

## The Duke MBA Global Consulting Practicum 2010 Project Summary



**Project Title:** Sustainability, Branding, and Website Development Strategy for I-India, a Jaipur-Based Nonprofit Serving Marginalized Children

**Client Information:**

- I-India. [www.i-indiaonline.com](http://www.i-indiaonline.com), [www.ladli.org](http://www.ladli.org)  
Prabhakar Goswami, Director & ATSEC Coordinator Rajasthan Chapter

**Period of Performance:** December 2009 - April 2010

**Duke MBA Team:**

- Nadia Berrio (Fuqua '11)
- Liza Darnell (Fuqua '11)
- Rhianon DeLeeuw (Fuqua '11)
- Lindsey Keiter (Fuqua '11)
- Karen Luby (Fuqua '11)

**Instructor:** Pranab Majumder

**Partner Description:**

I-India addresses the immediate needs of children, as well as their long-term opportunities, through a system that integrates nutrition, health, shelter, education, and vocational training. One major program that I-India runs is called Ladli, a vocational training center (focused on jewelry-making, handicrafts, fabric work, bags and greeting cards) open to children from the streets and from the I-India shelters.

**Problem Statement:**

I-India identified three areas of focus: financial sustainability, marketing, and the website. Related to financial sustainability, I-India was concerned with ensuring the organization as a whole could continue to support the needs of children in Jaipur and beyond. Improvements in marketing and branding were desired in order to raise global awareness of the organization and deliver a consistent message to donors, customers, and partners worldwide. The website emerged as an area in which immediate decisions were needed to refine or discontinue Ladli's online direct sales strategy and make other improvements.

**Objectives:**

- Identify opportunities to make I-India and Ladli more financially sustainable
- Suggest ways to enhance the I-India brand with a focus on Ladli
- Determine the role of the website

**Approach / Methodology:**

The team applied a methodical approach to analyzing I-India's operations and identifying improvement opportunities. The team assessed the current situation at I-India and Ladli and investigated best practice models offered by other organizations. Interviews and focus groups were conducted, establishments that offered partnership opportunities were visited, and social mission-focused websites were evaluated.

Given the limited resources of I-India, the team broke down the recommendations into smaller, more manageable steps and developed an implementation timeline for I-India from May 2010 to April 2011.

The team presented the following deliverables to the client:

- PowerPoint report with recommendations outlined

- Summary Case Study
- Report of Findings and Recommendations with implementation plan
- Suggested Volunteer Application
- Suggested Volunteer Pre-Trip Guide
- Suggested Volunteer Toolkit
- Suggested Marketing Materials
- Videos clips of the field work to include on the website
- Photographs of I-India to include on the website

### **Recommendations:**

1. Financial Sustainability:
  - a) Engage existing donors, volunteers, and customers through an e-Newsletter
  - b) Create giving categories to encourage donors to fund prioritized projects
  - c) Design a Sister Schools program as a way to raise awareness of and support for I-India
  - d) Develop a more structured and systematic process for engaging volunteers and using their talents and skills efficiently and effectively
  - e) Explore corporate gift programs in Singapore and Jaipur
  - f) Have supporters with innovative practices create documentation to share, including guidelines for organizing successful activities
2. Marketing and Branding:
  - a) Promotional Materials:
    - Communicate the positive and direct impacts I-India has on children in Jaipur
    - Clarify the relationship between I-India and Ladli
    - Streamline printed materials to include one tri-fold brochure and one rack card
  - b) Mobile Sales Unit: Test a mobile sales unit that may provide a way to expand Ladli's reach in Jaipur. Start by focusing on the Jai Mahal Palace Daily Bazaar
  - c) Merchandising: Implement a drawer system underneath each display in the Ladli office to better showcase the wide array of jewelry and handicrafts for sale
3. Website:
  - a) Use the web site as a marketing tool to promote awareness and provide information to donors, volunteers and potential wholesale customers, rather than e-commerce
  - b) Optimize performance in search results by identifying keywords through search engine optimization
  - c) Utilize Google AdWords to effectively spend the recently awarded Google Grant and to help new donors, volunteers and customers locate the I-India website

### **Results Achieved:**

I-India has already implemented some of the recommendations:

- The I-India website has a new option, "Mailing List," to subscribe to an e-Newsletter that will be sent twice a year
- In the "Volunteer" section of the webpage, I-India now emphasizes the fact that people outside India can also help by spreading awareness about the organization
- In the "Donate" section of the webpage, I-India lists different categories of giving and the impact that different donations can have on street children in Jaipur