

Bridges for Enterprise

New Delhi Chapter



BRIDGES
FOR
ENTERPRISE

Annual Report
2023-24



Bridges For Enterprises

Escalating social impact



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Bridges for Enterprise (BfE) is a global non-profit organization, where passionate professionals and students work together to provide pro-bono impact consulting services to support early-stage businesses.

BfE New Delhi Chapter at SSCBS, the first BfE chapter in India, undertakes consulting engagements and financial advisory projects to create a more inclusive and sustainable future ensuring impact creation at the most basic level.

At Bridges for Enterprises we aim to escalate social impact and promote social entrepreneurs trying to bring some positive change.



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We believe social entrepreneurs can
change the world.





94

Shortlisted **Startups** joined the BfE Incubation Programme since inception

300+

Students and professionals available to provide support to entrepreneurs

78%

of Startups in the 2019/20 cohort were very satisfied by their experience



OUR IMPACT

5 global chapters BfE working to scale social impact



Mentor Board

2023-24



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JEREMY SOH

Pro-Bono Consultant, BfE



ANH DAI

*Marketing Coordinator,
L'Oneiros*



KIM YEE TAN

*Sustainability manager,
ENGIE Impact*

SSCBS Casebook

Empowering aspiring consultants



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Authored by the members of Bridges for Enterprise, New Delhi, this comprehensive resource is designed to transform consulting interview preparation.

Recognizing the dearth of resources available to tackle social impact and unconventional cases, especially at the undergraduate level, we took it upon ourselves to bridge this gap and provide aspiring consultants with the tools they need to succeed.

The book offers frameworks, tips, and invaluable insights to guide candidates through their interview process. Our book is also accredited by students from organizations at top universities in India and abroad including but not limited to UBC, SMU, NYU, SRCC, LSR Hindu, etc.

Shaheed Sukhdev College of Business Studies **CASE BOOK** 2023-2024

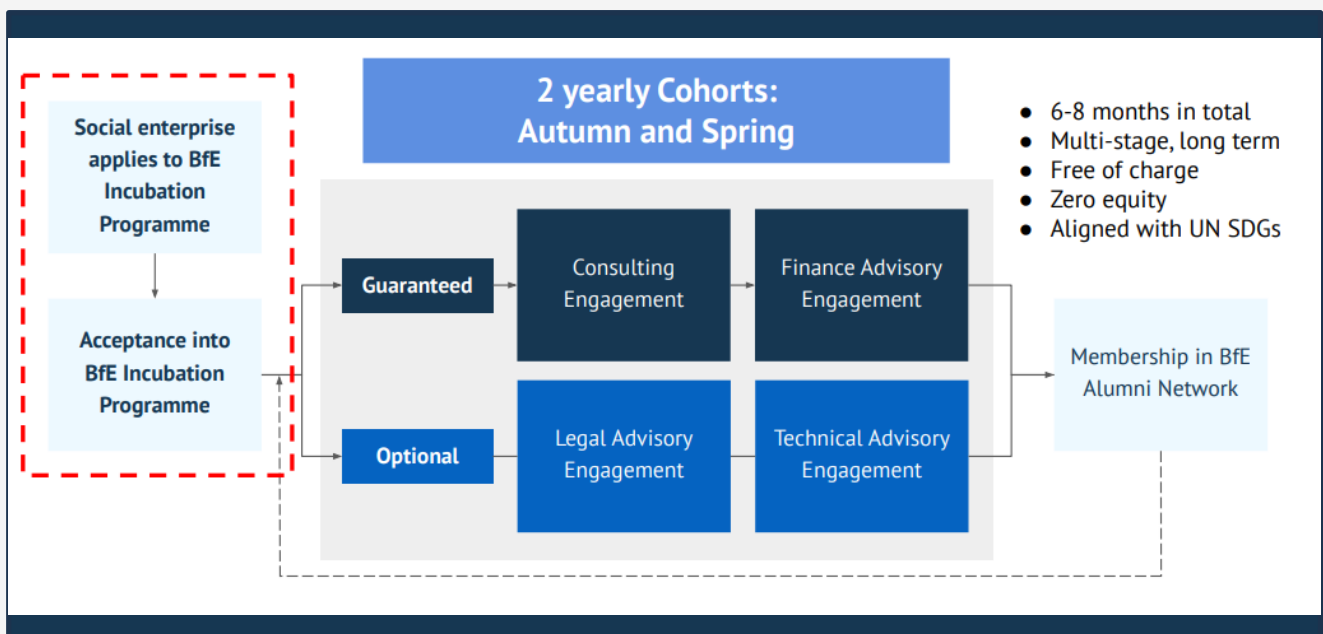


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STARTUP RECRUITMENT

In collaboration with BfE Singapore



PROBLEM STATEMENT

- Invicta seeks expansion in specific countries to promote their social work
- Exploring various fundraising avenues to foster growth and attain sustainability
- Goal is to and widen their market reach

OUR APPROACH

- **Step 1:** Research, Evaluated and Identified potential countries in Asia-Pacific region
- **Step 2:** Devised a tailored Go-To-Market Strategy addressing individual aspects of refugee acquisition, training and employment
- **Step 3:** Assessed various fundraising avenues based on criteria like availability, risks and impact

RESULT

- Proposed India and Bangladesh for APAC Expansion considering all the variables
- Identified various fundraising avenues suitable for the company and its channels
- Successfully provided with potential clients and collaboration opportunities

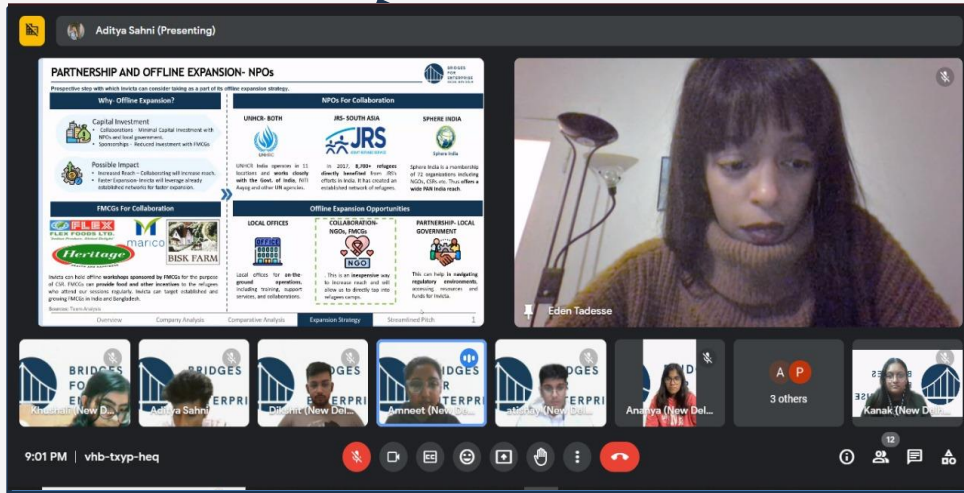
STARTUP OVERVIEW



- **Invicta**, founded in **2019** aids marginalized refugees through train-and-place model
- They offer training and global connections for employment
- Targets mainly refugees who need training and development
- Aims to maximise its impact and help more refugees in receiving employment



Engagement Meetings



PARTNERSHIP AND OFFLINE EXPANSION- NPOs

Presentations that will be used to consider taking on a part of the offline expansion strategy.

Why Offline Expansion?

- Capital Investment Collaborations: Internal Capital Investment with NPOs and local government.
- Sponsorships: Recycled Investment with FMCGs.

Possible Impact

- Increase Reach: Collaborating will increase reach.
- Force Expansion: Develop and leverage already established channels for labor acquisition.

FMCGs For Collaboration

Heritage, marico, BISK FARM

NPOs For Collaboration

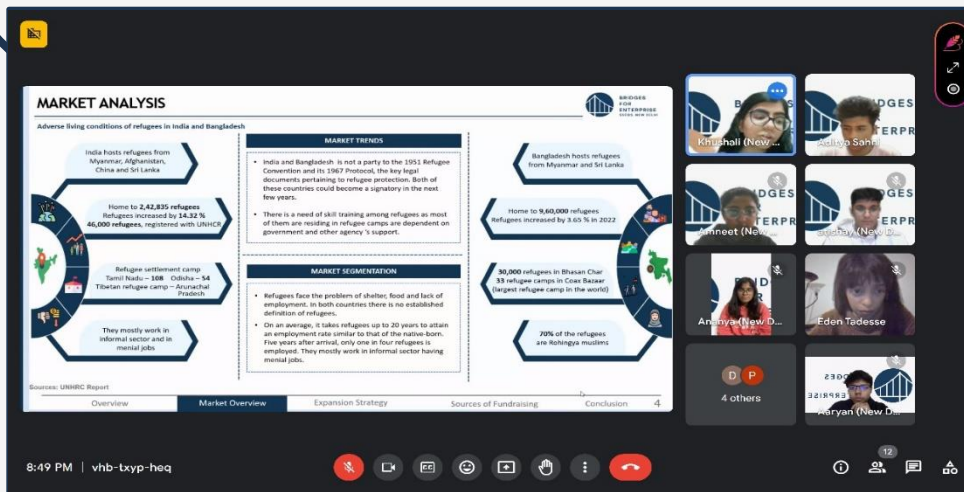
UNHCR- BORN, JRS, SPHERE INDIA

Offline Expansion Opportunities

LOCAL OFFICES, COLLABORATION- NPOs, FMCGs, PARTNERSHIP- LOCAL GOVERNMENT

Edna Tadesso

9:01 PM | vhb-txyp-heq



MARKET ANALYSIS

Adverse living conditions of refugees in India and Bangladesh

MARKET TRENDS

- India hosts refugees from Myanmar, Afghanistan, China and Sri Lanka.
- Home to 2,42,835 refugees. Refugees increased by 14.32%.
- 46,000 refugees, registered with UNHCR.
- Refugee settlement camp: Tamil Nadu - 108, Odisha - 54.
- Thirteen refugee camps - Assam/Andhra Pradesh.
- They mostly work in informal sector and in menial jobs.

MARKET SEGMENTATION

- Refugees face the problem of shelter, food and lack of employment. In both countries there is no established definition of refugees.
- On an average, it takes refugees up to 30 years to attain an employment rate similar to that of the native-born.
- Five years after arrival, only one in four refugees are employed. They mostly work in informal sector having menial jobs.

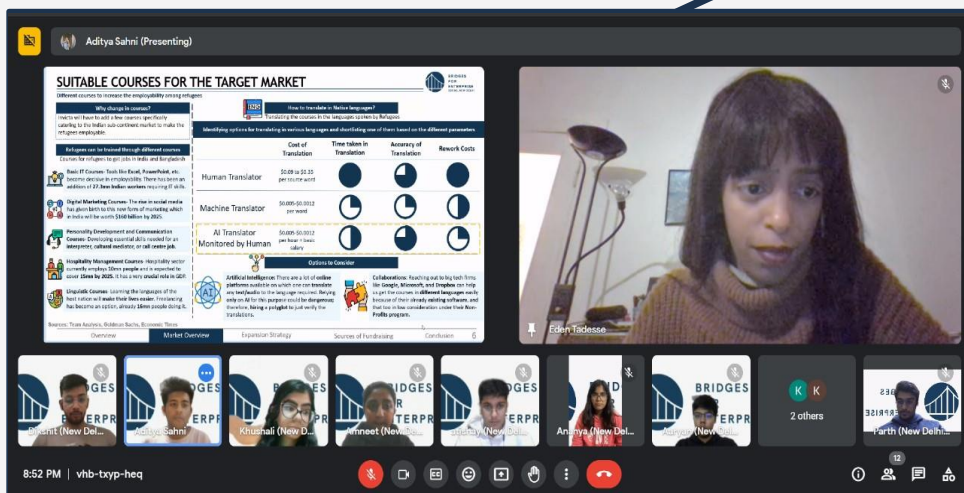
MARKET TRENDS (continued)

- India and Bangladesh is not a party to the 1951 Refugee Convention and its 1967 Protocol, the key legal documents pertaining to refugee protection. Both of these countries could become a signatory in the next few years.
- There is a need of skill training among refugees as most of them are residing in refugee camps and dependent on government and other agency's support.

MARKET TRENDS (continued)

- Bangladesh hosts refugees from Myanmar and Sri Lanka.
- Home to 9,60,000 refugees. Refugees increased by 3.65% in 2022.
- 30,000 refugees in Bhasan Char 33 refugee camps in Cox's Bazar (largest refugee camp in the world).
- 70% of the refugees are Rohingya muslims.

8:49 PM | vhb-txyp-heq



SUITABLE COURSES FOR THE TARGET MARKET

Different courses to increase the employability among refugees

Key Insights

- Refugees can be trained through different courses to help them to get into formal and informal sector.
- Basic IT Course: Basic level, Assam/Andhra, Odisha, become desirable in employability. There has been an addition of 10,000 new courses received of skills.
- Digital Marketing Courses: The rise in social media has given birth to the new form of marketing which can help to be more established in 2023.
- Personality Development and Communication Courses: Developing essential skills needed for an interview, cultural activities, or self-care job.
- Hospitality Management Courses: Hospitality sector is growing rapidly. There are people who are interested to learn. Since by 2025, it is a very popular in India.
- Language Courses: Learning the language of the host country is essential for the refugees. Learning has been an option, already. Skills possible during it.

Artificial Intelligence

There are a lot of online platforms available to learn and translate any word into the language you want. Being only an AI in the response is the disadvantage. Therefore, having a platform to justify the translation.

Collaboration

Each of you and by both firms. We suggest, Microsoft and Oracle to help us get the courses in different languages and to help of their already existing software, and that will be the consideration when that becomes a platform.

Course	Cost of Translation	Time taken in Translation	Accuracy of Translation	Remark Costs
Human Translator	\$0.08 to \$0.25 per source word	10-15 min	95%	High
Machine Translator	\$0.005 to \$0.012 per word	1-2 min	85%	Low
AI Translator Monitored by Human	\$0.020 to \$0.032 per word	2-3 min	90%	Medium

8:52 PM | vhb-txyp-heq

Ghana

PROBLEM STATEMENT

- Seeks guidance for differentiation, tackling challenges of high fuel costs & limited staff.
- Requires mentorship for funding through VCs to raise Gh¢ 3M over five years.
- Strategic investments in Branding, R&D, & equipment acquisition to reduce costs & boost revenue.

OUR APPROACH

- Conducted a comprehensive analysis of ThRoWS Ltd's market position in Western Ghana.
- We analysed its competitor's strategies & developed organic waste as a potential USP.
- Government Funding research and biogas plant setup strategy were included.

RESULT

- 2 eminent funding opportunities explored
- **15% revenue increase** from newly identified sources and implementation of 3+ cost effective strategies
- Market share increase by **20%**

STARTUP OVERVIEW



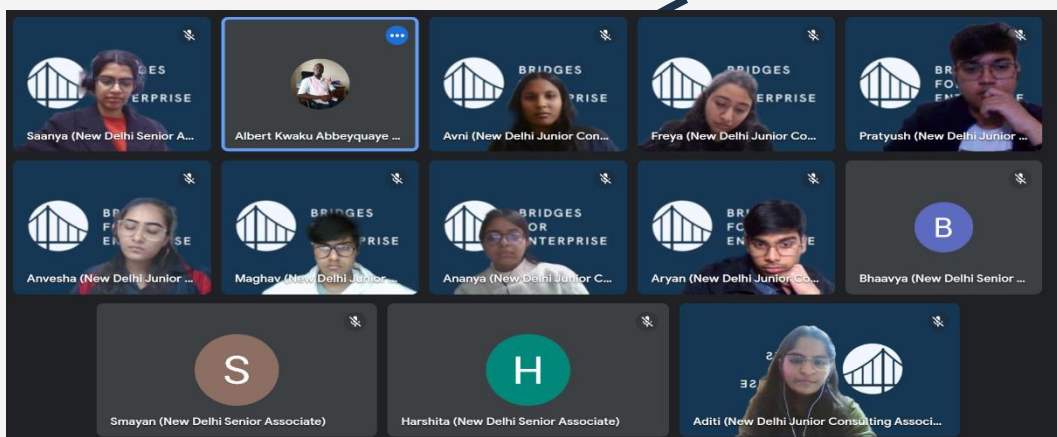
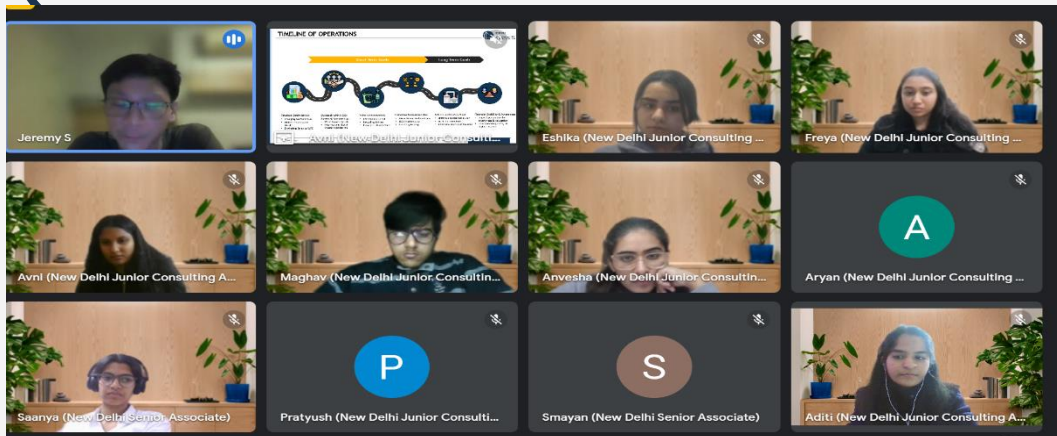
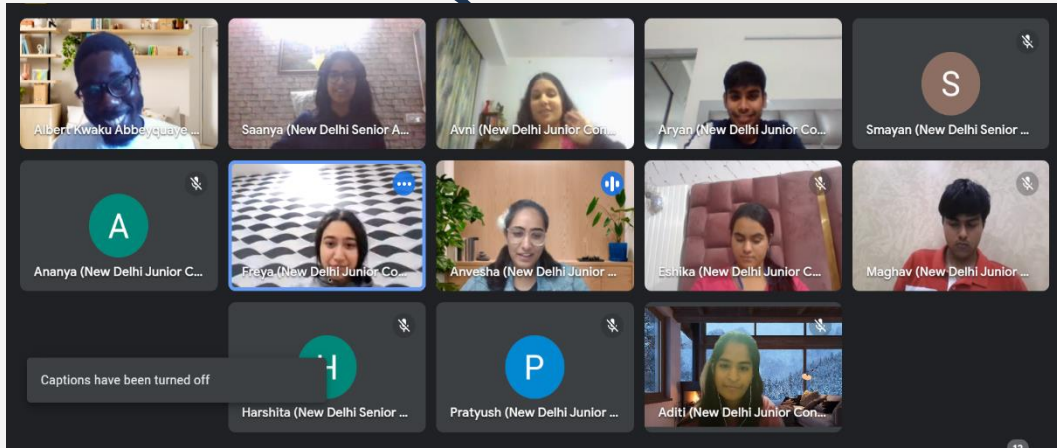
- **The Rockstar Waste Services Ltd (ThRoWS)** is a startup specializing in sustainable waste management.
- It provides waste collection services with a monthly fee, & actively engages in client education.
- Additionally, ThRoWS Ltd delivers high-quality recycled materials, providing valuable products to end-users.



Engagement Meetings



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THE GOOD TRADE PH

Philippines

PROBLEM STATEMENT

- Strives to achieve it's pre-pandemic level of customer base and growth level.
- Aims to expand it's product line into more sustainable products.
- Geographical expansion of operations to other APAC countries.

OUR APPROACH

- Conducted a comprehensive analysis of the different product lines to expand into.
- Analyzed and shortlisted countries for geographical expansion based on five parameters
- Prepared an extensive report on the markets of the shortlisted countries and their receptivity to sustainable products.

RESULT

- 3 potential expansion opportunities explored
- **15% revenue increase** from newly identified products
- Market share increase by **12%**

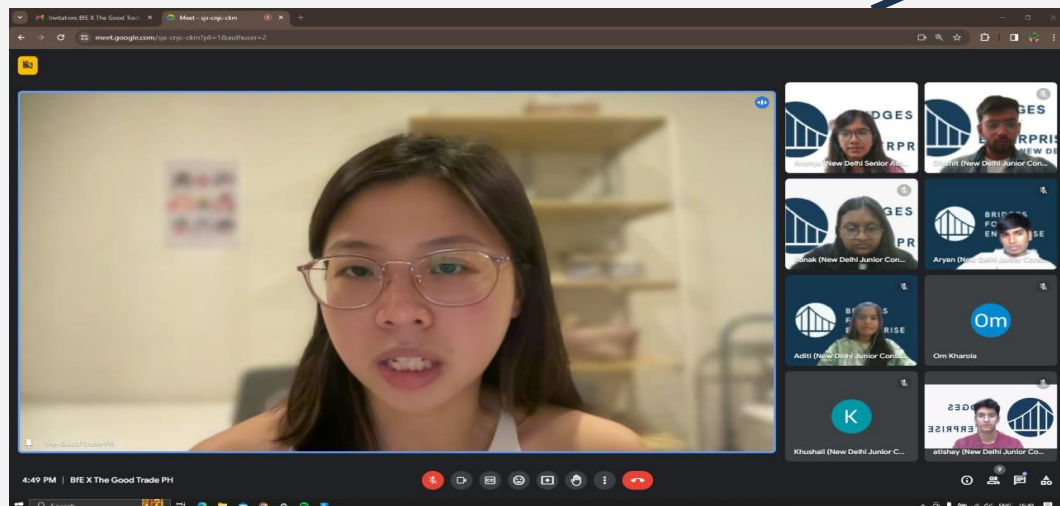
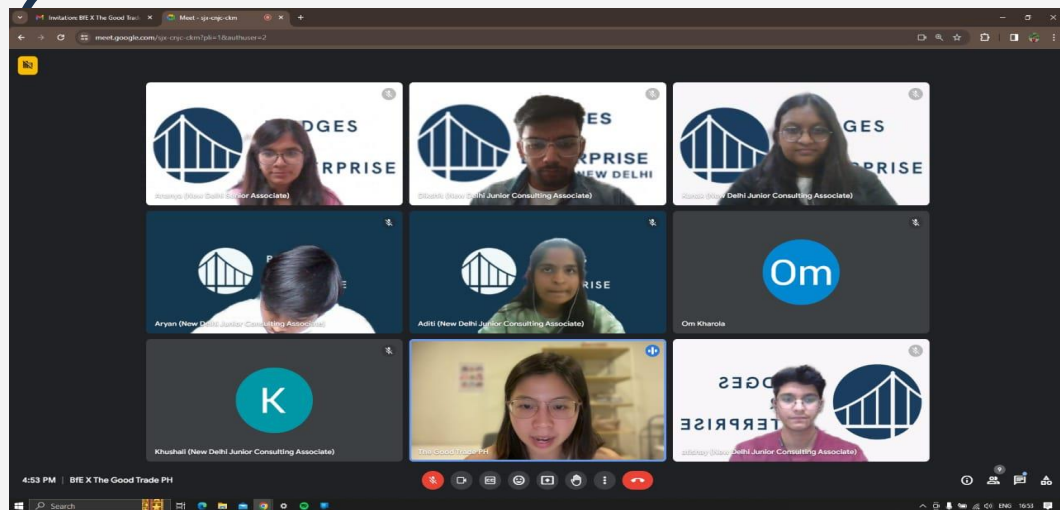
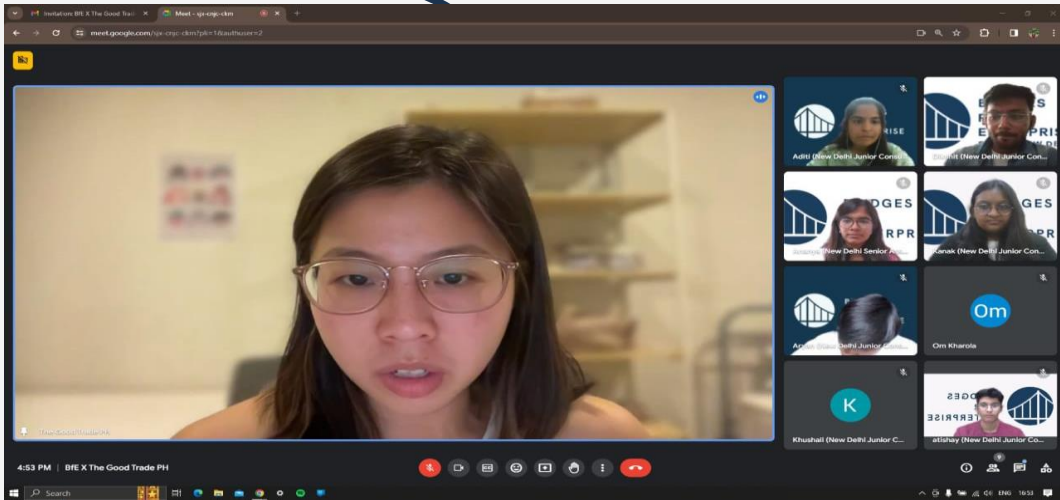
STARTUP OVERVIEW



- The Good Trade PH is a startup founded in 2018 with a focus on promoting sustainable consumption with small businesses and consumers.
- It sells 3 different products, with the main profit-driver being monthly pop-up fairs where they give merchants a space to display their sustainable products. food packaging



Engagement Meetings



Uganda

PROBLEM STATEMENT

- Optimize business revenue and financial model
- Get consulting leverage to boost business outreach and partnerships - Brand boosting programs or social media clout.
- Open to any strategic assistance from BfE, to grow the organization into a larger one.

OUR APPROACH

- A comprehensive market analysis was conducted for six prospective countries.
- Filters such as literacy rate and internet penetration were applied to categorize these nations into short-term and long-term target segments.
- New marketing and fund raising techniques were suggested.

RESULT

- 10+ potential expansion opportunities explored
- **Increased 20% market outreach** from newly identified marketing strategies
- Suggested 5+ viable fundraising options

STARTUP OVERVIEW



- ADIA is a startup founded in 2020 with a focus on addressing the global skills gap between the demands of employment companies and those possessed by individuals in Africa.
- In addition, ADIA also supports the upskilling of individuals through personalized capacity-building and career guidance under the Next Take program.



Engagement Meetings



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4. Access to Devices
5. High number of languages

Major Cities where ADIA can operate, if they wish to expand:

1. **Accra:** As the capital city of Ghana, Accra is the largest urban center and has a relatively higher level of internet connectivity and infrastructure compared to other parts of the country.
2. **Mombasa:** Mombasa is a major city located in the Indian Ocean region of Kenya. It has a growing population and serves as an educational hub, with several schools and colleges.

Recommendations:

Such low internet penetration rates, without any offline presence in a market which has already achieved saturation, is a red flag. The accessibility and affordability (government) structural issues in a problem. Also, the major work sectors are of agriculture and mining, both of them being labour intensive and less skill setting, increasing the audience for ADIA, is recommended to not expand.

Barundi

Market Research:

- In 2023, 88% of Burundi's population is under 15 years old. The country's population is 13,208,000, with 50.5% being women and 49.5% being young people under 15.
- In 2023, Burundi's youth unemployment rate is around 65%, which is the 3rd of the world's highest 15-24 that is not working but is actively searching for work.
- According to the 2023 World Economic Forum's Global Gender Gap Report, Burundi is at the top of the ranking table for women's leadership. The report also ranks Burundi 173rd out of 137 countries on the 2023 Women, Peace & Security Index.
- Burundi also employs a major population in the agricultural sector, where there is very little scope for employability as it is already overburdened.
- Sector like Healthcare are neglected of the workforce but need expert people there. Skills, tourism and hospitality, IT, and manufacturing have opportunities to offer.

Challenges:

1. Limited internet Penetration Rate
2. Payment Infrastructure
3. Educational Industry Highly Regulated by Government
4. Access to Devices

10:54 PM | ADIA Mentor Meet

Results of Data:

- Large youth population, with 67% of the population being under the age of 18.
- Youth unemployment has increased throughout the years and has reached 65% of ADIA.
- Gender inequality more than 50% of the population, however gender equality is growing, the results of the 2023-2024 Gender Equality Index in terms of gender inequality.
- Skills training technical or vocational training not required but by experience.
- Labour force looking to be replaceable skills, top 10 in-demand expansion.

Major Cities ADIA can operate:

- **Accra:** Ghana's capital and largest city.
- **Mombasa:** Second largest city, and main commercial centre.

Recommendations:

Market research and expanding into Accra, given the current market context and the relatively higher level of internet connectivity in the region are recommended.

Barundi

Market Research:

- High youth population: 88% of the population being under 15 years of age, with a growing population and serves as an educational hub, with several schools and colleges.
- In 2023, Burundi's youth unemployment rate is around 65%, which is the 3rd of the world's highest 15-24 that is not working but is actively searching for work.
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Challenges:

1. Limited internet Penetration Rate
2. Payment Infrastructure
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6 free AI credits left | UPGRADE TO PRO

Current Call | Past Calls

ADIA Mentor Meet
Mar 20, 2024 21:50

Call language: ENGLISH | CHANGE

the male population. However, the job opportunities for females do not look that good because of Again, traditional stereotypes. So that is also one segment that ADI can Target like females and youth in general.

Anh-Dai Lu
Mm-hmm, okay.

Avni (New Delhi Junior Consulting Associate)
Yeah, Other day, you can move on with your presentation.

Aditya Sahni
Yeah, so the last two countries we have is Eritrea and Burundi we found out that if we talk about Aditya and specific we find found out that there is a high youth population though. There has been a slight change in unemployment rate, but it's still somewhat high and the problem in Eritrea is for the Youth because the youth unemployment is still very high, which is a problem for the like in the sky country in itself. We also observed that there's

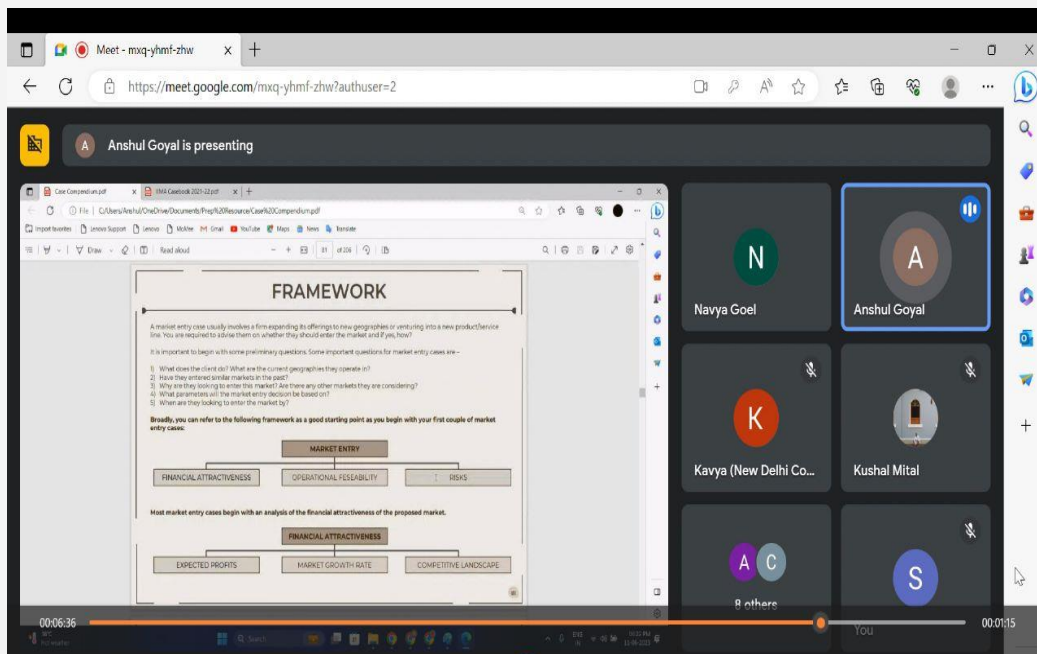
Call transcript | My notes

Send us feedback | Terms and Conditions | How it works

Kavya (New Delhi Senior Associate) joined

10:52 PM | ADIA Mentor Meet

TRAINING SESSIONS



CONSULTING BOOTCAMP

Our consulting bootcamps feature professionals from McKinsey, Bain, Dalberg, and LEK, offering live interview scenarios. In this session, members tackled market entry, profitability, and guestimates

KSS

BfE conducted a Knowledge Sharing Session (KSS) focusing on slide design, research methodologies, and strategies for excelling in case competitions. Members received comprehensive training in these key areas



CONTACT US



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Luv Sehgal
(President)



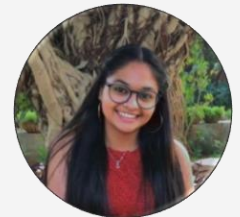
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(Director of Operations)

