

Market Oriented Value Enhancement

Creating Sustainable Livelihoods



Best Practices Foundation

The Best Practices Foundation (BPF) is a knowledgebased innovation agency, which documents, innovates and disseminates best development practices to improve the quality of life for poor and marginalised communities. BPF's branch office in Dharwad, Karnataka, serves as an incubation site and testing ground to experiment with new ideas and innovations. Together, the teams in Bangalore and Dharwad offer a wealth of information and expertise in research, innovation and implementation at both the grassroots and policymaking levels.

History of MOVE

In 2002, BPF developed the Market Oriented Value Enhancement (MOVE) programme to teach illiterate, landless and economically vulnerable individuals, particularly women, to run successful and sustainable micro-enterprises and small businesses to lift themselves out of poverty. MOVE's success with socio-economically diverse populations (e.g. rural women, urban youth, quarry workers, SHGs) and continued refinement of the programme over the years, has encouraged BPF to now scale its model to improve livelihoods for the poor across India.

What is MOVE?

The MOVE programme was developed to improve the livelihoods and income generating activities of the poor. With a central focus on market needs, MOVE teaches asset-poor and landless

Traditional Livelihood Model

- ◆ Focus on skill enhancement to teach participants to produce.
- ◆ Require huge capital investment and risk for participants to acquire machinery/raw materials to begin production for their businesses
- ◆ Cause participants to be product and sector dependent, making moving to another product virtually impossible

participants to begin viable businesses or income generating activities and significantly reduces their rate of failure.

MOVE reverses the traditional methodology. MOVE trainers provide participants with the tools to understand any market and determine demand and supply before choosing and starting a business. MOVE participants therefore choose a business after they have adequate knowledge of the local market and determined sufficient demand for their products or services.

The MOVE Programme

The MOVE programme comprises 12 modules, which teach motivation, market orientation and general business concepts, and enable participants to conduct market research. approached using these techniques for market *education*.

In addition, specific strategies for rural participants to study and penetrate urban or even international markets can be developed.

By using the process of PMA, the participants' capacities are built to research the market themselves without relying on the expertise of an outside source.

MOVE Livelihood Model

- ◆ Focuses on marketing concepts to teach participants to adapt to market conditions
- ◆ Enables participants to choose businesses only after evaluating their resources/skills & identifying market demands
- ◆ Allows participants to be laterally mobile in the market, constrained neither by product, service or sector

The participants then begin retailing or small scale production, sample selling, and gradual up-scaling of the products with the highest chance of success in their market. After a few sales cycles, they conduct in-depth customer feedback sessions and adjust their products accordingly. Finally, MOVE culminates in the formulation of

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small enterprises and business development plans. Thus far, MOVE graduates have realised assured profits from their businesses.

BPF has adapted the MOVE model to allow even the illiterate to understand the market. Every step of the MOVE process is driven by the knowledge of its participants. Varied contexts such as veterinary services, health services, natural resource based products, and many other enterprises can be approached using these techniques for market education. In addition, specific strategies for rural participants to study and penetrate urban or even international markets can be developed.



MOVE Impact

Since 2008, BPF has successfully transferred the MOVE programme to four locales in Karnataka and West Bengal, training about 500 participants and contributing to the launch of approximately 160 viable businesses. BPF follows a holistic approach, also linking participants with other local businesses for skills training and future employment.



Mahanthes Badigier, fondly referred to as "Muthu", had worked as a carpenter for over a decade. At the age of 29, he was introduced to MOVE. Talking about the changes in his life, Muthu says, "I joined MOVE to understand business better. I feel like I just worked like a labourer in the past. MOVE taught

me to estimate cost, profit, deal with customers, branding and promotion of my services, and earn better. I used to earn an average of Rs. 2,000 a month and now I make Rs. 8,000 in profits from my wood carving business... It has changed things for all of us in the family. My mother who runs a grocery store has improved her business with the lessons from MOVE. I am now taking full contracts for carpentry work. I also have a screen printing business. MOVE has made an impact on all businesses.

....As a child, I wanted a government job but now, I want to own a big factory for carpentry and wood carving work and give jobs to others."

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