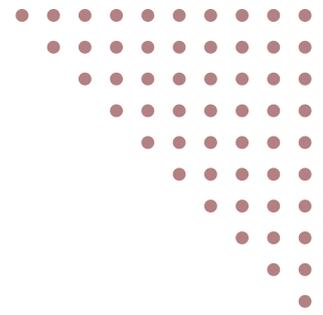


# GIZ MARKET ACCESS PROGRAMME- 2022

## PROJECT CLOSURE REPORT

# 2022



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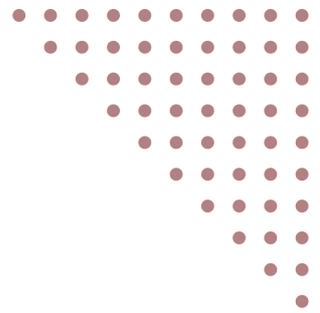
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# HER&NOW

Recognizing entrepreneurship as a key lever to sustainable economic growth and employment creation, the Government of India launched several initiatives to support female entrepreneurship. As a result, **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**, on behalf of the **German Ministry for Economic Cooperation and Development (BMZ)**, has been implementing the project “**Economic Empowerment of Women Entrepreneurs and Start-ups by Women**” (**Project Her&Now**).

In order to provide further growth avenues for a selected number of programme participants of the Her&Now Programme, GIZ partnered with Impact Hub Berlin (IHB) to develop the **Market Access Programme**, which prepares 10 women entrepreneurs for a market entry to Germany. After a successful first round in 2021, the Market Access Programme 2022 (MAP'22) equipped the second cohort with relevant knowledge **knowledge and networks** to take the next steps toward expanding their businesses to the German market.

IHB was responsible for the overall operational execution of the programme including the concept development, the selection of participants, speakers and experts as well as general project management throughout the programme. To make the programme more impactful, IHB also helped in drawing up a customized action plan (roadmap) for each participating entrepreneur to help them be better equipped for their journey to access German markets.

We would like to thank GIZ and the Project Her&Now team for the opportunity to implement this programme and hope it will contribute to fostering womxn entrepreneurship in the North East Region (NER) and beyond.

# MESSAGE FROM LEADERSHIP



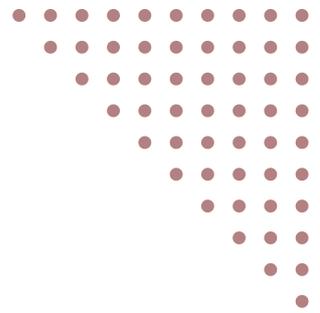
"I am passionate about working towards sustainable economic development and driving women's empowerment. Project Her & Now unites both. If we can bring more women into entrepreneurship, the impact of India's sustainable growth will be huge. MAP'22 is the next step toward this approach by learning the best practices from the German ecosystem."

– Julia Karst,  
Project Head, GIZ India



"In the face of unacceptable levels of inequality at both local and global levels, we must transform how we think about social, economic and political equity. By empowering female entrepreneurs to scale their businesses we want to contribute to a society that includes everyone in its design and distributes equity. That is why we have partnered with GIZ for a second round of the Market Access Programme."

– Héloïse Le Masne,  
Operations Director, Impact Hub Berlin



# OBJECTIVE AND OUTPUT INDICATORS

**Main Objective:** To equip 10 women entrepreneurs with the **knowledge & networks** to take their businesses to the German market.

The MAP'22 was conducted successfully by primarily focusing on the learning outcomes of the participants and encompassed the following important objectives:

- to equip them with information on compliance with **legal requirements & trade standards** with regard to the German market
- to help them establish contacts with sector-based **market networks** & access **support institutions and initiatives**
- to facilitate them in learning lessons on **past experiences of Indian exporters** to Germany
- to familiarise them with the **cultural nuances** and **business development insights**

These objectives were aimed to equip the participants with:

- Cultural Business Knowledge;
- Business Development;
- Trade & Legal Information and Requirements;
- Establishing contacts with relevant sector-specific networks;
- Learning from experienced entrepreneurs and drawing up entrepreneur-specific action plans.

# COHORT SNAPSHOT

For the selection of the MAP'22 cohort, Impact Hub Berlin assisted the selection of entrepreneurs by proposing selection criteria and conducted the selection interviews to shortlist ten female entrepreneurs with GIZ.

The shortlisted participants of the programme were 10 women entrepreneurs from the North-East Region(NER) of India. One distinguishing feature of these women-led ventures was their ability to leverage indigenous knowledge and local resources. With their commitment to sustainability, these ventures also demonstrated a strong sense of community.



Tuingamla Angkan,  
Secret Essentials



Priyanka Kaushik,  
Noi Mohi



Aakanksha Batra,  
The Green Collective



Dr Wangkheirakpam  
Sujata, Kumshung



T. Asenla Jamir,  
Deshen Store



Margaret Zinyü,  
Woven Threads



Sheikh Moidun Nilufar,  
Weave India



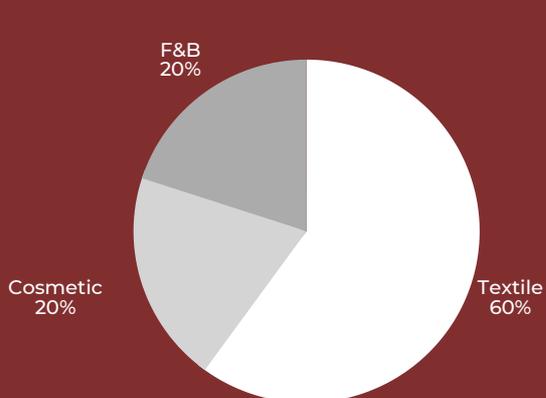
Lovely Baruah,  
FitBird



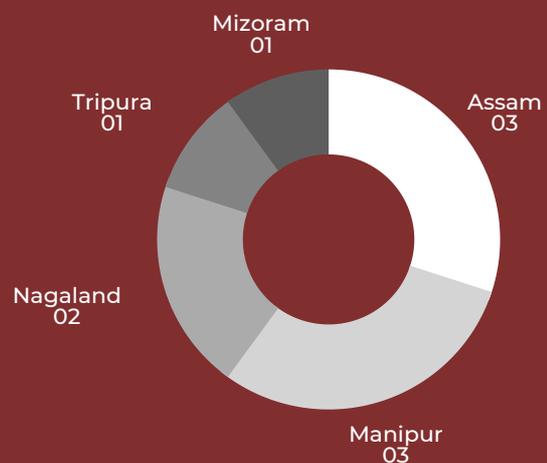
T. Bijiashanti Devi,  
Sanajing Sana Thambal



Lalthlamuani,  
Leisenzo Tea



INDUSTRY SPLIT



REGIONAL SPLIT OF PARTICIPANTS

# EXPERT SNAPSHOT

Apart from the relentless efforts of the implementation team, one of the main stakeholders of the MAP'22 were our highly curated experts and industry representatives.

Our industry experts conducted sessions in a Masterclass format for the participants, bridging their knowledge gap to facilitate their market access to Germany. With an overarching ambition to present the participants with a diverse set of experts, we recruited experts from diverse sectors ranging from public institutions to networking platforms like AsiaBerlin, fairtrade retailers, and retail platforms. Experts were also from different backgrounds like marketing & communications and industry representatives from the participants' sectors to entrepreneurs who shared their first-hand experiences navigating through various challenges in the German market.

The cooperation with every stakeholder was based on our values of trust, courage, and collaboration. While working with every stakeholder, IHB strived to create an open, trust-based, and engaging atmosphere.



**Amrita Gandikota**  
PrimedInFabrik



**Rainer Seider**  
Berlin Senate



**Julian Zix**  
GINSEP



**Mirco Dragowski**  
bbw Hochschule



**Dr. Anetta Vajda**  
Your German Company



**Alina Bassi**  
Kleiderly



**Martina von Mesterhazy**  
IHK Berlin



**Diksha Dutta**  
AsiaBerlin



**Monica Kistic Aguirre**  
Roots Radicals



**Angela De Giacomo**  
WunderNova GmbH



**Jeanine Glöyer**  
Jyoti - Fair Works



**Priel Manes**  
Two Dots Consulting

# SESSION LEARNINGS

To suit the needs of the participants, IHB ensured that the masterclasses were highly curated with the most relevant industry experts. For smooth information sharing & knowledge management, all sessions were recorded and the decks from the experts were shared with the participants & GIZ team through [Google drive](#). Here is a summary of masterclasses by our experts:

## 01

### Culture Masterclass

- **Individualistic vs. Collectivistic**
  - German individualistic values like the value for privacy & strict separation of work & private lives might be perceived as **non-inclusive & unfriendly**.
  - Indian collectivistic values like relationship-building & behaviors like private chats at work & working beyond 9-5 might be perceived as **unprofessional, inefficient, nosy, and chatty**.
- **Structure vs Flexibility**
  - German culture values **punctuality, security, and structure**. They keep deadlines, detail-oriented planning, & love insurance which might be perceived as **rigid, anxious about changes & spontaneity**.
  - Indian culture values **flexibility & accepts uncertainties**. Open to ad-hoc changes, deadlines & structures serve as orientation. This might be perceived as a **lack of perfection and quality and unreliability which requires micro-management**.

## 02

### Legal Masterclass

- The German Chamber of Commerce (IHK) and its divisions abroad like the Indo-German Chamber of Commerce can be helpful in resolving trade-related queries.
- India is part of the GPS (General Systems of Preferences), i.e., the evidence of Indian Origin with a REX (Registered Exporter System) declaration reduces the customs duty for textiles from **12 % to 9.6 %**.

## 03

### Market Entry MasterClass

- Experts shared their insights into various networking platforms like Gruenderszene, GINSEP, AsiaBerlin, etc., and trade fairs like Berlin Fashion Week
- Germany is becoming an attractive destination for more and more startup Indian founders
- Experts shared the importance of networking and the existing infrastructure supporting upcoming and existing founders both from the public as well as private actors.

## 04

### Entrepreneur Masterclass

- There are multiple pressing challenges facing first-time founders who want to establish their business in Germany like access to a network, B2B sales cycle lengths, communication, fundraising, novelty, and product market fit.
- For newcomers to German startup ecosystem platforms such as SINGA, Founderland can be highly valuable in providing access to the aforementioned challenges.
- More than 10 Million Germans fall under the group of LoHaS(The Lifestyle of Health and Sustainability), this can be a potential target group of the F&B ventures.

## 05

### Network Masterclass

- The value of Social Media can be leveraged to build one's personal brand & build valuable relationships.
- Networking is more about offering collaboration opportunities than asking for help/time. This can be achieved by being authentic & asking how one can be of help.
- Always think about the needs and interests of the person with whom founders are connecting with/writing to.
- Focus more on building **meaningful and valuable** connections than on the number of connections.

## 06

### **Ecosystem Masterclass**

- The German market is very diverse with a wide range of consumer groups. Using good storytelling founders can market their products at the desired price range provided the consumer finds it worthy.
- The products need to be customised as per the German customers' preferences: Germans prefer more muted colors in comparison to Indian customers who prefer more bright colors.

## 07

### **Peer2Peer**

- Participants worked on self-developing their initial roadmap & exchanged ideas for cross-collaboration.
- A WhatsApp group was created for staying in touch & exchanging relevant information and ideas.
- A few ideas that came out during the initial brainstorming were:
  - Exploring an initial collaboration with sampling rather than a legally binding partnership
  - Working together as a slow fashion business in India & scaling together
  - Making a good website suited to the German market
  - Collaborating with experts and tapping into their network

## 08

### **Roadmap Session**

- The self-developed roadmaps were shared with the experts for the initial review followed by a deep dive session, where the founders were advised to work on the strategies like:
  - Declutter their product portfolio & focus on their 'hero products'.
  - Come up with a seasonal line of products.
  - Work on a luxury segment of their products with a higher price range

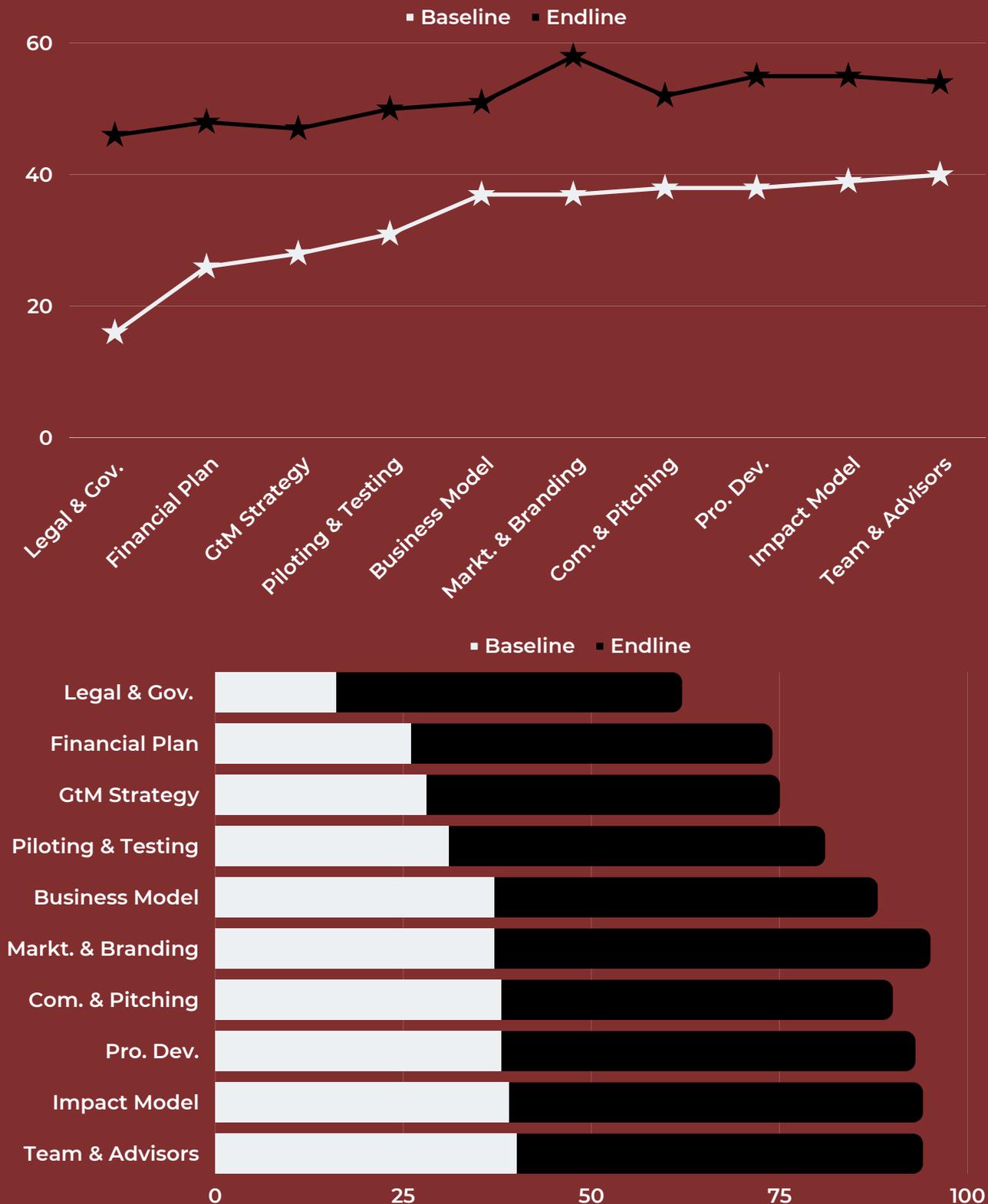
# PROGRESS MEASUREMENT

To determine the pre-existing knowledge and measure the progress & impact of the programme outcomes, 10 clear and specific criteria were identified to produce relevant, consistent, and comparable analysis through **baseline and end-line self-assessment surveys**. Participants were asked to assess their level of familiarity with knowledge and confidence of each key criterion **in the German context**.

#	KEY CRITERIA	DESCRIPTION
1.	Legal & Governance Structures	Knowledge of legal and governance structures in Germany
2.	Business Model	Knowledge of factors like value proposition, measurement indicators, revenue streams etc.
3.	Financial Plan	Knowledge of aspects like revenue streams estimations, cost structures, etc.
4.	Impact Model	Knowledge of aspects which create a specific positive benefit/outcome for a stakeholder
5.	Marketing & Branding	Knowledge of aspects such as your strategy, resources and networks to reach public awareness.
6.	Communication & Pitching	Communication with various stakeholders and pitching to diverse audiences
7.	Piloting & Testing	Knowledge of aspects such as a strategy and roadmap, piloting partners etc.
8.	Go-to-Market (GTM)	Knowledge of aspects such as a sales and market strategy, costs structures, and exports, logistics etc.
9.	Product Development	Knowledge of aspects such as validation of industry-specific assumptions.
10.	Team & Advisors	Knowledge of aspects like roles and knowledge of needed skills and how to obtain them.

# Comparative Analysis: Key Criteria

Comparative analysis of the 10 key criteria based on the baseline and endline self-assessment surveys filled out by the participants.



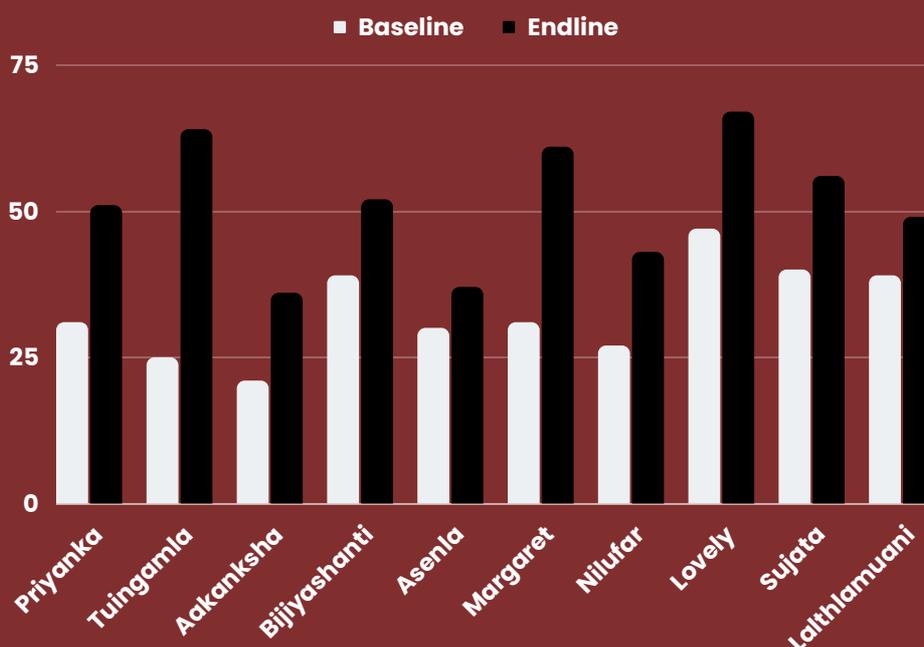
Criteria	Baseline Scores	Endline Scores	Point Gain	% Gain
Legal & Governance Structures	16	46	30	188%
Financial Plan	26	48	22	85%
Go-to-Market (GTM)	28	47	19	68%
Piloting & Testing	31	50	19	61%
Marketing & Branding	37	58	21	57%
Product Development	38	55	17	45%
Impact Model	39	55	16	41%
Business Model	37	51	14	38%
Communication & Pitching	38	52	14	37%
Team & Advisors	40	54	14	35%

What the numbers speak:

- **Highest Performing Indicator:** 'Legal & Governance Structures' has the **highest increase (from 16 to 46)** indicating the maximum increase in the levels of understanding/familiarity about the topic. It also has the lowest values for total Endline scores (46) indicating the need to learn more about the topic.
- **Highest Scoring Indicator:** 'Marketing and Branding' has the highest values for total Endline scores (58) indicating the highest knowledge levels.
- **Least performing Indicators:** Bottom three indicators were 'Team & Advisors', 'Communication & Pitching', and 'Business Model', where the growth was under 40%. These three criteria can be focused more on for future programmes.
- **Impact of MAP'22:** Overall impact assessed through the survey for every assessed key criterion registered an increase of **>35%** in terms of learning outcomes.

# Comparative Analysis: Participant Scores

Participant	Baseline Scores	Endline Scores	Point Gain	% Gain
Priyanka Kaushik	31	51	20	65%
Tuingamla Angkang	25	64	39	156%
Aakanksha Batra	21	36	15	71%
Tongbram Bijiyashanti Devi	39	52	13	33%
T Asenla Jamir	30	37	7	23%
Kevisedenuo Margaret Zinyü	31	61	30	97%
Sheikh Moidun Nilufar	27	43	16	59%
Lovely Baruah	47	67	20	43%
Wangkheirakpam Sujata	40	56	16	40%
Lalthlamuani	39	49	10	26%



Total Scores of Baseline & Endline Self Assessment Survey

7/10



No. of participants observed >40% growth in their knowledge.

10/10



No. of participants now have their pitch decks and pitch

# LEARNINGS & RECOMMENDATIONS

As the sessions progressed we had an opportunity to get to know the cohort more individually. Here are a few learnings, which we believe could be implemented for future cohorts:



## WhatsApp Group for Community engagement

During the sessions it was observed that for continuous engagement with the participants, WhatsApp was the preferred tool of communication. The flow of communication was easy and quick.

Quick reminders for masterclasses were also sent to participants through WhatsApp, which proved to be quite an efficient way of disseminating information. It was also used as a tool of community engagement.



## Deep dive Session with Strategy Consultant

As a part of the roadmap building, one on one deep dive session with one of our strategy consultants, Preil Manes, were highly commended by all the participants.

As a recommendation for future sessions it is advisable to engage with such experts not only towards the end of the programme, but to already provide one on one coachings in the beginning and middle of the programme. An idea would be to have the coach be involved in the baseline survey to help design the learning journey of the participants.



## Time Commitment

Multiple sessions were not attended by all the participants. There could be multiple reasons like bad connectivity, work overload, other commitments etc.

Low attendance led to gaps in the learning and overall progression of the cohort as a group. It is recommended to record the sessions.



## **Foundational Digital Literacy**

It was observed that not all of the cohort participants was tech-savvy. A good amount of inputs went into bridging their knowledge gap.

Future programmes can be designed to keep digital literacy as a key aspect in mind (by learning basic digital tools such as Google Suit, Miro, Trello etc.). This will not only address their digital literacy needs but will also help them to integrate digital technologies into the overall success & growth of their ventures. At the same time mitigate the future risk associated with with the application of technology.



## **Expansion to International Markets by leveraging USP**

Most of the participants were from handloom/textile industry and weaves from the region have an ethnic value in the handloom value chain.

This USP could generate a huge demand in the international market like Germany. It is a potential area of growth for women entrepreneurs working in the sector.

They already have registered businesses with the potential to export to international markets and will be fluent in English. Further linkages with actors could lead to potential synergies for future collaboration.



## **Follow up Delegation Trip for Networking Events**

One of the most common recommendations by most of our experts to get hands-on experience of the German market.

A delegation trip or an attendance at a trade fair will enable the founders of an offline in-person interaction enriching their overall experience of the MAP'22.

# FEEDBACK

From the beginning of the programme, we ensured to take constant feedback from cohort members. It was observed that their expectations evolved to a certain degree as the sessions progressed. Here is a snippet of a few selected feedbacks captured during the programme delivery



## List of Challenges

- Getting right customer
- Place to work
- Cosignment Model
- Design sensibility
- Logistics
- Market Linkages
- Lead generation
- Access to funds



## Key Learnings

- Customer preference, importance of networking for business expansion
- Pitching and deck preparation
- Business scaling up and production management



## Quality Experts with quality insights

All the experts who conducted highly curated Masterclasses shared their authentic hands-on experience and shared quality insights from their respective domains.

They were genuinely interested towards the cause and support the cohort members in expanding to German market. They also shared their personal contact details with participants to reach out to them.

# PARTICIPANT TESTIMONIALS

"This was a unique experience, one that will help me the most in all of my cohort experiences so far because of the way it was designed and experts brought on. You understood our needs and shaped this whole program accordingly.

I can say that at the end of the program, I feel like it's the beginning of something special in my journey."



Priyanka Kaushik,  
Noi Mohi



Aakanksha Batra,  
The Green Collective

"It made me get on track with having a more concrete roadmap (ON PAPER) with regards to the strategy and plan for TGC. Very often we already know it in our heads but it's good to have stuff more visibly on paper!"

"Roadmap helped me a lot with my plans. It gives me more clarity about my vision and mission. Over all with the sessions, I'm now more confident and aware of German Market Entry"



Tuingamla Angkan,  
Secret Essentials



Margaret Zinyü,  
Woven Threads

"What I've learned from the sessions is we have to explore, take risks, attend exhibitions/programs & make connections. Because I feel that meeting people and making connections is the gateway."

"Like a jigsaw puzzle, every bit of information is a like piece, and its falling in place bit by bit with every session. Most happy to know Germany is most commerce friendly among all the EU countries, that is motivating"



Priyanka Kaushik,  
Noi Mohi

# ACKNOWLEDGEMENT

We would like to recognize the contributions of all individuals and institutions who worked on this project. List below the names of the individuals who were dedicated contributors to the Market Access Programme 2022.

Project Name:

GIZ Market Access Programme 2022  
(Her&Now – Economic Empowerment of Women Entrepreneurs and Start-ups by Women)

Julia Karst & Neha Kanitkar

Programme Concept & Coordination:

Héloise Le Masne, Vera Kämpfer & Saurabh Singh

Authors:

Vera Kämpfer & Saurabh Singh

On behalf of:

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH & the German Federal Ministry for Economic Cooperation and Development (BMZ)

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## CONTACT

**Impact Hub Berlin**  
**Rollbergstraße 28A**  
**12053 Berlin**

<https://berlin.impacthub.net/>  
[info@impacthub.berlin](mailto:info@impacthub.berlin)  
+49 30 259 257 25

Prepared by:

