ Bloom and van Reenen (2010): Heterogeneity

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Value-Added of Business Practices

- Bloom and van Reenen (2010): Correlation with productivity

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Business Practices of Small Firms

- McKenzie and Woodruff (2017): Heterogeneity and predictiveness

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Business Practices of Small Firms

- McKenzie and Woodruff (2017): Example categories and practices

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Best Practices for Small Firms

- McKenzie and Woodruff (2017): Portable best practices

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History and Prevalence

- At least **USD 1 billion per year** (to 4-5 million beneficiary entrepreneurs; McKenzie, 2020)
- Classical training programs *precede* evidence that business practices vary and are predictive for productivity
- Examples: Start and Improve Your Business (ILO), Business Edge (IFC), **ELSE??**
-

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Typical Training Program

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Impact on Businesses

- First wave (Karlan and Valdivia, 2011, etc.)

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Impact on Businesses

- Econometric and implementation issues (McKenzie and Woodruff, 2014)

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Impact on Businesses

■ Recent evaluations (McKenzie, 2020)

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Targeted Training

■ Female entrepreneurs

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Targeted Training

■ Young entrepreneurs

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Targeted Training

■ Gazelles

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On-site Consulting



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Complementary Constraints

■ McKenzie cash paper

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Imprecision of Outcome Measures

■ Confidence Intervals, pic?

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Reliability of Self-reports

■ Self-reports of aggregate

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Reliability of Self-reports

■ Disaggregating quantities in self-reports

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Reliability of Self-report

■ Direct measures

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Sales vs. Profits



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Measurement of Firm Performance

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Measurement of Firm Performance

Heterogeneity of Impact

- Heterogeneity of treatment effect poorly understood across different approaches
- Potential constraints are manifold, and likely context-dependent

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Family Commitments

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Local Relevance of Best Practices



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Local Knowledge

- Cai and Szeidl (2019), Brooks et al. (2018), Lafortune et al. (2020), Seither (2020), Abebe et al. (2020)?

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Role Models

■ La Ferrara!

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Questions

■ Any questions?

.. before we move on to our paper?

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Experimental Evidence from Small Retailers in Indonesia

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March 04, 2021

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Background

- Micro & Small firms (MSEs) main **source of employment** in the developing world
- In **Indonesia**, MSEs represent 99% of all firms and 94.5% of employment
- Understanding the factors fostering efficiency and growth of MSEs is an important research and policy goal

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A Growing Focus on Management

- **Classroom Training:** Field, et al. (2010); Karlan & Valdivia (2011); Bruhn & Zia (2013); Drexler, Fischer & Schoar (2014); McKenzie & Woodruff (2014, 2017); Bulte et al. (2017); Anderson, Chandy & Zia (2018); Lafortune et al. (2018)
- **Consulting:** Bloom, et al. (2013); Karlan et al (2015); Bruhn, Karlan & Schoar (2019)
- **Mobilizing Peer Knowledge:**
 - Brooks et al. (2018) → Local mentors (market information)
 - Cai & Szeidl (2018) → Business meetings
 - Abebe et al. (2019) → Management experience matching

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What We Do

- Some facts about business practices in firms:
 - Vast heterogeneity in business practices and performance across similar businesses (de Mel, McKenzie & Woodruff, 2009)
 - Variation in practices accounts for more than 20% of variation in productivity within the same firm in the US (Bloom et al, 2019)

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- Research thus far has mostly overlooked this underlying heterogeneity in design and implementation of programs

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 - Variation in practices accounts for more than 20% of variation in productivity within the same firm in the US (Bloom et al, 2019)
- Research thus far has mostly overlooked this underlying heterogeneity in design and implementation of programs
- Our idea is to make it **central** to the research design:
 - Use variation across businesses to identify business practices associated with successful performance
 - Instead of teaching set courses, provide consulting, or matching; we curate what works from local peers
 - Test different communication channels and their cost-effectiveness

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Selecting Local Best Practices

- Detailed **qualitative interviews** with local business peers:
 - Understand and codify their practices (record-keeping, financial planning, stocking-up, marketing, and joint decision-making)
 - Identify implementation norms and beliefs regarding each practice (e.g. whether they are complicated, necessary, etc.)
 - Document locally relevant tips and rule of thumbs
- Baseline **quantitative survey**
 - Measure practices and outcomes
 - Quantitative association of business practices with profits and sales

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How Do We Share this Knowledge?

■ Handbook

- **Pure information:** Which practices, how to adopt, and why?

Supplemented with two types of experiential learning:

■ Movie

- **Psychological and emotional involvement** → social learning is possible through **observing the successful experience of similar others**.
- Bernard, et al. (2014); La Ferrara et al. (2012); Chong and La Ferrara (2009); Berg and Zia (2013).

■ In-shop Light Assistance

- **Hands-on involvement** → social learning is possible through own **experience, with a small nudge** (Kolb, 1984).

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Research Questions

■ Adoption

- Do retailers adopt these practices once peer best practices are aggregated and made common knowledge?
- If so, ...
 - Does the type of experiential involvement matter?

■ Impact

- Does firm profitability increase?
- If so, what are the channels?

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Sample

- Listing of 2042 small retail businesses from 29 administrative communities (Kelurahan) in urban Jakarta
- Selection criteria for firm listing:
 - At least $4m^2$ in size
 - At least two different product categories on offer
 - At least 30 meters distance to next business in sample → to minimize spillovers
- Random sample of 1301 from the list
- Randomization to treatment arms stratified by
 - Gender
 - Firm space ($4-6m^2$, $6-10m^2$, 10 and above m^2)
 - Composite score of business practices above or below median
 - Kelurahan

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Experimental Design

- Three types of information provision:
 - **Handbook** with best practices and tips
 - **Movie** with successful peers
 - Business practice implementation **assistance**
- Five experimental groups
 - 1 **Handbook** only (N=260)
 - 2 **Handbook** and invitation to **movie** screening (N=260)
 - 3 **Handbook** and offer of two **assistance** visits (N=260)
 - 4 **Handbook** and both **movie** and **assistance** (N=260)
 - 5 Control (N=261)

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Timeline

- 1 September 2015: [Qualitative](#) Interviews
- 2 January 2016: [Listing](#) for Baseline
- 3 Feb-Apr 2016: [Baseline](#) Survey
- 4 Oct-Nov 2016: [Interventions](#)
- 5 Apr-May 2017: [Midline](#)
- 6 Apr-May 2018: [Endline](#)

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Typical Retail Shop in the Sample



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Typical Retail Shop in the Sample II



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Handbook



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Handbook Content

Why you should try these best practices in your shop

Evidence from a large-scale study on Jakarta-based retailers



RECORD-KEEPING

Shop owners who keep business records report 28% higher monthly sales and 26% higher monthly profits than those who do not keep business records.

Shop owners who track their customers' debts report 40% higher monthly sales and 36% higher monthly profits than those who do not track their customers' debts.



STOCK-UP SCHEDULING

Shops that maintain stock-up schedules earn 26% more in monthly sales and 25% more in profits than those that do not maintain stock-up schedules of their primary products.

Shops that stock up daily rather than weekly earn 48% more in monthly sales and 37% more in monthly profits.

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Handbook Content II



A step-by-step guide to record-keeping

Step I: Separating household and business finances

The best way to start keeping records is by establishing a clear separation between your personal and business finances. We do not mean this in the strictest sense of keeping your business cash away from your personal life completely, rather we advise you to not lose sight of your cash flow.

The most convenient and effective way to separate your personal and business finances is by **physically separating the funds into two different cash boxes, purses, or drawers. Label them clearly**; use one compartment for business purposes and another for personal.

Use only your business compartment to follow this handbook from this point forward. Make sure that money in your business compartment is used only for business purposes. Be meticulous about it - this is the first step to get your finances organized!

There is an activity at the end of this section that requires an additional compartment. If you have one more cash box, purse, or drawer available, please reserve it for this activity (**record-keeping, extra step**).

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Movie with Successful Peers



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Implementation Assistance for Business Practices



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**Data and
Analysis**

Summary Statistics

	Control	HB only	HB & MOV	HB & HELP	Knowledge HB & MOV & HELP, Rücherröhler, Uras, and Zia
	N = 261	N = 260	N = 260	N = 260	
Firm Owner Characteristics					
Gender (Male=1)	0.28	0.3	0.29	0.3	0.28
Age	45.22	45.27	45.28	45.16	45.38
Education (Years)	9.1	9.52	9.36	9.42	9.55
Risk Preference (0 - 10 "Perfectly Risk-Seeking")	3.74	3.76	3.88	3.6	3.68
Time Preference (0 - 10 "Perfect Patience")	5.19	5.07	5.21	5.25	5.2
Firm Characteristics					
Firm Age (Years)	12.76	13.77	14.03	13.98	13.45
Family Member Is Business Partner	0.56	0.6	0.63	0.59	0.62
Total Number of Workers	2.03	2.05	1.9	1.99	2.0
Business Has Tax ID	0.2	0.21	0.2	0.15	0.18
Total Sales Last Month (USD PPP)	4454.37	4730.64	4840.55	4761.4	5139
Total Profits Last Month (USD PPP)	889.58	961.1	926.78	825.25	934.66
Applied for Bus Loan in Last 12 Months	0.2	0.17	0.15	0.22	0.17
Obtained Bus Loan in Last 12 Months	0.18	0.15	0.14	0.18	0.14
Business Practices					
Management Practices Aggregate Score	0.37	0.36	0.37	0.35	0.37
Marketing Subscore	0.23	0.23	0.25	0.23	0.24
Stocking-up Subscore	0.45	0.47	0.47	0.47	0.46
Record-keeping Subscore	0.33	0.28	0.3	0.29	0.29
Financial-planning Subscore	0.51	0.47	0.47	0.43	0.47

■ Test of Joint Orthogonality from Multinomial Logit (P-value): 0.857

Movie: Take Up and Assessment

	(1)	(2)
	HB & MOV	HB & MOV & HELP
	(A)	(B)
	<i>N</i> =260	<i>N</i> =260
Attendance		
Business Owner or Partner Attended Film Screening	0.52	0.49
Evaluation (1-4 Scale):		
Has Learned Something New	3.34	3.21
Feels Inspired	3.31	3.30
Feels Hopeful	3.60	3.42
Feels Bored	0.83	0.97

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Impact on Business Practices

Aggregate Scores

	Record Keeping (1)	Planning (2)	Stocking-up (3)	Marketing (4)	Joint Decision-making (5)
Assigned Handbook	0.025 (0.209)	0.027 (0.273)	-0.007 (0.694)	-0.011 (0.694)	0.011 (0.694)
Assigned Handbook & Movie	0.057*** (0.009)	0.043 (0.107)	0.038 (0.117)	0.040 (0.166)	0.040 (0.217)
Assigned Handbook & Assistance	0.065*** (0.004)	0.034 (0.166)	0.011 (0.664)	0.039 (0.166)	0.037 (0.239)
Assigned All Three	0.054*** (0.009)	0.068*** (0.009)	0.053** (0.020)	0.061** (0.032)	0.059* (0.094)
R-squared	0.204	0.192	0.187	0.150	0.120
Sample Size	2205	2204	2205	2205	2205
Dependent Variable Mean of Control	0.196	0.402	0.471	0.250	0.269
Dependent Variable SD of Control	0.252	0.310	0.270	0.320	0.420
F-tests (p-value):					
Book = Book & Mov	0.069	0.487	0.014	0.028	0.300
Book = Book & Assistance	0.025	0.754	0.304	0.030	0.348
Book = All Three	0.096	0.073	0.001	0.002	0.082

- Multiple hypothesis testing corrected p-values in parentheses
- "All Three" improvement of 28 % in record-keeping, 17 % in planning, 11 % in stocking, 24 % in marketing and 22 % in joint decision making.

Business Profits

	Profits last month (win 5%) (1)	Profits last month (IHS) (2)
Assigned Handbook	-91.307 (78.400)	-0.067 (0.088)
Assigned Handbook & Movie	110.378 (86.841)	0.055 (0.092)
Assigned Handbook & Assistance	310.455*** (89.488)	0.261*** (0.096)
Assigned All Three	191.088** (84.662)	0.199** (0.094)
R-squared	0.179	0.211
Sample Size	2172	2172
Dependent Variable Mean in Control Group	894.544	6.817
Dependent Variable SD in Control Group	1127.783	1.348
F-tests (p-value):		
Book = Book & Mov	0.020	0.167
Book = Book & Assistance	0.000	0.000
Book = All Three	0.001	0.003

■ Profits increase by 35% (about 0.28 sd.) - ITT.

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Business Sales

	ITT Sales last month (win 5%) (1)	TOT Sales last month (win 5%) (2)
Assigned Handbook	-396.976 (314.252)	-417.198 -417.198
Assigned Handbook & Movie	335.489 (337.881)	601.221 (606.634)
Assigned Handbook & Assistance	836.755** (372.924)	1031.692** (457.015)
Assigned All Three	807.462** (358.384)	1558.326** (696.317)
R-squared	0.492	0.483
Sample Size	2197	2197
Dependent Variable Mean in Control Group	4998.923	4998.923
Dependent Variable SD in Control Group	5623.257	5623.257
F-tests (p-value):		
Book = Book & Mov	0.020	0.047
Book = Book & Assistance	0.000	0.000
Book = All Three	0.000	0.001

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■ Sales increase by 16% (about 0.15 sd.)- ITT

Other Outcomes

- **No significant impacts on:**

- Business expenses
- Size of the shop
- Number of employees
- Number of customers
- Business credit

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Efficiency Gains?

1 Unpacking impacts on practices shows improvements in efficiency practices:

- Adjust stocks based on product profitability
- Negotiate lower prices with suppliers
- Consult with former customers
- Offer discounts
- Make joint decisions
- Review financial performance to identify channels of improvement
- Make anticipated budget for upcoming costs

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2 These are non-record-keeping practices. Also, variance in profits among the treated businesses does not converge

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Efficiency Gains?

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 - Make joint decisions
 - Review financial performance to identify channels of improvement
 - Make anticipated budget for upcoming costs
- 2 These are non-record-keeping practices. Also, variance in profits among the treated businesses does not converge
- 3 Causal-mediation analysis shows that the most important drivers of impact on sales and profits are stocking up and marketing practices.

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Business Stealing?

Do treated businesses improve performance at the expense of the control group?

- Shops in Control group **do not decrease** their sales and profits from baseline to endline. They remain the same.
- Shops in Control group that are closer to the treated shops **do not suffer bigger losses in sales and profits** than those who are further away.

→ No evidence for business stealing

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Cost-Effectiveness

■ Low cost per firm:

- Cost Handbook alone: USD 100
- Cost Handbook & Movie: USD 125
- Cost Handbook & Assistance: USD 125
- Cost Handbook & Assistance & Movie: USD 150

■ High Benefits

- Up to USD 330 per month in profits.
- Adoption of top practices by retailers.

■ Research Design **scalable and replicable** in other settings.

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Takeaways

- Curating local knowledge has value for business growth
- Knowledge alone does not have an impact but needs additional help or nudges
- These “add-ons” are inexpensive and scalable, making this type of intervention very attractive for policy

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